

Fee Determination Scorecard

Contractor: URS|CH2M Hill Oak Ridge

Contract: DE-SC0004645

Award Period: October 1, 2019 through March 31, 2020

Basis of Evaluation: Award Fee and Performance Based Incentive Fee Performance and Evaluation Plans (PEMP) for October 1, 2019 through March 31, 2020

Award Fee Scorecard:

Subjective Fee (Award Fee) Criteria Summary Table

Criteria	FY 2020-01 (10/1/19-3/31/20)		
	Adjective Rating	Fee %	Fee Amount
Project Management and Business Systems	Excellent	98%	\$939,679
Operations Management	Good	72%	\$1,518,828
Regulatory and Stakeholder Activity	Excellent	92%	\$705,718
Total Project Management Incentive	Very Good	82.5%	\$3,164,225
Cost and Schedule Incentive	High Confidence	100%	\$3,138,074
Total Award Fee	Very Good	90%	\$6,302,299

Significant Accomplishments:

- URS | CH2M Oak Ridge LLC (UCOR) has performed 93 percent of its contract baseline with a cumulative Schedule Performance Index of 1.0, a cumulative Cost Performance Index of 1.04, a To Complete Performance Index based on Estimate at Completion of .93 and a favorable Variance at Completion against the Performance Measurement Baseline of \$105 million.
- UCOR maintained alignment of the Performance Measurement Baseline and the Contract. Twenty contract changes were definitized during this evaluation period within an average of 135 days, ahead of the 180-day goal.
- UCOR effectively operated numerous business systems and provided timely deliverables during the evaluation period that included:
 - Met or exceeded the subcontracting goals for Small Business, Small Disadvantaged Business, Women Owned Small Business, HUBZone, Service-Disabled Veteran Owned Small Business and

Veteran Owned Small Business.

- Worked closely with DOE to proactively develop comprehensive plans to operate in a pandemic environment.
- UCOR continued addressing OREM's environmental liability by accelerating cleanup, reducing risks, generating cost savings, and resolving regulatory issues and concerns including:
 - Provided outstanding support to the Mercury Treatment Facility (MTF) construction project.
 - Effectively managed the impact of record rainfall in January and February 2020.
 - Completed site preparation and installed the skid and associated vessel equipment for the Liquid and Gaseous Waste Operations Zeolite Project.
 - Completed the Molten Salt Reactor Experiment (MSRE) Continuous Purge System (CPS) Conceptual Design Report.
 - Completed upgrades to the Aquatic Ecology Laboratory which will allow water from Upper East Fork Poplar Creek to be used to conduct experiments on mercury contamination in the waterway.
- UCOR's implementation of its Safety and Health Programs was generally effective for this period. Highlights include:
 - Operated below the DOE goal for Days Away, Restricted or Transferred/Total Recordable Cases.
 - Promptly addressed issues in the Biology Project, including immediately pausing work, identifying causes, and implementing corrective actions before resuming work.
 - Proactively initiated preparations, including training, for upcoming work in Beryllium contaminated facilities at the Y-12 National Security Complex.
- UCOR demonstrated continuous improvement in some areas of its Work Planning and Control Program, including:
 - At the MSRE Facility, the Reactive Gas Removal System watch team demonstrated good operational practices and shift routines during pump-down operations.
 - Made significant progress in the planning and design effort for the MSRE Continuous Purge System.
- UCOR did not have any permit infractions, non-compliances, reportable spills, or notices of violation during this period. Additionally, all regulatory schedule requirements, including schedules for monitoring reports and regulatory milestones were met or successfully renegotiated.
- UCOR provided excellent support to the Reindustrialization program assisting OREM with ETP property transfers to the private sector.
- UCOR participated in a benchmarking exercise with the Tennessee Department of Environment and Conservation (TDEC) on the TDEC experience across the state regarding hazardous waste landfill permitting and mercury waste management.

- UCOR led an initiative to enhance collaboration between DOE, U.S. Environmental Protection Agency , and TDEC that has begun to improve the frequency and quality of interaction at the management level.

Opportunities for Improvement:

- UCOR experienced several issues with transportation. Most significant, at ETPP an employee had an accident with a tractor trailer truck.
- UCOR experienced several health and safety issues on the Biology project that impacted progress.
- UCOR experienced issues with hoisting and rigging activities at ETPP Centrifuge Demolition Project.
- UCOR had a Technical Safety Requirements (TSR) violation occur at the MSRE Facility (when a valve failed in the closed position due to a two-hour power outage in the facility).
- UCOR needs to improve the process for identification of potential hazards prior to beginning jobs due to number of incidents that showed less than adequate task hazard analysis.

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

Metric	Title	Maximum Available Fee	Fee Earned
ETTP-128	EU-12 K-1203 Area Closure Actions	\$300,000	\$300,000
ETTP-154	EU-25 K-1416 & EU-26 K-1058 Slab Removal	\$200,000	\$200,000
ETTP-169	Complete NHP K-25 History Center Exhibit Fabrication and Audio/Visual System Integration and Production	\$200,000	\$200,000
ETTP-176	Complete NHP K-25 History Center and History Center Site Improvements Construction	\$400,000	\$400,000
ETTP-182	Biology Building 9207 Deactivation Temporary Power	\$135,000	\$135,000
ETTP-190	K-1095 Paint Shop/1098-F Sand Blast Facility Demolition Complete	\$160,000	\$160,000
ETTP-198	Zone 2 EU 25 - Complete Remaining Zone 2 Characterization/Delineation	\$100,000	\$100,000
ETTP-199	Zone 2 EU 26 - Complete Remaining Zone 2 Characterization/Delineation	\$100,000	\$100,000
ETTP-211	Centrifuge D&D - Centrifuge 1200 Complex Demolition Ready	\$500,000	\$500,000
ETTP-214	K-1006 MCL Laboratory Demolition Ready	\$300,000	\$300,000
ETTP-215	K-1006 MCL Laboratory Demolition Complete	\$200,000	\$200,000
ETTP-218	Centrifuge D&D - Classified Equipment Removal	\$350,000	\$350,000

ETTP-231	K-1006 PWS 2.43 Completion	\$1,000,000	\$1,000,000
ETTP-232	ORNL 3010 Trailer Installation	\$150,000	\$150,000
Total		\$4,095,000	\$4,095,000

Overall (Subjective and Objective) Fee Earned

PEMP Fee Type	Fee Amount	Percent of Max Available Fee
Objective Criteria (PBI) Fee Earned*	\$4,095,000	100%
Subjective Criteria Fee Earned	\$6,302,299	90%
TOTAL FEE EARNED	\$10,397,299	94%