

## Fee Determination Scorecard

**Contractor:** UCOR LLC

**Contract:** DE-SC00004645

**Award Period:** November 1, 2021 through May 22, 2022

**Basis of Evaluation:** Award Fee and Performance Based Incentive (PBI) Fee Performance and Evaluation Measurement Plans (PEMP) for November 1, 2021 through May 22, 2022.

### Overall (Subjective and Objective) Fee Earned

PEMP Fee Type	Fee Amount	Percent of Max Available Fee*
<b>Subjective Criteria Fee Earned</b>	\$11,093,259	95%
<b>Objective Criteria (PBI and Milestones) Fee Earned</b>	\$16,373,000	79%
<b>TOTAL FEE EARNED</b>	<b>\$27,466,259</b>	<b>85%</b>

\*Percentage has been rounded based on an excel formula.

### Subjective Award Fee Scorecard

Criteria	FY 2022-01		
	Adjective Rating	Fee %	Fee Amount
Project Management and Business Systems	Excellent	98%	\$1,568,127
Operations Management	Good	75%	\$1,440,116
Quality and Safety Culture	Excellent	98%	\$1,568,127
Regulatory and Stakeholder Activity	Excellent	100%	\$1,280,103
<b>Total Project Management Incentive</b>	<b>Excellent</b>	<b>91.50%</b>	<b>\$5,856,473</b>
Cost and Schedule Incentive	High Confidence	100%	\$5,236,786
<b>Total Award Fee</b>	<b>Excellent</b>	<b>95%</b>	<b>\$11,093,259</b>

### Significant Accomplishments

- UCOR LLC (UCOR) completed its contract with a favorable cost variance of \$129 million.
- UCOR adapted to changing conditions resulting from COVID-19-related supply chain issues and staff shortages. UCOR reprioritized work and adjusted work plans that mitigated the impacts of COVID-19 on work execution.
- UCOR advanced cleanup on 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 continued actions required to close the East Tennessee Technology Park (ETTP).
- UCOR completed all regulatory milestones on or ahead of schedule.
- UCOR exceeded the DOE safety metrics expectations by achieving a Total Recordable Cases rate of 0.24 and a Days Away, Restricted or Transferred rate of 0.00.

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- UCOR recovered a total of 1.7 tons of mercury from Alpha-4 bringing the total amount of mercury recovered to approximately seven tons. This decreased the risk of release, moved the facility closer to demolition preparation, and reduced the mercury vapor at the facility which will reduce the cost of demolition preparation and improve future worker safety.
- UCOR significantly exceeded their Small Business goal of 65 percent by achieving 73.4 percent and exceeded four of the five small business socioeconomic goals.
- UCOR maintained alignment of the Contract and the Performance Measurement Baseline. Eighteen Contract modifications were negotiated during this evaluation period within an average of 142 days, well below the goal of 180 days.
- UCOR continued to implement actions to address previously challenging areas such as transportation incidents and heat stress.
- UCOR continued to implement an effective Contractor Assurance System by closing 388 corrective actions that addressed previously identified issues, achieving a 99 percent on time closure rate.
- UCOR operated without a reportable release under the occurrence reporting criteria bringing the total number of months without a reportable release to 125 months.
- As part of the emerging regulatory issues team, UCOR was instrumental in supporting resolution of the long-standing dispute on radiological water discharge limits paving the way for the issuance of an approvable D2 Record of Decision for the proposed onsite Comprehensive Environmental Response, Compensation, and Liability Act waste disposal facility.
- UCOR proposed an innovative approach for streamlining the real property transfer review and approval process enabling accelerated transfer of excess ETPP land to the community.

### Opportunities for Improvement

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

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### Objective Fee (PBI and Milestones) Criteria Summary Table

Metric	Title	Maximum Available	Fee Earned
ETTP-225	ETTP Sitewide Groundwater ROD: K-31 and K-33 Area Remedial Site Evaluation (RSE) No Further Action	\$80,000	\$80,000
ETTP-251	Y-12 Beta-1 Complex Cold and Dark Complete	\$350,000	\$350,000
ETTP-252	East COLEX Deactivation Completion	\$750,000	\$750,000
ETTP-253	Y-12 Heavy Equipment Yard Completion	\$350,000	\$350,000
ETTP-262	EU-25 Remedial Action	\$500,000	\$500,000
ETTP-265	Economic Development-19 Water and Sanitary Sewer Design and Installation	\$550,000	\$550,000
ETTP-276	PWS C. 2.02 – 3P-1 Moyno Pump Replacement	\$75,000	\$75,000
ETTP-280	EU-21 TCE Soil	\$700,000	\$700,000
ETTP-283	3026D East Cell Bank Characterization Completion	\$300,000	\$300,000
ETTP-284	Y-12 Beta-1 Complex Asbestos Abatement and 9501-04 Transformer Draining	\$250,000	\$250,000
ETTP-286	Y-12 Biology 9207 CLSM Removal	\$1,000,000	\$1,000,000
ETTP-288	PWS C. 2.41 – 3608 Piping Replacement Part 1	\$175,000	\$175,000
ETTP-289	PWS C.2.41, LGWO DCS Upgrade Hardware Design & Fiber Run	\$200,000	\$200,000
ETTP-290	Phase 2 Post 2020 Demobilization and Portal 6 Lighting	\$250,000	\$250,000
M-1	Complete Alpha-4 Pit Clean-Out	\$200,000	\$200,000
M-2	Complete Phase 1 Deactivation of ORNL Isotope Row 3029 (ACM Abatement and non-process Universal Waste Removal)	\$200,000	\$200,000
M-3	Complete Mobilization for EU5 Clean Slab Removal	\$75,000	\$75,000
M-4	Complete demolition and disposition of New - Post 2020 Demob Phase 3 (10 facilities from Section C Attachment A)	\$75,000	\$75,000
M-5	Removal of 5,000 CY of Miscellaneous Concrete Items as identified in the Vision 2020 EU Walkdowns documented in PBI-230	\$613,000	\$613,000
M-6	Complete EGCR Building Characterization	\$450,000	\$450,000
M-7	Drain all large oil containing equipment and transformers (greater than 100 gallons) on the first floor of Alpha-2	\$300,000	\$300,000
M-8	Abate of 7,846 LF of asbestos piping at Alpha-2	\$500,000	\$500,000
M-9	Removal and packaging of 175,700 lbs of lead shielding from the second floor of Alpha-2	\$500,000	\$500,000
M-10	Remediation of EU-39 Concrete (Based on estimated 3,400 CY)	\$300,000	\$300,000

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Metric	Title	Maximum Available	Fee Earned
M-11	Complete 3608 Piping Replacement Part 1A*	\$350,000	\$350,000
M-12	Complete installation of the new Digital Control System in 8 ORNL Facilities	\$100,000	\$100,000
M-13	Complete Alpha-4 Hazard Reduction (excluding waste Disposition)	\$200,000	\$0
M-14	Complete EU-21 TCE Excavation and Shipment of 6,000 CY	\$1,000,000	\$1,000,000
M-15	Complete MSRE Continuous Purge System Installation Phase 1	\$569,000	\$569,000
M-16	Complete removal of EU-17 Transite (Based on estimated 178 CY)	\$300,000	\$0
M-17	Complete installation of new Digital Control System at 6 ORNL Facilities	\$100,000	\$100,000
M-18	Abate 2,460 of Asbestos Piping and First Floor Universal / Hazardous Waste Removal (excluding loose material) at Beta-1	\$250,000	\$0
M-19	Closure - Removal of non-slab items identified during the Vision 2020 PBI-230 walkdowns	\$300,000	\$0
M-20	Complete installation of inside MSRE Continuous Purge System components	\$613,000	\$0
M-21	Complete Characterization and Shipment of 30 pieces of Heavy Equipment from ETPP	\$100,000	\$0
M-22	Complete 3608 Piping Replacement Part 2	\$300,000	\$300,000
M-23	Complete disposition of excess Historical Artifacts collected to support NHP efforts	\$100,000	\$0
M-24	Complete Biology Complex non-CERCLA slab Removal and Backfilling	\$200,000	\$0
M-25	Complete Demolition of Building 3010	\$613,000	\$0
M-26	Complete DQOs on Accelerated Characterization Buildings 7500HRE, 5505, 3515 and 3028	\$150,000	\$150,000
M-27	DOE Acceptance of D1 ETPP Main Plant Area Groundwater ROD - Proposed Plan	\$120,000	\$120,000
M-28	DOE Acceptance of D1 ETPP K31/33 Area Groundwater ROD - Proposed Plan	\$75,000	\$0
M-29	DOE Acceptance of D3 Zone 1 Final Soils ROD	\$15,000	\$15,000
M-30	Remainder of post 2020 demobilization complete	\$300,000	\$0
M-31	Complete Backfill and Seeding of 9210/9207 Areas	\$500,000	\$500,000
M-32	9213 Demo Ready Completion	\$800,000	\$800,000
M-33	Complete EU-5 Characterization and Remediation (if remediation required)	\$1,000,000	\$1,000,000

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Metric	Title	Maximum Available	Fee Earned
M-34	Complete Transition Biology Site to NPO	\$500,000	\$0
M-35	Complete Beta-1 Basement Water Characterization	\$250,000	\$250,000
M-36	Complete OGR Support Facilities Cold & Dark	\$613,000	\$613,000
M-37	Approval to Ship EU5 Clean Slabs to ORRL	\$100,000	\$100,000
M-38	Install Pumps, Treatment System (if required), and Remove 100,000 gallons of water from Beta-1 Basement	\$750,000	\$750,000
M-39	Submit Alpha-2 Basement Report to OREM	\$300,000	\$300,000
M-40	Complete Removal of Miscellaneous Concrete Items as identified in the Vision 2020 EU Walkdowns documented in PBI-230 (excluding the PCCR)	\$613,000	\$613,000
M-41	Complete Demolition of Building 9213 excluding slab, tanks, and pits	\$750,000	\$0
<b>Total</b>		<b>\$20,674,000</b>	<b>\$16,373,000</b>