

Fee Determination Scorecard

Contractor: URS|CH2M Hill Oak Ridge

Contract: DE-SC0004645

Award Period: April 1, 2018 through September 30, 2018

Basis of Evaluation: Award Fee and Performance Based Incentive Fee Performance and Evaluation Plans (PEMP) for April 1, 2018 through September 30, 2018

Award Fee Scorecard:

Subjective Fee (Award Fee) Criteria Summary Table

| Criteria | FY 2018-02 (4/1/18-9/30/18) | | |
|---|--------------------------------|------------|--------------------|
| | Adjective Rating | Fee % | Fee Amount |
| Project Management and Business Systems | Excellent | 93% | \$556,043 |
| Worker Safety, Health, and Quality Management | Good | 70% | \$920,759 |
| Regulatory and Stakeholder Activity | Excellent | 94% | \$449,617 |
| Total Project Management Incentive | Very Good | 81% | \$1,926,418 |
| Cost and Schedule Incentive | High Confidence | 100% | \$1,956,748 |
| Total Award Fee | | 89% | \$3,883,166 |

Key Significant Accomplishments:

- UCOR partnered with DOE to identify and prioritize the work remaining to achieve the plan for cleanup of ETPP. Actions were taken to ensure issues were addressed in a timely manner to minimize impact on field work. This effort is noteworthy since it was initiated well in advance of the end of the contract period of performance.
- UCOR developed an innovative approach to removing transite panels that were located in the center of Building K-633. The building had been constructed as three separate facilities at one time and contained asbestos laden transite between the structures. UCOR developed a plan to surgically remove this transite during dismantlement while reducing the time and cost spent preparing the building for demolition.
- UCOR provided exceptional support during the Critical Decision (CD)-1 Independent Cost Review for the On-Site Waste Disposal Facility. UCOR responded promptly to real time requests for documents and information by the team and followed up with the team to address and close out comments on the cost range, escalation factor, and schedule risk. This helped expedite the Project Management Risk Committee briefing and CD-1 approval.

- UCOR opened the final Cell of the Environmental Management Waste Management Facility (EMWMF) for disposal operations during this evaluation period. UCOR prepared the cell before it opened, so that portions of it remained clean after opening, allowing stormwater entering the clean portions to be shed as clean stormwater. This upfront planning is noteworthy since it minimized the generation of contaminated wastewater and avoided the cost of managing it during disposal operations.
- UCOR provided exceptional support during the CD-2/3 External Independent Review for the Outfall 200 Mercury Treatment Facility. UCOR responded promptly to real time requests for documents and information by the team and followed up with the team to address their comments and provide additional clarifications where needed. The efforts on the review were key to a successful Project Management Risk Committee briefing and CD-2/3 approval for the project.
- UCOR continued to make steady progress on early site preparation activities for Outfall 200 Mercury Treatment Facility at the Y-12 National Security Complex (Y-12) while facing challenging site conditions. UCOR was proactive in identifying and implementing a work-around while coordinating with the Y-12 operating contractor to resolve an issue that was impacting the DOE small business contractor's ability to complete installation of process and effluent piping at the treatment plant site. These efforts helped ensure that early site preparation activities remained on schedule.
- UCOR established an independent team to evaluate the potential for In-Situ Decommissioning of the Molten Salt Reactor Experiment (MSRE) salt tanks. This multi-site team evaluated the technical feasibility of In-Situ Decommissioning as a cost effective solution for final decommissioning, which could assure long-term protectiveness of the environment. UCOR conducted a thorough preliminary review which will guide a feasibility analysis with regulatory and stakeholder involvement.
- UCOR used strategic sourcing tools including the Office of Environmental Management/National Nuclear Security Administration Supply Chain Management Center to save over \$7 million against the Fiscal Year 2018 Supply Chain Management Center target of \$4 million.
- UCOR continued to exceed Small Business subcontracting goals as follows: (a) Small Business – achieved 88.7% versus the goal of 65%. UCOR held its sixth Annual Small Business Awards Breakfast on August 15, 2018, to recognize subcontractors for their outstanding work in supporting the cleanup mission and the socioeconomic program.
- UCOR work activities for the second half of Fiscal Year 2018 have significantly increased in the types, number, and complexity of field work being performed (e.g., high-hazard D&D activities TSCAI, Tc99, Outfall 200, Biology Complex). With this increase in work activity, UCOR has operated consistently below its Days Away, Restricted or Transferred/Total Recordable Cases rate goals throughout this performance period.
- UCOR received the National Safety Council 2018 Community Advancement Award, which recognizes organizational commitment to health and safety programs. Additionally, two UCOR employees received the National Safety Council Rising Stars of Safety award, which showcases safety professionals younger than 40 with a track record of proven safety leadership.
- UCOR piloted the International Association of Fire Fighters Frontline Safety Model course. This course, offered in conjunction with the DOE Training Institute and the DOE Safety Culture Improvement Panel Training Working Group, supplemented the existing safety culture training initiatives within the DOE Complex.

- All milestones in Appendix E of the Federal Facility Agreement for the Oak Ridge Reservation (ORR) for the period were either met or successfully renegotiated with the regulators. Given the potential financial liabilities of failing to meet established milestones, this is a critical area of support to DOE.
- UCOR has operated 42 months without a letter of noncompliance (e.g., Notice of Violation) from an outside regulatory agency and 81 months without a spill or release reportable to outside agencies (e.g., reportable to the National Response Center).
- UCOR completed all exit pathway, integration point, and performance assessment monitoring of groundwater, surface water, sediments, and biota throughout the Oak Ridge Reservation in accordance with the six governing Remedial Action Report Comprehensive Monitoring Plans. Conformance with agreed-upon sampling is key to developing and maintaining cost-effective long-term monitoring programs for the Oak Ridge watersheds.
- UCOR Reindustrialization staff have been very supportive in ongoing efforts to transfer infrastructure at ETPP to the City of Oak Ridge. UCOR has been instrumental in organizing and facilitating productive meetings with City Public Works personnel as well as helping the City of Oak Ridge prepare transfer request documentation.
- UCOR identified a number of opportunities to beneficially reuse materials, minimize waste disposal costs, and maximize waste disposal capacity.
- Contract performance indicators continue to reflect a contract that is performing well against the cost and schedule plan and is projected to underrun by \$88 million. UCOR has performed 76% of their contract baseline with a cumulative schedule performance index of .99, cost performance index of 1.06, a To Complete Performance Index based upon estimate at completion of .95, which indicates that the estimate at completion is reasonable.

Opportunities for Improvement:

- In the Award Fee Evaluation Report for Period 12, dated December 17, 2017, DOE identified a decline in the effective implementation of the systems of control covered under the UCOR Contractor Assurance System (CAS). Throughout the current evaluation period, DOE has monitored the effectiveness of the UCOR CAS and continues to see DOE-identified and self-revealing issues as listed in the Work Planning and Control, and Worker Safety, Health, and Quality Management Performance Measure that were reasonably within the UCOR ability to foresee and correct the individual items. DOE will continue to monitor the effectiveness of the UCOR CAS during Fiscal Year 2019 oversight activities
- UCOR has continued to experience instances of inadequate hazard identification, control, inconsistent program implementation, and subcontractor requirement flow down in its work planning and control process.
- Catastrophic failure of the back-up steam turbine for the Central Off-Gas System at Building 3092 temporarily impacted operations of several ORNL facilities and highlighted inadequacies in the availability of critical and mission essential spare parts.
- The UCOR safety and health program has experienced problems with inconsistent implementation of program requirements across the company such as material handling and load securement issues.

- DOE conducted an assessment of the UCOR electrical safety program that resulted in numerous electrical safety hazards being identified (e.g., an energized outlet with water in the outlet box at K-1430-A).
- UCOR submitted the final ETPP Zone 1 soils Record of Decision document to DOE containing language that was inconsistent with the DOE approach to implementing Land Use Controls and applicable or relevant and appropriate regulation/requirements. This required the document to be returned for rework prior to submittal to the regulators.
- During negotiations of ETPP Zone 2 remedial action milestones, UCOR did not ensure close coordination with DOE project counterparts prior to establishing policies and actions under the Federal Facility Agreement. Attempting to broker agreements on project issues in the absence of clear guidance from Federal staff is not appropriate.

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

| Metric | Title | Maximum Available Fee | Fee Earned |
|---------------|--|------------------------------|-------------------|
| 1 | ETTP-017 Poplar Creek K-633 and K-1314 Facilities D&D | \$125,000 | \$125,000 |
| 2 | ETTP-082 Zone 2 K-25 Area Remediation Activities Complete | \$125,000 | \$125,000 |
| 3 | ETTP-091 Submittal of EMDF CDR and supporting documents for the OREM review prior to the CDR IDR | \$150,000 | \$150,000 |
| 4 | ETTP-092 Submittal of the EMDF Performance Assessment (D1), Composite Analysis (D1) and other documentation necessary to initiate review by the Low-Level Radioactive Waste Federal Review Group (LFRG) Review | \$150,000 | \$150,000 |
| 5 | ETTP-094 Excess Contaminated Facilities - 7500 HRE Asbestos Abatement | \$150,000 | \$150,000 |
| 6 | ETTP-106 Central Neutralization Facility (CNF) Facility Demolition and Waste Hauling Complete | \$200,000 | \$200,000 |
| 7 | ETTP-117 Zone 2 K-802H Basin and Flume Remedial Action | \$300,000 | \$300,000 |
| 8 | ETTP-118 Balance of Facilities Deactivation and Demolition of K-802 Pump House | \$200,000 | \$200,000 |
| 9 | ETTP-120 Elite 18 Power Transfer | \$225,000 | \$225,000 |
| 10 | ETTP-121 Establishment of Infrastructure for Site Personnel Relocation | \$100,000 | \$100,000 |
| 11 | ETTP-124 Zone 2 K-25 High Tc99 Area Removal Complete - EU 21 | \$500,000 | \$500,000 |
| 12 | ETTP-125 Zone 2: K-25 Tc-99 Area Remedial Action #2 Complete | \$600,000 | \$600,000 |
| 13 | ETTP-126 K-1037 Facility Removal/Disposition of Chemicals | \$100,000 | \$100,000 |
| 14 | ETTP-131 Cleanup, Overhead Tie Rack Removal | \$75,000 | \$75,000 |
| 15 | ETTP-132 TSCAI Demolition Ready | \$400,000 | \$400,000 |
| 16 | ETTP-134 EU Z2-19 Remedial Action Delineation Sampling | \$70,000 | \$70,000 |
| 17 | ETTP-135 EU Z2-21 Trichloroethylene Delineation Sampling and Engineering Study | \$85,000 | \$85,000 |
| 18 | ETTP-137 Central Neutralization Facility (CNF) PWS Complete | \$844,000 | \$844,000 |
| 19 | ETTP-138 Start NHP Exhibit Fabrication | \$100,000 | \$100,000 |

| | | | |
|---------------|--|--------------------|--------------------|
| 20 | ETTP-139 Start NHP Construction | \$200,000 | \$200,000 |
| 21 | ETTP-142 K-1037 Legacy Waste Container Removal | \$300,000 | \$300,000 |
| 22 | ETTP-143 Cleanup, Trap 10 Disposition | \$100,000 | \$100,000 |
| 23 | ETTP-149 K-25 Sitewide Phase 1 Treatability Study for ETTP Groundwater ROD | \$410,000 | \$410,000 |
| 24 | ETTP-156 EU-11 RA and EU-12 RA; K-1135 Pad Characterization, and K-1066-E MARSSIM Characterization | \$75,000 | \$75,000 |
| 25 | ETTP-157 TDEC-DSWM approval of the ILF-IV Area 1 Closure Plan | \$150,000 | \$150,000 |
| 26 | ETTP-159 Issue NTP for field work for OF200 MTF Secant Pile Wall | \$100,000 | \$100,000 |
| 27 | ETTP-160 Complete Installation of the North OF200 Secant Pile Wall | \$100,000 | \$100,000 |
| 28 | ETTP-161 Garage Shutdown | \$75,000 | \$75,000 |
| 29 | ETTP-162 Approval of Critical Decision (CD)-1 for the EMDF | \$300,000 | \$300,000 |
| Totals | | \$6,309,000 | \$6,309,000 |

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* | \$6,309,000 | 100% |
| Subjective Criteria Fee Earned | \$3,883,166 | 89% |
| TOTAL FEE EARNED | \$10,657,329 | 96% |