

Fee Determination Scorecard

Contractor: URS|CH2M Hill Oak Ridge

Contract: DE-SC0004645

Award Period: October 1, 2017 through March 31, 2018

Basis of Evaluation: Award Fee and Performance Based Incentive Fee Performance and Evaluation Plans (PEMP) for October 1, 2017 through March 31, 2018

Award Fee Scorecard:

Subjective Fee (Award Fee) Criteria Summary Table

Criteria	FY 2018-01 (10/1/17-3/31/18)		
	Adjective Rating	Fee %	Fee Amount
Project Management and Business Systems	Excellent	93%	\$538,182
Worker Safety, Health, and Quality Management	Good	60%	\$694,429
Regulatory and Stakeholder Activity	Excellent	94%	\$543,969
Total Project Management Incentive	Very Good	77%	\$1,776,580
Cost and Schedule Incentive	High Confidence	99%	\$1,874,957
Total Award Fee		87%	\$3,651,537

Key Significant Accomplishments:

- UCOR continues to ensure the contract and performance baseline remain in alignment.
- UCOR continued to exceed Small Business subcontracting goals, including achieving 80.2% for small business (Goal 65%).
- UCOR has continued to advance multiple projects required to complete the cleanup of ETPP and reduce risk associated with OREM operations at the ORNL and Y-12 including:
- Identifying a new approach for disposal of a large volume of mixed low-level waste in K-1037, saving over \$400,000 in disposal costs.
- Ceasing operations at the ETPP garage allowing Building K-1414 to be demolished earlier than planned.
- Completing the installation of nine new piezometers at the existing onsite CERCLA disposal facility well ahead of the commitment to the regulators.
- Beginning large-scale equipment removal on the Alpha 4 West COLEX project.
- Implementing recommendations from an engineering study that addressed the critical maintenance issues on the Liquid and Gaseous Waste Operations systems in order to avoid impacts to Office of Science research missions.
- UCOR did an excellent job in the planning and execution of the hoisting and rigging aspects of the LGWO J-1050 Header replacement task.

- A UCOR COLEX Project worker exhibited a questioning attitude and took appropriate actions upon discovery of 3M Mersorb respirator cartridges with unexpected end-of-service-life colorimetric indicator strips. An unopened cartridge had a dark brown colorimetric strip which was indicative of the cartridge reaching the end of its service life. The vendor was contacted and affected cartridges were removed from service.
- UCOR completed procedure revisions, chemical trap changeout, calibrations, and maintenance items necessary to conduct the fall 2017 pumpdown of the MSRE Reactive Gas Removal System.
- UCOR maintained an effective Quality Assurance Program. UCOR Quality Assurance identified a gap in their Operating Experience review process and developed a new method to document and track Extent of Condition reviews that are not driven by corrective actions. UCOR initiated *Lessons to be Learned* during all staff meetings in which the lessons were gathered from the Quality Assurance System reports.
- The TDEC annual RCRA hazardous waste inspection at ETTP did not identify any violations, concerns, or issues associated with the UCOR RCRA permitted facilities or waste generator areas. The subsequent Hazardous Waste Compliance Evaluation Inspection report confirmed no violations were identified.
- All Federal Facility Milestones for the period were either met or successfully renegotiated.
- At the request of the Y-12, UCOR provided a comprehensive briefing on Upper East Fork Poplar Creek Watershed CERCLA Mercury Monitoring to EPA and TDEC representatives, in support of the Y-12 National Pollutant Discharge Elimination System permit renewal discussions.
- UCOR completed resolution of EPA comments on the Regional Groundwater Flow Model Development – Fiscal Year Progress Report. This was a multi-year, multi-organizational modeling effort that was a key recommendation of the Oak Ridge Reservation (ORR) Groundwater Strategy, and was completed within schedule and budget.
- EPA and TDEC approval of the Offsite Groundwater Assessment Remedial Site Evaluation was received. The Remedial Site Evaluation documents the study results of the offsite groundwater monitoring from 34 residential wells and 14 springs west of the ORR.
- Following an extensive effort by UCOR, both TDEC Division of Solid Waste Management and the EPA Region IV have approved the use of the “contained-in process” determination process for trichloroethane contamination in Zone 2 Unit 21 soils and solids. This will allow for most of the waste soils generated to be disposed in onsite ORR landfills.
- As a result of a coordinated effort between UCOR, DOE, TDEC, and EPA, three Y-12 post-closure permits were terminated and all post-closure care requirements were shifted to CERCLA Comprehensive Monitoring Plans, resulting in a significant cost savings and reduced compliance vulnerability.
- UCOR has been highly supportive of the OREM efforts in Reindustrialization initiatives, providing documentation and proactive support in key meetings. Beyond this, they have worked effectively with the City of Oak Ridge on infrastructure issues and Community Reuse Organization of East Tennessee in exploring potential transfers of property.
- UCOR has performed 74% of their contract baseline with a cumulative schedule performance index of .99, a cost performance index of 1.07, a To-Complete Performance Index based upon estimate of completion of .95, and is expected to underrun the contract by \$104 million.
- UCOR funds management and variance analysis processes identified and adjusted available funding to maximize the use of funding resources while minimizing impacts to the workforce. Normal operations continued without disruption to the workforce during the extended continuing resolution period.

Opportunities for Improvement:

- While the Alpha 4 West COLEX equipment removal project has encountered different site conditions and lost productivity due to unplanned mercury vapors, this project is experiencing worsening schedule and cost performance. UCOR has been encouraged to develop a path forward for completion of this project and to take steps to ensure project completion in 2018.
- OREM identified a potential decline in the effective implementation of the systems of control covered under the UCOR CAS. As corrective actions are completed, OREM will continue to monitor the effectiveness of the UCOR CAS.
- A work activity at Building 7078 resulted in the severing of a sewer line. The required Facility Representative notification did not occur resulting in communication delays.
- Subcontractor demolition of an interior wall at K-1652 was conducted with an inadequate level of UCOR oversight and the chosen hazardous energy (electrical) isolation scheme was formulated without using any facility drawings. As a result, a worker made contact with an energized line and the work had to be suspended.
- Field implementation of the tenets of the UCOR configuration management program, as specifically related to the red-line or permanent change process for drawings and documents that protect the safety analysis boundaries for DOE Hazard Category 1, 2, and 3 nuclear facilities/activities, is not being adequately implemented in accordance with NQA-1 Requirement 3, Design Control, and Requirement 6, Document Control.
- During field voltage verifications on the newly installed Building 2531 Motor Control Center, an electrical arc occurred as a result of terminal blocks having been improperly installed. Numerous inadequacies were noted related to field inspections, UCOR/subcontractor/vendor interface, field changes, and work planning and control that delayed the restart of Liquid Low-Level Waste evaporator operations by more than six weeks.
- Improper cable hoist alignment resulting in a roll-off truck winch cable becoming completely severed while loading a waste container onto a roll-off truck at Building 7862; fork truck overloading of intermodal movements at Building K-1037 on multiple occasions and a recent suspension of forklift operations within UCOR decontamination and demolition (D&D).
- UCOR needs adequate implementation of facility entry/exit process at its ETPP Central Shipping and Receiving facility.
- UCOR designated the CNF non-process ancillary piping and support structures for disposal at the EMWWMF without an adequate technical justification or cost-benefit analysis. A subsequent review of the characterization data for this waste stream indicates the majority (~80 percent) met the ORR Landfill screening criteria. UCOR disposed of this material at EMWWMF despite the higher cost of this disposal facility and the need to preserve the use of EMWWMF capacity for future waste streams.

Objective Fee (Performance Based Incentives [PBI]) Criteria Summary Table

Metric	Title	Maximum Available Fee	Fee Earned
1	ETTP-67 Submittal of OF200 CD-2/3 documents and CFC Design Package for the OAPM ICE and EIR	\$130,560	\$130,560
2	ETTP-85 Poplar Creek Facilities D&D	\$300,000	\$300,000
3	ETTP-90 K-731 Facility Demolition and Waste Hauling	\$386,231	\$386,231
4	ETTP-100 Balance of Facilities 7 ORNL Shield Transport and Treatment	\$150,000	\$150,000
5	ETTP-104 Central Neutralization Facility (CNF) Cold and Dark	\$200,000	\$200,000
6	ETTP-105 Central Neutralization Facility (CNF) Deactivation	\$200,000	\$200,000
7	ETTP-112 Centrifuge Facilities (K-1210/K-1220) Cold and Dark	\$100,000	\$100,000
8	ETTP-114 Completion of Demolition and Packaging of K-27 to K-311 tie line in Poplar Creek	\$150,000	\$150,000
9	ETTP-115 K-27 Slab Removal	\$477,198	\$477,198
10	ETTP-119 Zone 2 K-801H Basin Remedial Action	\$100,000	\$100,000
11	ETTP-129 Poplar Creek K-832, K-832H, and K-1203 Facilities D&D	\$150,000	\$150,000
12	ETTP-140 Complete Mobilization for OF200 MTF Utilities Relocation	\$250,000	\$250,000
Totals		\$2,593,989	\$2,593,989

Overall (Subjective and Objective) Fee Earned

PEMP Fee Type	FY 2018-01 (10/1/17-3/31/18)	
	Fee Amount	Percent of Max Available Fee
Objective Criteria (PBI) Fee Earned*	\$2,593,989	100%
Subjective Criteria Fee Earned	\$3,651,537	87%
TOTAL FEE EARNED	\$6,245,526	92%