

## Fee Determination Scorecard

**Contractor:** UCOR LLC

**Contract:** DE-SC00004645

**Award Period:** April 1, 2021 through October 31, 2021

**Basis of Evaluation:** Award Fee and Performance Based Incentive (PBI) Fee Performance and Evaluation Measurement Plans (PEMP) for April 1, 2021 through October 31, 2021.

### Overall (Subjective and Objective) Fee Earned

PEMP Fee Type	Fee Amount	Percent of Max Available Fee
Subjective Criteria Fee Earned	\$9,222,431	95%
Objective Criteria (PBI) Fee Earned	\$15,500,000	100%
<b>TOTAL FEE EARNED</b>	<b>\$24,722,431</b>	<b>98%</b>

### Subjective Award Fee Scorecard:

Criteria	FY 2021-02		
	Adjective Rating	Fee %	Fee Amount
Project Management and Business Systems	Excellent	98%	\$1,309,335
Operations Management	Good	75%	\$1,202,451
Quality and Safety Culture	Excellent	95%	\$1,269,253
Regulatory and Stakeholder Activity	Excellent	100%	\$1,068,845
<b>Total Project Management Incentive</b>	<b>Very Good</b>	<b>90.75%</b>	<b>\$4,849,884</b>
Cost and Schedule Incentive	High Confidence	100%	\$4,372,547
<b>Total Award Fee</b>	<b>Excellent</b>	<b>95%</b>	<b>\$9,222,431</b>

### Significant Accomplishments

- UCOR LLC (UCOR) is projected to underrun their contract by more than \$68 million. UCOR has performed 92 percent of their contract baseline with a cumulative Schedule Performance Index of .99, a Cost Performance Index of 1.02, and a To Complete Performance Index based upon Estimate at Completion of 1.03.
- UCOR advanced cleanup on 27 excess contaminated facilities at the Oak Ridge National Laboratory and the Y-12 National Security Complex, which house the Department's largest inventory of high priority excess facilities, and completed actions required to close the East Tennessee Technology Park.
- UCOR successfully completed the transfer of property from the Oak Ridge Office of Environmental Management to the City of Oak Ridge which were environmental management priorities for 2021. UCOR

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also successfully completed the transfer of the K-1065 Complex to the National Nuclear Security Administration.

- UCOR aggressively implemented a mandatory vaccination program for their workforce. UCOR continued to implement effective COVID-19 controls with no workplace transmissions cases of COVID since the start of the pandemic.
- UCOR effectively addressed COVID pandemic-related supply chain challenges minimizing cost and schedule impacts.
- UCOR significantly exceeded their Fiscal Year 2021 small business goal of 65 percent by achieving 84.5 percent. In addition, UCOR exceeded five of the six small business socioeconomic goals.
- UCOR achieved a Total Recordable Cases rate of 0.57 and a Days Away, Restricted or Transferred rate of 0.06, well below the DOE goals.
- UCOR operated 118 months without a reportable release under the occurrence reporting criteria.
- UCOR overcame numerous challenges to restart operations of the Liquid Low-Level Waste evaporator, a critical volume reducing system to support Oak Ridge National Laboratory operations, which greatly reduces the risk of reaching storage capacities.
- UCOR continued to implement an effective Contractor Assurance System by closing 311 corrective actions that addressed previously identified issues, achieving a 99 percent on-time closure rate.
- UCOR maintained alignment of the Contract and the Performance Measurement Baseline. Twenty-three contract modifications were definitized during this evaluation period within an average of 163 days, well below the goal of 180 days.
- UCOR continued their strong support to the Emerging Issues Team with the U.S. Environmental Protection Agency Region 4 and the Tennessee Department of Environment and Conservation. This working relationship contributed to the submittal of the Environmental Management Disposal Facility D1 Record of Decision by the July 12 milestone.
- UCOR exhibited a viable Cyber Vulnerability Management Program by achieving a green status on the cybersecurity dashboard and promptly responded to all cybersecurity data calls.

### Opportunities for Improvement

- While UCOR continues to be responsive to incidents and make improvements in Work Planning and Control, they experienced issues in the areas of transportation, safety, communication, and work packages that highlight the need for additional improvements.
- While UCOR continues to be responsive to incidents and make changes to improve the effectiveness of Safety and Health Programs, they experienced issues related to Powered Air Purifying Respirator usage and control of hazardous energy, and transportation that highlight the need for additional improvements.

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**Objective Fee (PBI) Criteria Summary Table**

<b>Metric</b>	<b>Title</b>	<b>Maximum Available</b>	<b>Fee Earned</b>
ETTP-152	EU-19 Remedial Action #2	\$140,000	\$140,000
ETTP-227	ETTP Sitewide Groundwater ROD: Main Plant Area D2 Feasibility Study (FS)	\$500,000	\$500,000
ETTP-238	Y-12 Alpha-2 Complex and Beta-1 Complex Cold and Dark Work Packages	\$200,000	\$200,000
ETTP-243	EU-19 Ditch Remedial Action	\$225,000	\$225,000
ETTP-244	EU-21 K-1024 Slab Removal	\$100,000	\$100,000
ETTP-247	Zone 1 Blair Quarry, K-1085 and K-722 Ecological Remedial Action	\$100,000	\$100,000
ETTP-249	Y-12 9213 Complex Cold and Dark Completion	\$250,000	\$250,000
ETTP-250	Y-12 Alpha-2 Complex Cold and Dark Complete	\$350,000	\$350,000
ETTP-255	PWS C.2.41, 3571 Pre-Treatment Operational	\$100,000	\$100,000
ETTP-257	ORNL 3026 West Cell Bank (WCB) Demolition	\$350,000	\$350,000
ETTP-259	ORNL 3010 Complex Deactivation Complete	\$350,000	\$350,000
ETTP-260	ORNL Isotope Row and 3038 Building - Deactivation Phase 1	\$460,000	\$460,000
ETTP-263	EU-42 K-1004-J, K-1200, K-1210, and K-1220 Slab Characterization and Slab Removal	\$600,000	\$600,000
ETTP-264	Zone 1 K-901 Ecological Remedial Action	\$225,000	\$225,000
ETTP-266	PWS C. 2.45 – 3001 Graphite Reactor Exhaust System	\$175,000	\$175,000
ETTP-267	PWS C.2.41, LGWO DCS Upgrade – Software Design	\$75,000	\$75,000
ETTP-268	ORNL 3042 Building - Deactivation Phase 1 Completion	\$400,000	\$400,000
ETTP-269	ORNL 3005 Demolition Ready	\$400,000	\$400,000
ETTP-271	Zone 1, 770 Area Remedial Action	\$400,000	\$400,000
ETTP-272	Phase 1 Post 2020 Demobilization	\$200,000	\$200,000
ETTP-273	ORNL 2021 End State Completion	\$2,190,000	\$2,190,000
ETTP-274*	Y-12 2021 End State Completion	\$5,810,000	\$5,810,000
ETTP-275	PWS C. 2.02 – 3P-2 Moyno Pump Replacement	\$150,000	\$150,000
ETTP-278	Heritage Center FY21 Remedial Action End State Complete	\$1,000,000	\$1,000,000
ETTP-281	Prepare the Data Quality Objectives (DQOs) for the study(ies) to be conducted to support establishing the landfills radiological discharge limits	\$100,000	\$100,000
ETTP-282	Shipment of Remaining Legacy Waste Items	\$100,000	\$100,000

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Metric	Title	Maximum Available	Fee Earned
ETTP-285	Y-12 Alpha-2 Complex Asbestos Abatement and Oil Draining	\$400,000	\$400,000
ETTP-287	ORNL Building 3042 2nd & 3rd Floor Phase I Deactivation Completion	\$150,000	\$150,000
<b>Total</b>		<b>\$15,500,000</b>	<b>\$15,500,000</b>

\*PBI value does not include early incentive fee earned.