

## Fee Determination Scorecard

**Contractor:** URS|CH2M Oak Ridge LLC

**Contract:** DE-SC0004645

**Award Period:** April 1, 2019 through September 30, 2019

**Basis of Evaluation:** Award Fee and Performance Based Incentive Fee Performance and Evaluation Plan (PEMP) for April 1, 2019 through September 30, 2019

**Award Fee Scorecard:**

**Subjective Fee (Award Fee) Criteria Summary Table**

Criteria	Adjective Rating	Fee %	Fee Amount
Project Management and Business Systems	Excellent	97%	\$875,646
Operations Management	Good	70%	\$1,390,200
Regulatory and Stakeholder Activity	Excellent	91%	\$657,186
<b>Total Project Management Incentive</b>	<b>Very Good</b>	<b>81%</b>	<b>\$2,923,032</b>
Cost and Schedule Incentive	High Confidence	100%	\$2,954,381
<b>Total Award Fee</b>	<b>Very Good</b>	<b>90%</b>	<b>\$5,877,413</b>

**Key Significant Accomplishments:**

- URS | CH2M Oak Ridge LLC (UCOR) has performed 87 percent of their contract baseline scope with a cumulative Schedule Performance Index of 0.99, Cost Performance Index of 1.05, a To-Complete Performance Index based upon Estimate at Completion of 0.99, and has a favorable Variance at Completion against the Performance Measurement Baseline of \$118 million.
- UCOR continued to successfully conduct Environmental Management operations, and efficiently advanced and completed cleanup projects that reduced risks at the East Tennessee Technology Park (ETTP), Oak Ridge National Laboratory (ORNL), and Y-12 National Security Complex (Y-12) including:
  - Identified cost saving opportunities that extended the purchasing power of funding to accomplish more cleanup work than was planned at ETTP.
  - Advanced the cleanup of high priority excess contaminated facilities which will reduce the risk and make valuable land available for future use.
  - Improved the efficiency and productivity of waste disposal facility operations and performed critical deferred maintenance and life extension activities that reduced the risk of failure on aging waste treatment facilities supporting Environmental Management and Office of Science operations at ORNL.

- Provided strong support to the Mercury Treatment Facility construction project. This project is key to future cleanup success in Oak Ridge as it will provide infrastructure needed to cleanup Y-12.
- UCOR exceeded the U.S. Department of Energy (DOE) subcontracting goals for small business, small disadvantaged business, women-owned small business, HUBZone, service-disabled veterans-owned small business, and veteran-owned small business.
- UCOR demonstrated strong contract and business management practices. Seventeen contract changes were definitized within an average of 121 days significantly exceeding the goal of 180 days. UCOR maintained alignment between the performance measurement baseline and contract value.
- Excellent funds management by UCOR resulted in no appropriation or administrative violations for the fiscal year.
- UCOR received several awards and recognition of achievements in cyber security and recycling.
- UCOR worked over 1.5 million hours while maintaining the Days Away, Restricted or Transferred (DART)/Total Recordable Cases (TRC) below the DOE goals.
- UCOR received three safety performance awards in recognition of safety metrics as follows:
  - The National Safety Council Safety Achievement Award which recognizes companies with lost workday/illness rates less than 50 percent of the national average of industries sharing the same industrial codes.
  - Continuation in the DOE Voluntary Protection Program (VPP) as a “STAR” site.
  - The Star of Excellence Award which is presented to DOE VPP sites which reported injury/illness incidence rates and lost workday injury/illness rates at least 75 percent below the national average for the same industry.
- UCOR had no Hazardous Energy Control Process deviations, no personal contact with hazardous energy, and no Lockout/Tagout violations for this period.
- UCOR did experience a few radiological control incidents during the period; however, there were no personal contamination incidents.
- UCOR had no Safety Basis documents rejected by DOE during this period showing a continued improvement from earlier periods.
- UCOR had no significant fork truck incidents reported which represent a marked improvement from previous years.
- UCOR conducted mockup exercises in preparation for the relocation of the sodium shields from ETTP to ORNL which resulted in these movements being performed without incidents.
- All milestones in Appendix E of the Federal Facility Agreement for the Oak Ridge Reservation for the period were either met or successfully renegotiated with the regulators.
- UCOR hosted approximately 180 onsite regulatory visits and inspections without any identified violations, permit infractions, or reportable releases.
- UCOR successfully prepared a large number of significant regulatory reports and commitment-driven submittals on schedule and without any regulator identified deficiencies.

- UCOR operated without a spill or release reportable to outside agencies.
- 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.

UCOR exceeded standard safety requirements and metrics while working more than 1.5 million hours; however, DOE identified opportunities for improvement to maintain its rigorous safety expectations and culture within Oak Ridge’s cleanup operations:

- As UCOR ramped up deactivation activities inside the Biology Complex, there were opportunities to enhance elements of its temperature extremes program, confined space program, and ensure timeliness of sampling results.
- More effective planning by UCOR can improve efficiency related to maintenance activities on aging infrastructure at ORNL.
- UCOR must consistently adhere to the established processes and procedures in its hoisting and rigging program.

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

Metric	Title	Maximum Available Fee	Fee Earned
ETTP- 167	Nickel Storage Facility Installation	\$150,000	\$150,000
ETTP-171	Complete K-1210/1220 Friable ACM Abatement	\$175,000	\$175,000
ETTP-172	Complete Cold and Dark of Remaining Centrifuge Facilities	\$100,000	\$100,000
ETTP-016	Poplar Creek Facilities D&D	\$454,332	\$454,332
ETTP-188	Complete the Proof of Concept Testing of Spent Zeolite	\$150,000	\$150,000
ETTP-166	Deactivation and Demolition of the K-1414 Facility	\$75,000	\$75,000
ETTP-163	K-29 Slab Removal	\$678,251	\$678,251
ETTP-200	K-1037 Facility Demolition and Waste Hauling Complete	\$250,000	\$250,000
ETTP-148	Balance of Facilities: Deactivation and Demolition of the K-1034-A Facility	\$100,000	\$100,000
ETTP-136	1037 PWS - CLIN 7C (*Includes Early Incentive)	\$10,000,000	\$10,000,000
ETTP-170	Complete the Zeolite Filtration System Equipment Design	\$250,000	\$250,000
ETTP-209	East COLEX/Inside Alpha 4 - Mobilization, Tap and Drain, Mechanical Testing Investigate Systems and Mercury Removal	\$500,000	\$500,000
ETTP-228	Nickel Relocation from K-1065 Complex	\$400,000	\$400,000
ETTP-187	Complete the Fabrication of Zeolite Filtration System Equipment	\$200,000	\$200,000
ETTP-194	ORNL Building 3010 Pool Characterization and Building 3010 Cold and Dark	\$200,000	\$200,000

ETTP-197	Poplar Creek K-631 and K-131 Facilities D&D	\$200,000	\$200,000
ETTP-201	K-1423 Toll Enrichment Facility Deactivation & Demolition Complete	\$300,000	\$300,000
ETTP-155	Zone 2 Project: K-25 Slab Retention Study Field Scope	\$165,000	\$165,000
ETTP-173	Personnel Relocation – Trailer Moves	\$136,000	\$136,000
<b>Total</b>		<b>\$14,483,583</b>	<b>\$14,483,583</b>

**Overall (Subjective and Objective) Fee Earned**

<b>PEMP Fee Type</b>	<b>Fee Amount</b>	<b>Percent of Max Available Fee</b>
Objective Criteria (PBI) Fee Earned*	<b>\$14,483,583</b>	<b>100%</b>
Subjective Criteria Fee Earned	<b>\$5,877,413</b>	<b>90%</b>
<b>TOTAL FEE EARNED</b>	<b>\$20,360,996</b>	<b>97%</b>