

Fee Determination Scorecard

Contractor: URS | CH2M Oak Ridge LLC

Contract: DE-SC00004645

Award Period: April 1, 2020 through September 30, 2020

Basis of Evaluation: Award Fee and Performance Based Incentive (PBI) Fee Performance and Evaluation Measurement Plans (PEMP) for April 1, 2020 through September 30, 2020

Award Fee Scorecard:

Criteria	FY 2020-02		
	Adjective Rating	Fee %	Fee Amount
Project Management and Business Systems	Excellent	99%	\$1,033,753
Operations Management	Good	75%	\$939,776
Quality and Safety Culture	Excellent	93%	\$971,101
Regulatory and Stakeholder Activity	Excellent	95%	\$793,588
Total Project Management Incentive	Very Good	89.5%	\$3,738,218
Cost and Schedule Incentive	High Confidence	100%	\$3,417,366
Total Award Fee	Excellent	94%	\$7,155,584

Significant Accomplishments

URS | CH2M Oak Ridge LLC (UCOR) achieved the PBIs designed to complete Vision 2020, which was the world’s first demolition of a former uranium enrichment complex at the East Tennessee Technology Park (ETTP), ahead of schedule and under budget.

UCOR seamlessly transitioned to limited operations and implemented the Phase 1 resumption of work plan during the pandemic, with effective safety protocols and no confirmed cases from the workplace; and successfully transitioned approximately 250 cleanup workers from ETTP to the Oak Ridge National Laboratory (ORNL) and Y-12 National Security Complex (Y-12).

UCOR demonstrated continuous improvement in its Work Planning and Control Program including designing a unique system that enabled the safe pull over of Building K-1220 and implementing a best management practice by benchmarking the new UCOR Chronic Beryllium Disease Prevention Program against ORNL and Y-12.

The UCOR implementation of its Safety and Health Programs was generally effective for this period. Significant achievements included: effective implementation of work space and process adjustments for COVID-19 control, improvements to the Temperature Extremes Program, and achieving the DOE “Legacy of Stars Award,” an award provided to recipients who have earned the DOE Voluntary Protection Program Star of Excellence for three consecutive years.

UCOR continued to demonstrate an excellent Quality Assurance Program, Safety Culture and Integrated Safety Management System, and Contractor Assurance System. This is evidenced by an active system for identifying

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program issues and implementing corrective action plans including identifying, reviewing, and distributing field operations lessons learned, increasing closed on time actions to 98 percent, and completing numerous management assessments and surveillances. In addition, UCOR completed development of procedures and documents impacted by contract and regulatory changes.

UCOR had no regulatory permit infractions, non-compliances, reportable spills, or notices of violation. In addition, UCOR has successfully met or supported renegotiation of all enforceable regulatory milestones.

UCOR hosted numerous visits and formal regulatory inspections by Tennessee Department of Environment and Conservation and U.S. Environmental Protection Agency personnel with no violations identified.

UCOR provided excellent support as part of the Regulatory Partnership initiative, enabling the Executive Leadership and Emerging Issues Teams to proceed more quickly to address longstanding issues, fostering improved relationships between the Oak Ridge Office of Environmental Management and the regulators.

UCOR performed 89 percent of the contract baseline with a cumulative Scheduled Performance Index of 0.99, a Cost Performance Index of 1.03, a To Complete Performance Index based upon estimate at completion of 0.99, and a favorable Variance at Completion against the Performance Measurement Baseline of \$90 million.

Opportunities for Improvement

Although UCOR Work Planning and Control Programs were generally effective, UCOR experienced issues in this area, particularly at ORNL and Y-12, that indicate the need for improvement. Issues included: incidents of spills due to work planning deficiencies (although there were no environmental impacts), and removal of an asbestos bag from an inactive reactor pool without an approved work plan.

Although UCOR Safety and Health Programs were generally effective, UCOR experienced issues primarily in the areas of transportation and injury classification. Issues included several collision incidents against both stationary objects and other vehicles, compliance with commercial motor vehicle safety requirements load securement concerns, and reclassification of several injury/illness cases after an independent DOE review. It should be noted that UCOR promptly established a collision taskforce to evaluate options for improving transportation program performance.

Objective Fee (PBI) Criteria Summary Table

Metric	Title	Maximum Available	Fee Earned
ETTP-123	Zone 2 K-832 H Basin and Flume Remedial Action	\$300,000	\$300,000
ETTP-145	Zone 2 Project: K-25 Tc99 Area Remedial Action #3 Complete	\$400,000	\$400,000
ETTP-151	EU-19 Remedial Action 1	\$100,000	\$100,000
ETTP-186	Complete the Construction of the 3608 Zeolite Filtration System	\$175,000	\$175,000
ETTP-192	Submittal of On-site Waste Disposal Facility Preliminary Design Report and supporting documents for the PDR Independent Design Review	\$300,000	\$300,000

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Metric	Title	Maximum Available	Fee Earned
ETTP-193	Zone 2 Project: K-25 Tc99 Area Remedial Action Complete	\$450,000	\$450,000
ETTP-203	Biology Building 9207 - Lower Section Asbestos Abatement	\$300,000	\$300,000
ETTP-212	Centrifuge D&D - K-1200/K-1210 Demolition Complete	\$400,000	\$400,000
ETTP-213	Centrifuge D&D - K-1220 and Lab Complex Buildings Demolition Complete	\$250,000	\$250,000
ETTP-219	Complete Removal of K-1210/K-1220 Installed Centrifuges	\$400,000	\$400,000
ETTP-229	Environmental RA PWS 2.35A Completion*	\$2,000,000	\$2,000,000
ETTP-230	ETTP Facilities CLIN 7D Completion*	\$15,000,000	\$15,000,000
ETTP-236	ORNL Building 3005 Cold and Dark/Temporary Power	\$140,000	\$140,000
ETTP-239	Y-12 Alpha-2 Beryllium Training and Medical Evaluation	\$300,000	\$300,000
ETTP-241	Completion of the design for the 3571 Pre-Treatment System	\$150,000	\$150,000
ETTP-242	Complete Phase 1 Activities for MSRE Continuous Purge System	\$175,000	\$175,000
Total		\$20,840,000	\$20,840,000

*PBI value does not include early incentive fee earned

Overall (Subjective and Objective) Fee Earned

PEMP Fee Type	Fee Amount	Percent of Max Available Fee
Objective Criteria (PBI) Fee Earned	\$20,840,000	100%
Subjective Criteria Fee Earned	\$7,155,584	94%
TOTAL FEE EARNED	\$27,995,584	98%