

FY 2016

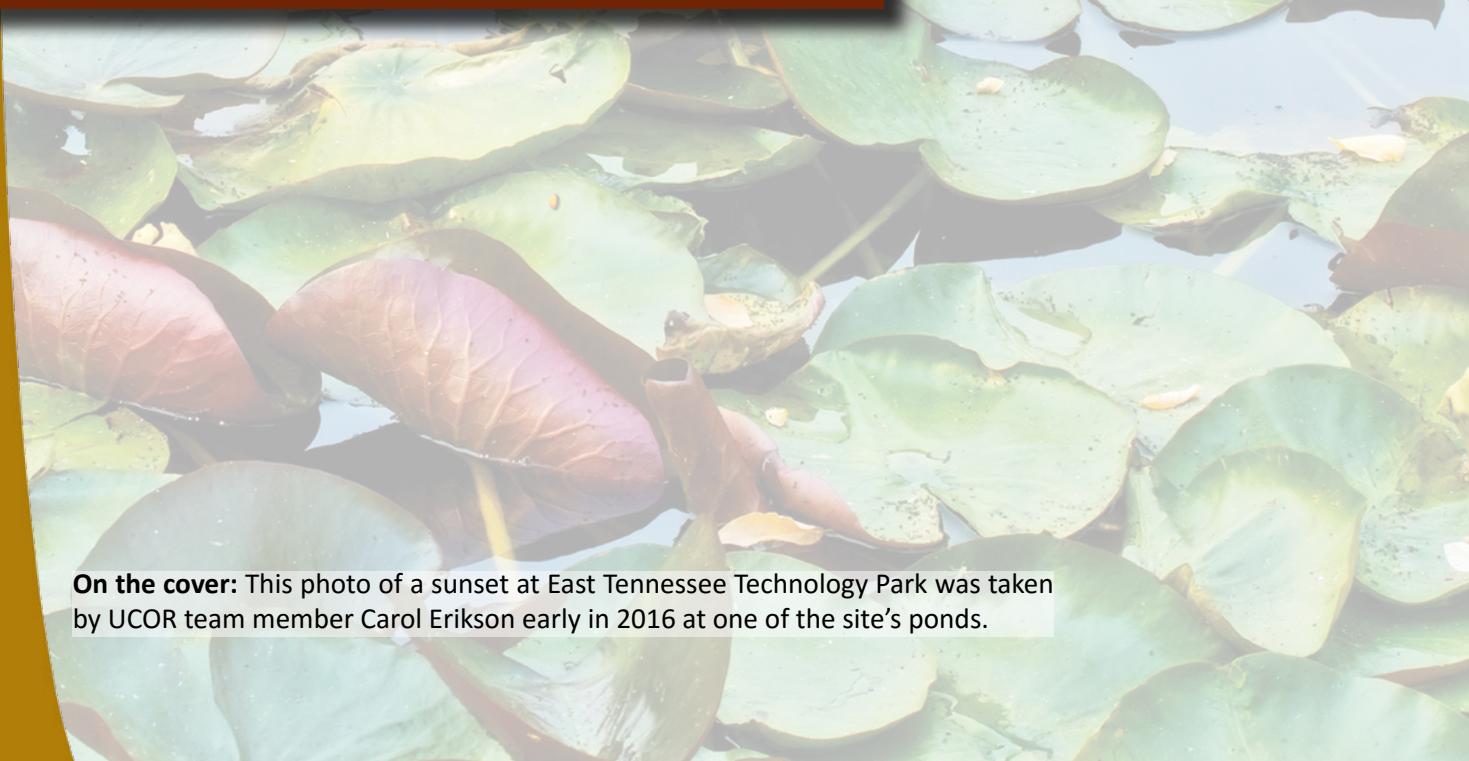
Annual Report



UCOR
URS | CH2M
Oak Ridge LLC

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URS | CH2M Oak Ridge LLC (UCOR) combines the capabilities of AECOM, a professional and technical services firm operating in more than 150 countries, and CH2M, the United States' largest environmental firm. Along with our team subcontractor, Restoration Services Inc., we are committed to the long-term cleanup success at the U.S. Department of Energy (DOE) Oak Ridge Reservation. Our team members have cleaned up some of the most complex and challenging nuclear facilities in the United States at DOE sites, such as Rocky Flats, Colorado; the Savannah River Site, South Carolina; the Mound Site, Ohio; and the Idaho Cleanup Project, near Idaho Falls. Our team's worker safety programs, regulatory management processes, and demolition and waste management techniques are proven and effective, applying two decades of lessons learned in safely razing and disposing of highly contaminated buildings and restoring the environment. We are using this experience to safely address the unique challenges associated with cleaning up the East Tennessee Technology Park and other DOE Oak Ridge Reservation sites.



On the cover: This photo of a sunset at East Tennessee Technology Park was taken by UCOR team member Carol Erikson early in 2016 at one of the site's ponds.

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Message from
the President

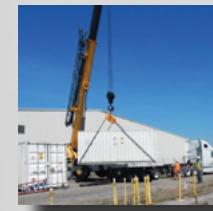


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Message from the President

Turning a vision into reality



UCOR celebrated five years of successfully implementing its cleanup contract with the U.S. Department of Energy (DOE) in 2016, with our most notable achievement to date—completion of Vision 2016—capping off another landmark year.

Completing Vision 2016, the removal of all gaseous diffusion facilities at East Tennessee Technology Park by the end of 2016, was achieved through close partnerships and teamwork with DOE, our labor unions, our elected leaders, the public, and of course, our stellar workforce. As the last wall of the K-27 Building fell, history was achieved. We had successfully completed the first-ever demolition of a gaseous diffusion complex. We also did it safely. Demolishing structures that once enriched uranium was not an easy task, and there were many risks that had to be considered and countered. We have been committed from Day 1 to working safely and ensuring that we go home in the same condition that we come to work, and I'm proud that, more than five years into the contract, this commitment has never wavered.

We must now look ahead to Vision 2020—the complete cleanup of East Tennessee Technology Park. A significant amount of cleanup scope remains, and I have complete confidence that the partnerships and approaches that guided us through the first five years will successfully deliver Vision 2020 and assist DOE in its goal of converting the site into a private sector industrial park, National Park, and conservation area. You can see that transformation already taking place as cleaned up parcels become available for private industrial use.

Our work is not limited to the “four Ds”—decommissioning, decontamination, deactivation, and demolition. Our surveillance and maintenance activities are keeping unneeded buildings in safe condition until they are ready for deactivation and demolition. Our waste management staff ensures that the debris generated from demolition is safely hauled away and disposed of. Much of that waste is sent to the Environmental Management Waste Management Facility, which we operate. We are also assisting DOE in its efforts to address mercury contamination on the Oak Ridge Reservation and in finding a new site for a needed waste disposal facility. We completed design of a mercury treatment facility at the Y-12 National Security Complex, have worked to increase the life span of the Liquid and Gaseous Waste Operations facility at Oak Ridge National Laboratory, and initiated work to address excess contaminated facilities on the DOE Reservation. We are supporting DOE's historic preservation efforts as well.

As we look ahead to removing the final unneeded buildings at East Tennessee Technology Park and completing this historic cleanup, we can also look back with pride at what we've achieved in just five years. UCOR has proven itself to be an investment-worthy company, and I am certain in 2020 that we will be able to look back and see that the remaining years in our contract have brought the same success and safe performance.



Ken Rueter
President and Project Manager

UCOR demonstrates commitment to safety through several initiatives

UCOR's focus in Fiscal Year (FY) 2016 was on sustaining a robust safety culture that fosters safe and investment-worthy work performance—every task, every activity, every time. That focus has paid off. In FY 2016, UCOR delivered 7.3 million consecutive hours worked without a lost workday away case, reinforcing the company's status as a DOE Voluntary Protection Program (VPP) Star site, a designation given only to the safest operations in the complex. In fact, while UCOR's employment increased 20 percent, its total recordable case rate decreased by 40 percent. UCOR's safety culture thrived in the context of DOE's three key focus areas: Leadership, Worker/Employee Engagement, and Organizational Learning.

Leadership

The UCOR President and Project Manager maintains several key avenues of communication, including chairing the monthly President's Accident Prevention Council (PAPC). Membership is comprised of labor representatives, key UCOR senior managers, subcontractors, and other key personnel. The Council reviews safety performance, addresses safety and health issues, and shares project and industry lessons.

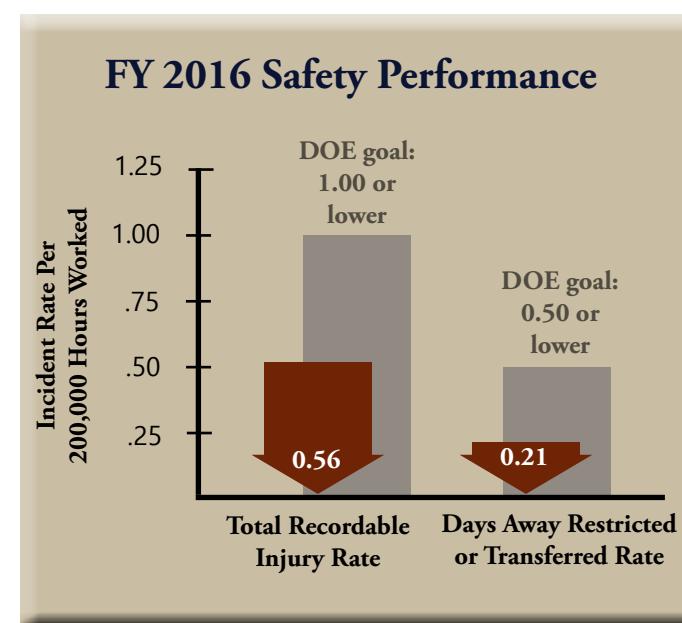
The UCOR President and Project Manager also holds a monthly Management/Union Safety Steward meeting, established to provide a means by which union committee members, stewards, safety advocates/representatives, and other safety leaders can communicate with senior management on safety issues.

UCOR management sponsors the Safety Culture Monitoring Panel (SCMP), which serves to monitor processes and systems that are indicative of the overall health of UCOR's safety culture. The SCMP is comprised of a vertical and horizontal slice of the UCOR organization and includes employees, subcontractors, and staff augmentation personnel with diverse roles and levels of experience.

The Monthly Senior Management Safety Observation Process enhances time spent with the workforce in the field by providing a pre-defined topic checklist (including safety conscious work environment questions) and a project destination to visit. Feedback from each manager is provided while in the field, and the checklist summaries are shared across the project.

UCOR's commitment to safety and employee development is evident in its investment in the Safety Trained Supervisor (STS) certification program, offered by the Board of Certified Safety Professionals. While the STS program is designed to reduce injury frequency and severity, it also serves to strengthen safety cultures and improves productivity, quality, accountability, and supervisor competence. A total of 189 UCOR and subcontractor employees, filling management, supervision, and safety leader roles, hold the STS certification, including 40 that were awarded in FY 2016.

UCOR was a sponsor and helped coordinate Safety Fest TN 2016. The event is



the combined effort of federal, state and local agencies, large and small businesses, and non-profit organizations that come together to promote safety and health at work, at home, and in the community. The event features free classes on a variety of safety topics.

Worker/Employee Engagement

The goal of the 2016 VPP theme, Mission Possible: ZERO, was to encourage each individual to take ownership of the UCOR Safety and Health Program and become personally involved in the safety and health of day-to-day activities.

UCOR employees were recognized at celebrations during the year. Mission Possible: ZERO is aimed at preventing all accidents at UCOR work sites. Workers earned safety wings by meeting specific safety criteria and performing safety-related tasks. As a result, the number of safety observations increased almost 200 percent.

Seven local safety improvement teams took the lead to actively and creatively promote safety through the Safety Observation Program and educational initiatives.

UCOR integrated Human Performance Improvement (HPI) thought processes into conduct of operations, Integrated Work Control, Toolbox Tuesdays, and event investigations. More than 700 workers have completed the HPI Overview and Tools training, and more than 60 HPI practitioners are strategically placed throughout the organization.

An employee-driven Wellness Committee sponsored a wide variety of health and wellness initiatives.

Organizational Learning

The UCOR Safety and Health organization developed and implemented an industrial hygiene work permit process. The process ensures that jobs are planned with an emphasis on identifying potential chemical hazards, workplace monitoring, and required mitigation controls. New improved monitoring instrumentation was purchased for field use, improving monitoring capabilities and reliability.

The Questioning Attitude Recognition Program continues to recognize those who have exhibited an exemplary questioning attitude. The program encourages employees to question practices and conditions that may be unsafe and identify non-safety-related continuous improvements.

The Operating Experience/Lessons Learned Program focuses on preventing adverse events, enhancing performance and saving/avoiding costs. Lessons learned generated by UCOR are shared across the DOE complex.

UCOR routinely communicates lessons learned received from DOE, other contractors, and industry to applicable UCOR subject matter experts/field personnel to review for potential applicability to UCOR operations.



Safety Fest TN classes covered a variety of topics, including hazards associated with flammable and combustible liquids, gases, and solids.



The Environmental Management Waste Management Facility team has worked the entire UCOR contract with no lost workday injuries. In fact, in 2016, the project celebrated its 14th year with no lost workday injuries.



A historic moment

Last ETTP gaseous diffusion facility demolished, completing Vision 2016

Vision 2016, the demolition of all gaseous diffusion facilities at East Tennessee Technology Park (ETTP), became a reality on Aug. 30, 2016, as the last wall of the K-27 Building came down. This historic achievement marks the first-ever complete demolition of a gaseous diffusion complex and helps bring DOE one step closer to its goal of converting the site into a private sector industrial park.

K-27 was the fifth and final gaseous diffusion building to be demolished at the site. Successful demolitions of the four other buildings were completed from 2006 to 2015.

"The completion of Vision 2016 sets a standard for what is possible through a dedicated workforce and strong partnerships," said DOE's Oak Ridge Office of Environmental Management (OREM) Manager Sue Cane. "Its completion eliminates environmental hazards and makes 300 acres available for future development, creating opportunity for more innovation in a community already known for it."

Vision 2016 was completed nine months ahead of schedule and \$2.8 million under budget, all while reaching more than 7 million hours without a lost workday accident.

Oak Ridge first made history as the center of operations for the Manhattan Project, established in 1942 to aid the war effort. K-25, a gaseous diffusion facility on a 2,200-acre site, was built to produce weapons-grade enriched uranium that would fuel one of two atomic bombs that would end World War II.

In 1955, the K-25 Complex had grown to include gaseous diffusion buildings K-25, K-27, K-29, K-31, and K-33, which comprised a multi-building production chain, and it was renamed the Oak Ridge Gaseous Diffusion Plant.

Following shutdown of gaseous diffusion equipment at Oak Ridge in 1985, DOE began a major environmental cleanup effort at the site in 1987. In 1996, the Oak Ridge Gaseous Diffusion Plant was renamed the East Tennessee Technology Park.

With the fulfillment of Vision 2016, OREM will continue to complete cleanup of ETTP and assist in transitioning it to the private sector. The goal is to complete cleanup and transfer of ETTP by 2020.

Vision 2016's completion was celebrated with an employee luncheon following a K-27 demolition media event.



K-27 before and after demolition





UCOR credits its strong workforce with helping achieve Vision 2016. Employees are pictured at the celebration event.



Sen. Lamar Alexander and Rep. Chuck Fleischmann (above), and Assistant Secretary for Environmental Management Monica Regalbuto (right) were among the dignitaries to witness completion of Vision 2016.



Workers drill ports in tie lines that connected Building K-27 to K-31 so that they can insert foam into them, which will stabilize the contents inside.

Workers preparing Poplar Creek facilities, tie lines for demolition

Deactivation of facilities in the Poplar Creek area of ETTP was 40 percent complete at the end of FY 2016. Deactivation involves disconnecting utilities to the facilities, removing certain components, and performing other steps necessary to prepare the building for demolition. These 27 facilities supported operations at the site and included storage buildings that housed process equipment, water pump houses, and sandblasting/painting buildings.

Deactivation and demolition of the tie lines in the Poplar Creek area that connected the K-27 and K-31 gaseous diffusion buildings were 45 percent complete at the end of FY 2016. These tie lines carried enriched uranium from one building to another as the uranium moved through the enrichment process. To prepare these tie lines for removal, workers have been injecting foam into them to stabilize the contaminants contained within and to meet the criteria necessary for them to be disposed of in the Environmental Management Waste Management Facility (EMWMF), located near the Y-12 National Security Complex.



Within minutes of K-27 demolition completion, workers began tearing down the nearby K-31 Building, demonstrating UCOR's ability to efficiently transfer resources to new projects. This project also marked the beginning of Vision 2020, the complete cleanup of ETTP by the end of 2020.

With the gaseous diffusion buildings gone, the tie lines are the only remnants of the gaseous diffusion process facilities. Demolition of the tie lines was underway at the end of FY 2016.



K-1037 deactivation begins



K-1037

Deactivation work, the initial step leading to eventual facility demolition, began on Building K-1037 in FY 2016. The heart of the gaseous diffusion process was the barrier material that separated the uranium-235 and uranium-238 isotopes. A former warehouse, K-1037 was converted into a facility to produce the porous barrier material used in the separation process.

Work during the fiscal year included asbestos abatement, universal hazardous waste disposal, chemical removal, and radiological surveys.

Electrical and mechanical “cold and dark” was achieved at fiscal year end, which means that all hazardous energy sources have been removed and temporary power installed to facilitate deactivation activities. The schedule calls for demolition to begin in 2018.

Waste removed

UCOR transported 18 large containers, each holding 23 55-gallon drums of depleted uranium oxide powder, from K-1065 to Oak Ridge National Laboratory (ORNL) for future use as downblending material. Another 17 large containers will be shipped elsewhere for disposal.



Waste disposal in FY 2016

- ▶ 12,628 loads
- ▶ 127,503 ft³ of debris

Most waste originated from K-27 and K-31 demolition projects.

Most of the generated waste is disposed of at onsite disposal facilities, such as EMWMF. That facility also collected and dispositioned 3.5 million gallons of leachate to an ORNL waste operations facility.



Soil remediation efforts at ETTP help prepare site for future use

UCOR's soil remediation efforts at ETTP are helping to prepare the site for future commercial industrial use. ETTP is divided into two cleanup regions: Zone 1, a 1,400-acre area outside the main plant, and Zone 2, the 800-acre area that comprises the main plant area.

The Zone 2 Record of Decision, a document detailing how cleanup will be conducted, divided the zone into 7 geographic areas and 44 Exposure Units (EUs) that range in size from 6 to 38 acres.

Remediation of EU 2-28 and confirmation sampling were completed in FY 2016, and concurrence forms documenting completion were approved by the U.S. Environmental Protection Agency (EPA) and the Tennessee Department of Environment and Conservation (TDEC). EU 2-28 was recommended for unrestricted industrial use to 10 feet below ground surface. EU 2-28 is located in what is commonly referred to as the administrative section of ETTP, which primarily housed offices and laboratories.



Excavation at EU 2-28 (above) and the completed site after reseeding (right).



EPA officials visit ETTP to witness EU 2-28 remediation.



Last converters leave ETTP

The final remaining converters at ETTP were shipped to the Nevada National Security Site for disposition in 2016. The converters were part of the gaseous diffusion process used to enrich uranium at the site. The five gaseous diffusion buildings at the site once housed almost 5,000 converters.

ETTP transformation underway

The Oak Ridge Reindustrialization program commemorated its 20th anniversary in 2016 as the model DOE asset reuse program. Those 20 years have seen the development and expansion of an industrial business park in the place of facilities that supported the historic gaseous diffusion plant.

As DOE moves toward the final phases of environmental cleanup at ETTP, plans are being made to close ETTP as a government site. The end state goal is an industrial business park, as well as a national park and conservation area. A formal plan began in FY 2016 to address the necessary transfer and disposition path for all site assets. This plan includes transition planning for remaining facilities, land, and utility infrastructure.

Additionally, a formal revitalization plan has begun that will reevaluate and modernize the master planning of the Heritage Center. This approach will take into account the cleanup goals that have been reached, as well as new developments being pursued, including a proposed regional general aviation airport. Several stakeholders are working to coordinate Heritage Center development to achieve a common goal.

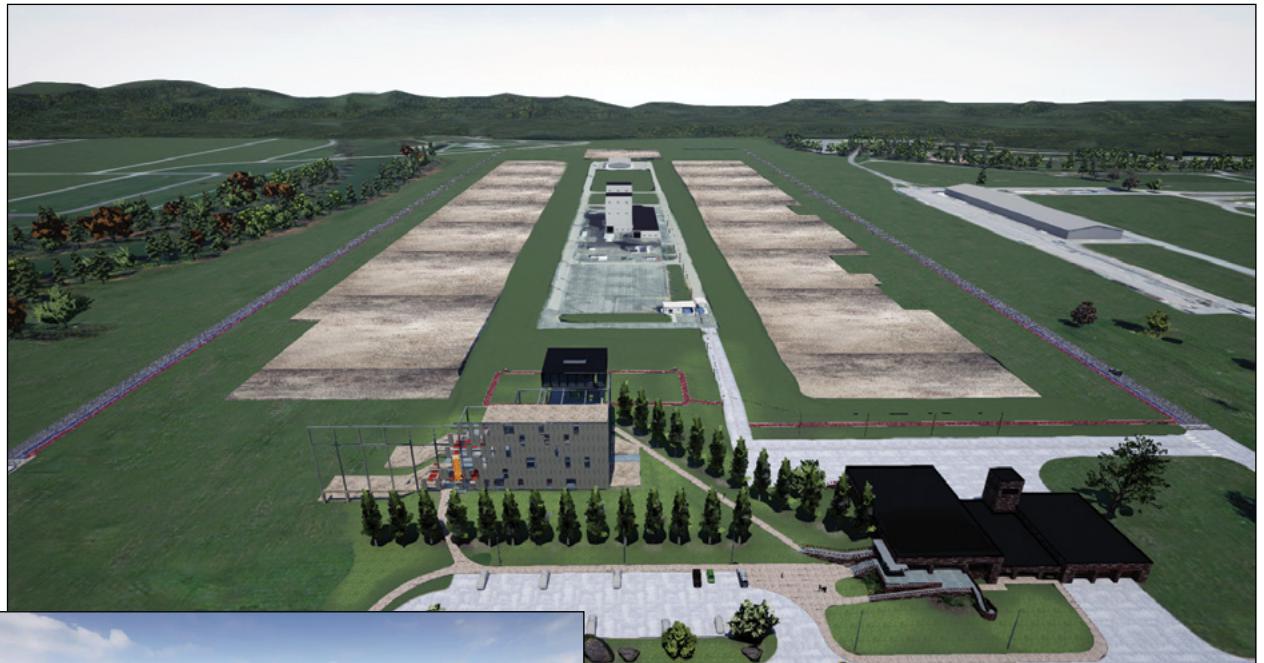
During FY 2016, the program has moved forward with making larger parcels of land available for major manufacturing developments.

Three major parcels are being made available for transfer: the K-31/K-33 parcel, the 400-acre Powerhouse Area, and the 200-acre Duct Island parcel. These properties are the first available at ETTP that can accommodate large-scale manufacturing developments, which would contribute significantly to job growth in the area.

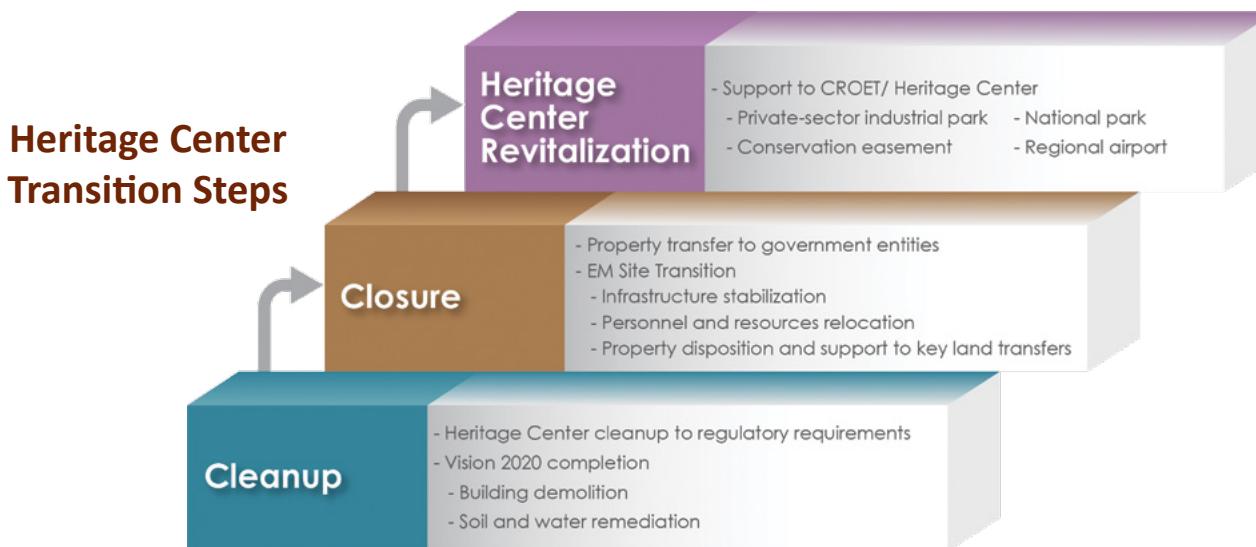
The proposed airport project reached a major milestone in FY 2016 with the completion of the Environmental Assessment for land use. The Metropolitan Knoxville Airport Authority (MKAA), working closely with DOE, is leading this project. MKAA is in the final stages of completing the master plan for the airport.



The 200-acre K-31/K-33 area is available for development.



The design of the ETTP commemorative facilities was at 90 percent completion at the end of FY 2016. These artist renderings show what the facilities will look like, including the Viewing Tower, left.



Design of ETTP commemorative facilities nearing completion

National Historic Preservation initiatives at ETTP progressed during FY 2016 with the launching of the K-25 Virtual Museum website. The site recounts the history of the world's first gaseous diffusion plant and the hundreds of facilities and structures that followed.

Congress appropriated approximately \$6 million in the FY 2016 budget for K-25 historic preservation activities.

Visitors will explore the rich history of this Manhattan Project site, cloaked in secrecy and driven by urgency. The K-25 History Center's exhibits and displays will feature building equipment replicas, period artifacts, and workers' oral histories.

A cross-section of K-25's gaseous diffusion cascade will be recreated in an Equipment Building. The visitor will experience the size and magnitude of the site's signature facility from the Viewing Tower. National Park Service-style exhibits will provide additional information about the site, its people, and its missions. At fiscal year's end, design of the facilities was approaching 90% completion.

In December 2014, the footprint of the former K-25 Building and other historic facilities in Oak Ridge became part of a larger preservation effort through the National Defense Authorization Act, authorizing the establishment of a Manhattan Project National Historical Park.



www.k-25virtualmuseum.org

UCOR assists DOE in reducing risks at ORNL and the Y-12 Complex

UCOR continued in FY 2016 to support DOE's goal of reducing risks within the Y-12 Complex and ORNL by better understanding conditions, abating hazards, and stabilizing buildings with deteriorating conditions that increase the chance for exposure and the spread of contamination.

Hundreds of excess facilities exist in Oak Ridge, and they are among the more than 2,300 in the DOE complex. UCOR has been a complex-wide leader in addressing these facilities. Many of these structures have deteriorated to the point where they pose risks to the environment and employees. Delay in addressing these facilities increases risks and costs for future cleanup.

An integrated approach has been developed to address the most immediate needs in and around the high-risk facilities. These projects will improve worker safety and reduce the costs and complexity of future cleanup by removing threats and helping prevent further migration of contaminants.

Among the priority projects in FY 2016 were:

ORNL Building 7500

Work continued during the year to prepare Building 7500 at ORNL for demolition. A leaky roof is causing structural problems for the building—former home to the 1950s Homogenous Reactor Experiment.

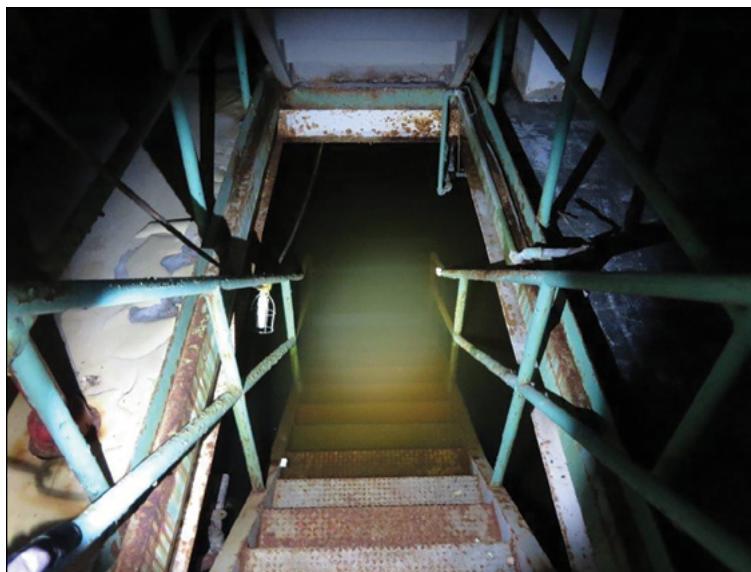
The leaking further degrades asbestos material contained within the facility and increases the cost of decontamination and demolition. Building 7500 also poses an environmental risk from water overflowing from the basement if not properly maintained. During FY 2016, UCOR completed waste sampling and analysis and removed all combustibles from the building.

Y-12 Alpha-4 Building

UCOR completed the Removal Action Work Plan in FY 2016 and procured the intermodals for offsite disposal of mercury-associated waste from the Alpha-4 Building at Y-12. A former mercury-use building, Alpha-4's deteriorating roof allows water intrusion, leading to structural damage and the spread of contamination. UCOR is making improvements to the roof. In addition, equipment used in the lithium separation process located outside of the facility is being prepared for removal.

Y-12 Biology Complex

During FY 2016, UCOR received regulator concurrence to begin characterization sampling at the large ancillary facilities within the Biology Complex. This information will be used to support future demolition of the facilities. The Biology Complex project was part of Y-12's ongoing footprint reduction effort designed to minimize maintenance and security costs. These buildings were vacant since 2003.



A leaky room in Building 7500 is causing multiple structural problems.

The first buildings in the Biology Complex were built to expand Y-12's uranium processing capacity during World War II. The Biology Complex subsequently was used for a variety of biological research initiatives. Its most famous work, the mouse genetics program, made significant contributions in the areas of obesity, diabetes, radiation, and other human health issues.



Y-12 Biology Complex

Waste treatment systems evaluated

UCOR's General Plant and Capital Projects organization conducted a review and extended life study in 2016 to evaluate the infrastructure and develop recommendations for future operation of three waste treatment systems. These systems are part of the UCOR-operated Liquid and Gaseous Waste Operations (LGWO) system at ORNL.

The evaluation included a description of the system and users, review of the operating and maintenance history, walkdown results, and testing results. The extended life study included a forecast of future users and capacity requirements, required maintenance upgrades, new technology evaluation, and life-cycle cost analysis.

A major goal of this study was to develop and evaluate alternatives for all three LGWO treatment systems and compare them based on safety, operability, and cost effectiveness. Results from these evaluations were used to identify and prioritize recommendations for near-term and long-term actions to maintain safe and reliable operability of the LGWO systems.

MSRE evaluated

An engineering evaluation was performed of the Molten Salt Reactor Experiment (MSRE) facility to develop short-term and life extension recommendations to maintain the facility in a safe state until eventual deactivation and demolition. MSRE was a liquid-fueled test reactor inspired by a 1950s campaign to build nuclear-powered aircraft. MSRE operated at ORNL from June 1965 until December 1969. Engineers saw promising results from a design that used molten fluoride salt as a fuel carrier and coolant for an onboard reactor. By the early 1960s, after the nuclear airplane project's cancellation, molten salt reactor efforts had transitioned to electricity generation.

Electrical safety project initiated

UCOR initiated a new project, called the Electrical Safety Pursuit of Excellence, in FY 2016 to enhance electrical safety efforts.

The major long-term goal of the program is to have all arc flash evaluations completed and perform preventive maintenance of overcurrent protection devices.

Treatment facility design completed

UCOR has completed a preliminary design of the Outfall 200 Mercury Treatment Facility, which will reduce the amount of mercury in the waters of Upper East Fork Poplar Creek.

The preliminary design stage focused on designing the headworks and transfer pipeline that will capture wastewater from Outfall 200 and move it to the treatment facility and on design of the treatment process itself. Construction start is scheduled for 2018 with initial operation planned for 2022.

The design team, led by General Plant and Capital Projects, drew on other UCOR technical and regulatory resources, as well as the company's two parent companies—CH2M and AECOM. Mercury remediation remains one of the highest priorities for DOE in the cleanup of the Oak Ridge Reservation.

Design of the Mercury Treatment Facility is the first line item project in the DOE budget UCOR has undertaken, meaning the design was singled out by Congress as a separately funded project with funding and completion monitored independently of other cleanup activities.

Landfill expanded for K-1037 wastes

To support the demolition of the K-1037 Building at ETTP, additional landfill space was needed for uncontaminated, classified waste debris. To avoid placing this waste in the EMWMF (which can accept classified debris) and using up valuable low-level-radioactive waste landfill space, a smaller industrial, classified landfill located on Chestnut Ridge is being expanded.

During FY 2016, a minor modification to the existing permit was requested from TDEC after completion of an expansion design. In addition, the expansion subcontractor was selected and mobilized to the site. The expansion, which will more than double the existing capacity, includes removing excess soil, laying protective liners (clay and geomembrane), extending a leachate collection system, and increasing the storage capacity of the existing leachate storage system.



► UCOR continues to be a good steward of the taxpayer funds it receives, continuously delivering projects ahead of schedule and under budget, as indicated in the financial information below.

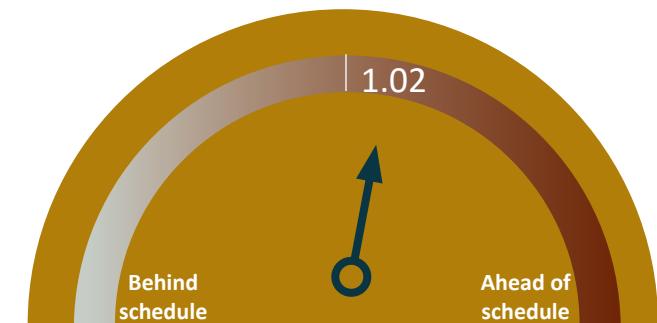
FY 2016 Performance		
	(\$1,000) UCOR's FY 2016 performance	Contract to date
Budgeted cost of work scheduled	314,670	1,527,475
Budgeted cost of work performed	320,742	1,565,611
Actual cost of work performed	294,601	1,408,030
Schedule variance	6,072	38,136
Cost variance	26,141	157,581

FY 2016 Cost Performance Index



The cost performance index (CPI) is the measure of the efficiency of expenses spent. CPI is equal to budgeted cost divided by actual cost. A value higher than one indicates a favorable condition, while a value under one would be considered unfavorable.

FY 2016 Schedule Performance Index



The schedule performance index (SPI) is the measure of schedule efficiency. It is predictive of whether a project will finish ahead of schedule, on time, or behind schedule. A value higher than one indicates ahead of schedule, while a value under one would be behind schedule.

Contract performance*

- \$1.566 billion worth of work delivered for \$1.408 billion
- 78 percent of subcontracted work awarded to small businesses (\$557 million)
- 59,027 truckloads of waste safely disposed of
- 4,128,877 safe miles traveled
- 5.5 million square feet of facilities demolished

*From contract inception (Aug. 2011) through Sept. 2016



UCOR partners for success

As UCOR observed its fifth anniversary as lead cleanup contractor for ETTP, management continued initiatives to strengthen working relationships with key partners, including DOE, local labor organizations, small businesses, regulators, and the community at-large.

With Labor . . .

UCOR completed contract negotiations with the Knoxville Building and Construction Trades Council (KBCTC) and the United Steel Workers (USW), Local 9-288. KBCTC agreed to a 5+5 year agreement, and USW agreed to a four-year contract, ending August 31, 2020.

UCOR established a continuing, mutually supportive relationship with the new president of the Metal Trades Department, Jimmy Hart.

In other labor-related initiatives:

- UCOR President and Project Manager Ken Rueter continued hosting the President's Forum, whose membership includes each local union and council president and vice president.
- UCOR continued to sponsor the Oak Ridge Labor Management Prayer Breakfast, an event that celebrates labor and management working together.
- UCOR was a senior sponsor of the 29th Annual Tennessee Labor Management Foundation conference in Nashville.

With Small Businesses . . .

Small business partners are important to UCOR's overall success in carrying out its mission for DOE Environmental Management. Small business subcontractors provide a wide range of services from transportation to waste management, environmental assessment, and workforce staffing support. During FY 2016, UCOR hosted a Small Business Forum attended by more than 50 companies that wanted to learn more about how to provide their services to government contractors.

With Education . . .

UCOR's partnership initiatives extend to local schools in surrounding communities. In FY 2016, senior students at Sunbright School in Morgan County, Tennessee, received insight into how to respond to a hazardous waste emergency, thanks to a 40-hour training class offered to 20 students as part of a joint effort between USW, UCOR, and Safety Fest TN.

The August class was an outreach effort to prepare the workforce of the future and broaden their knowledge of work opportunities in the emergency response field. The class marks the first-ever offering of its kind for high school students in the southeastern United States.

UCOR also partnered with the University of Tennessee Knoxville's Department of Nuclear Engineering and Oak Ridge Associated Universities to establish the nation's first minor in Nuclear Decommissioning and Environmental Management, which was available to student in Fall 2016.



With Regulators . . .

UCOR works with regulators to ensure work is conducted in a compliant manner. Pictured above with Oak Ridge EM Manager, Sue Cange, (left) and UCOR President and Project Manager, Ken Rueter, is Dr. Shari Meghrebian, TDEC Deputy Commissioner.



Sunbright students learn about hazardous waste management.

UCOR supports the local community

UCOR's community support in FY 2016 included hundreds of volunteer hours donated by the UCOR workforce to local causes, as well as substantial financial contributions by the company and individual employees.

UCOR donated almost \$300,000 to local charitable agencies and educational institutions, and it raised more than \$100,000 in its annual United Way campaign. UCOR focuses on children's advocacy, literacy and education, and health and wellness.

UCOR's community support included the company's mini-grants program, which provided funding to local schools for science, technology, engineering, and math projects. UCOR awarded mini-grants to 20 schools in Anderson, Knox, Loudon, Morgan, and Roane counties.

UCOR also teamed with the USW Women of Steel and the Kingston Reserve Police Department to conduct a holiday food drive for local needy families.

In addition to financial contributions, the community continued to benefit from the time and talent of UCOR managers and employees who served on various boards and agencies and loaned their experience and expertise to key organizations. Many UCOR and subcontractor workers also volunteered to help renovate the Methodist Medical Center of Oak Ridge Hospitality House.



Teachers from local schools received educational mini-grants for special projects.



UCOR assisted Methodist Medical Center of Oak Ridge with renovating a hospitality house that hosts families with loved ones in the hospital.



UCOR's commitment to the community is evident in the work that it does to enhance and promote park usage. Pictured is a volunteer workday for the Sinkhole Trail, located near the ETTP site, which opened with a safety message by UCOR President and Project Manager Ken Rueter.





UCOR's Teresa Krannig, right, accepts UCOR's EPEAT award in Washington, D.C.

UCOR recognized for green procurement

UCOR received the Electronic Product Environmental Assessment Tool (EPEAT) Purchaser Award for 2016, denoting “excellence in green procurement of electronics.” EPEAT is an easy-to-use resource for purchasers, manufacturers, resellers and others to identify environmentally preferable devices. The EPEAT system combines strict, comprehensive criteria for design, production, energy use, and recycling with ongoing independent verification of manufacturer claims. UCOR was noted for having all its onsite imaging equipment conform to the highest environmental standards.

Safety-trained supervisor program recognized

The Board of Certified Safety Professionals (BCSP) has recognized UCOR for excellence in training and certifying more than 180 Safety Trained Supervisors—Construction (STSC) currently working on UCOR projects. Clint Wolfley, BCSP Business Development Director, presented a recognition award to UCOR President and Project Manager Ken Rueter at the conclusion of a site visit in July 2016.

The STSC is intended for construction supervisors, managers, superintendents, forepersons, crew chiefs, and craftspeople responsible for maintaining safe conditions and practices on construction job sites. The STSC requires applicants to meet minimum education and experience requirements. More than 60 percent of UCOR managers are certified.



Wolfley, center, presents award to the UCOR team.

ETTP solar array wins sustainability award

ETTP was awarded a 2016 Department of Energy Sustainability Award for the outstanding efforts of UCOR, CROET, the City of Oak Ridge, Restoration Services, Inc., and Vis Solis to design and construct a 1-Megawatt solar farm on the west end of ETTP called the Powerhouse 6 Solar Farm.

UCOR named healthier workplace

Once again in 2016, UCOR was named a Healthier Tennessee Workplace by the Governor’s Foundation for Health and Fitness. To receive the designation, UCOR had to meet certain criteria regarding exercise, food, and smoking cessation programs. UCOR offers various programs in all three categories and exceeds the minimum amount of initiatives needed to qualify for the designation.

LEAN improves efficiency, processes

Continuous improvement is a central element of UCOR’s commitment to excellence in delivery of services to DOE. It drives innovation in project execution, enhances our strong safety culture, and serves as the foundation for an impressive record of performance.

As part of its continuous improvement process, UCOR introduced a new process improvement tool to managers across the project. The tool, known as LEAN, has helped companies around the world, including several DOE cleanup projects, streamline processes and create efficiencies. LEAN creates more value for customers. Through the use of simple tools, it relies on workers to identify improvements to continuously reduce waste within processes and increase value for the customer while developing employees.

During the year, UCOR completed five LEAN Rapid Improvement Events involving management and employees who carefully reviewed various existing policies and processes. Topics included:

- Funding initial project planning activities to make funding available sooner
- Turning over construction projects to the applicable managing organizations
- Performing engineering designs to ensure a timely and accurate design package
- Processing material requisitions to reduce the rejection rate
- Forecasting material needs to reduce the number of rush orders for consumable items

In each case, the first goal was to gain an understanding of how the current process works. After understanding the current state, the group methodically worked toward a future state (i.e., the way the process should work).

UCOR implements innovative waste handling

UCOR often develops innovative ways to save costs and improve efficiency. Following is one example of an innovative approach developed in FY 2016.

The Nuclear and High Hazard Operations project established an innovative way to handle a legacy intermodal waste container at ORNL that was full of water. The intermodal had been in storage for approximately 10 years and contained about 1,000 gallons of water. Because of the length of time the intermodal was onsite, the bagged waste inside the intermodal had accumulated water.

To compliantly ship this waste to the Nevada National Security Site for disposition, each bag of waste had to be drained of water. Workers devised a method to safely tackle this task. After slightly tilting the intermodal, a berm was built inside of it that allowed the water to drain to the back. A peristaltic pump was set up and continuously pumped the accumulated water into a tote located outside the intermodal. The workers were then able to work their way into the intermodal and drain each bag of waste.



Workers pull bags of waste out of the water-drenched intermodal container.

An Investment-Worthy Performance . . . Creating innovative approaches to doing work is just one way we are setting a high standard of achievement. From bringing in projects under budget and ahead of schedule, as we did this year with the K-27 Building demolition, to maintaining a best-in-industry safety record, UCOR is proving that it is an investment-worthy company.

Continuing to build on our investment-worthy brand

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