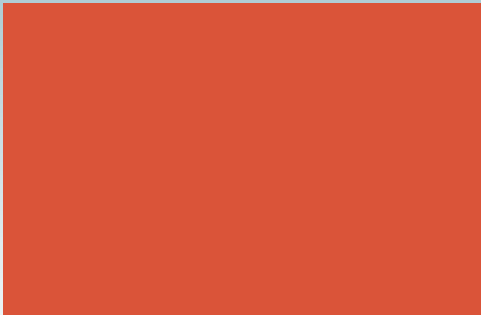




UCOR
URS | CH2M
Oak Ridge LLC

FY 2017 Annual Report



Inside

URS | CH2M Oak Ridge LLC (UCOR) combines the talents of two global engineering, design, construction, project management and environmental services companies—AECOM and CH2M. 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 addressed 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.

AECOM

ch2m

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Message from
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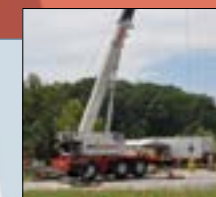
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The Next Chapter

Oak Ridge is an example of how cleanup should be done—the Department of Energy, the contractors, and the local community working together to get a result and help bring new jobs to East Tennessee.

- U.S. Senator Lamar Alexander



A transformative year

Fiscal Year 2017 was a pivotal year in our operations as we worked toward completing East Tennessee Technology Park (ETTP) cleanup while continuing to assist with cleanup and planning at other sites on the Department of Energy's (DOE's) Oak Ridge Reservation.

After our historic achievement of bringing down the last gaseous diffusion building last year, we have continued to see buildings disappear as ETTP is transformed into a private sector industrial park, historic national park, and conservation area. Demolition activities in 2017 largely focused on the Poplar Creek area, where facilities that supported the gaseous diffusion operations have been deactivated and are being demolished. We have also been working on deactivating the K-1037 Building, which produced barrier material for uranium enrichment operations.



Ken Rueter

We remain laser-focused on achieving Vision 2020—cleanup of ETTP by the end of 2020—and have laid out plans in a strategic document released earlier in 2017. I appointed our Deactivation and Demolition (D&D) Manager, Steve Dahlgren, as the Chief Strategy Officer to ensure we are meeting the goals outlined in the plan.

While ETTP is a primary focus, our work scope extends beyond its boundary to other sites on the Reservation. We are assisting DOE in preparing excess contaminated facilities at Oak Ridge National Laboratory and the Y-12 National Security Complex for eventual cleanup. This critical work helps reduce risks to the workforce and the environment and stabilizes facilities for which demolition is many years away.

We are also assisting DOE with the design of several facilities across the Reservation. At ETTP, we have helped plan and facilitate the construction of historic preservation facilities. At Y-12, we led the design of the Mercury Treatment Facility, which will be a protective measure against mercury release to East Fork Poplar Creek. We assisted with planning for a new waste disposal cell to hold waste and demolition debris from Reservation cleanup activities.

Most importantly, we have continued our exceptional safety record, which was highlighted in Fiscal Year (FY) 2017 when we reached the milestone of working more than 9 million consecutive hours without a lost workday away case. We also were recognized with various awards for our performance, as detailed in this document.

Without the funding secured by our elected officials and support of labor organizations and community leaders, we couldn't have had such a successful year.

I am very proud of what we have achieved and excited about what will happen over the next three years as we approach cleanup completion at ETTP. We are working safely and cost efficiently—delivering on our commitments and finishing projects ahead of schedule and under budget—as we remain true to our investment-worthy brand. We look forward to maintaining this high level of performance as we head toward achievement of Vision 2020.



Ken Rueter
President and Project Manager



Decommissioning
Deactivation
Decontamination
Demolition



Vision 2020



Safe
Performance



Safety: our guiding principle

UCOR first in nation to teach new safety culture class

UCOR was the first contractor in the nation to teach the DOE National Training Center's new class, TLP-150, Safety Culture for Front Line Leaders. The D&D Project showed strong support for the initiative by setting aside a full day of annual block training. Terry Rahm, UCOR Training Manager, is shown below leading the class discussion. At the end of FY 2017, UCOR had 40 personnel who completed the TLP-150 class and six certified instructors who were scheduled to teach additional classes.



Safety culture assessment indicates positive perception

The level of employee participation in UCOR's 2017 safety culture assessment was high, with 68 percent of the workforce participating in the survey.

A total of 1,120 employees completed the survey, and more than 100 participated in interviews and focus groups. The collective ownership of our safety culture exhibited by this impressive level of participation is a significant strength of the UCOR team.

The assessment indicates that overall, the workforce has a positive perception of the UCOR safety culture.



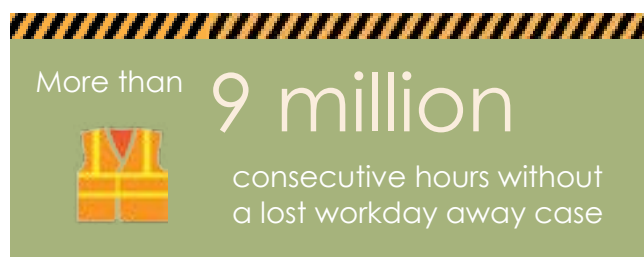
Focus on fall prevention

In support of OSHA's National Stand-Down to Prevent Falls in Construction, UCOR hosted a series of safety events in May 2017. Among the events were a "Little Giant" ladder demonstration, ladder accident testimonials, fall protection demonstrations, and a presentation, Falls—Analyzing the Risks.

Rueter elected to CPWR board

Ken Rueter, UCOR President and Project Manager, was elected to the Board of Directors of the Center for Construction Research and Training, known as CPWR. CPWR works to reduce or eliminate occupational safety and health hazards faced by construction workers through safety and health research and the development of a broad array of training programs.

Rueter was also asked to serve on the National Occupational Research Agenda Construction Sector Council. The council brings together individuals and organizations to share information, form partnerships, and promote adoption and dissemination of solutions that work.



Safety Fest TN



UCOR cosponsored the 2017 Safety Fest TN, held in Oak Ridge. The event offered free safety training in fields such as fire extinguisher use, ladder safety, and first aid.

Exercise prepares responders

The ETPP Emergency Management Program conducted its annual full scale exercise in FY 2017. The exercise, which simulated a tornado strike at ETPP, was conducted in coordination with DOE, Oak Ridge National Laboratory, Y-12 National Security Complex, and the Tennessee Emergency Management Agency. It included actors in the field with simulated injuries and emergency response vehicles across the site.



Responders in exercise treat "victims"

UCOR's ISMS verified

A team of DOE assessors performed a comprehensive review of UCOR's Integrated Safety Management System (ISMS) Programs at the end of FY 2017. The team concluded that UCOR's ISMS implementation was successfully verified and identified several strengths, including a robust safety culture, as well as some opportunities for improvement.

UCOR's strong safety culture, coupled with impactful community outreach initiatives, serves as the foundation for both current and future safety leaders.

- Michelle Keever
Senior Safety and Health
Program Specialist

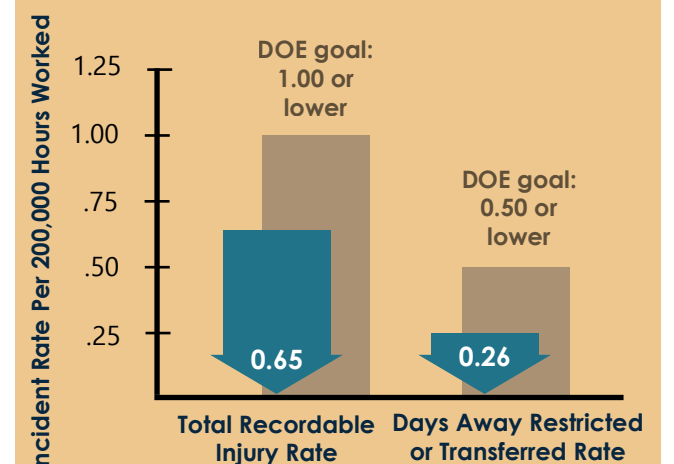


UCOR Safety Awards

- ▶ National Safety Council (NSC) Award—9 million safe hours
- ▶ NSC Superior Performance Awards for the Environmental Management Facility (EMWMF)
- ▶ NSC Industry Leader Award
- ▶ Verdantix Innovation Award
- ▶ Tennessee Healthier Workplace
- ▶ Voluntary Protection Program (VPP) Safety and Health Outreach Award
- ▶ VPP Innovation Award
- ▶ VPP Star of Excellence

More information on can be found on page 20.

FY 2017 Safety Performance





Demolition begins on ETP Poplar Creek facilities

UCOR has begun demolition of the East Tennessee Technology Park (ETTP) Poplar Creek facilities, a series of 52 buildings and structures constructed in the 1940s and 1950s to support the site's nuclear programs and operations.

These structures are ETP's most contaminated remaining facilities now that the five large gaseous diffusion buildings at the former uranium enrichment plant have been removed.

Two facilities have already been demolished—the K-832-H Cooling Tower and the K-832 Cooling Water Pumphouse. The 5,500-square-foot cooling tower, which was used in the site's uranium enrichment process, was constructed in 1985 to replace the original

14-cell tower that began operating in 1945. It only operated a short time because uranium enrichment operations at the site ceased in 1985.

The 11,000-square-foot cooling water pumphouse, which operated from 1946 to 1985, pumped recirculating cooling water from the K-832-H Cooling Tower basin through the gaseous diffusion cascade equipment. After being shut down, it was used to store electrical equipment and batteries.

Workers have also been removing tie lines that once transferred enriched uranium from one gaseous diffusion building to another as it moved through the enrichment process. Approximately 31,000 linear feet of tie lines have been removed.



Demolition of the K-832 Pumphouse

Cleanup of ETPP, the former Oak Ridge Gaseous Diffusion Plant, has been underway for several years while the site has been simultaneously undergoing a process called reindustrialization, where companies begin using facilities and areas that have been cleaned and transferred to private sector use. Commemorative facilities are also planned for the site. Cleanup of sites such as the Poplar Creek area is key to ensuring reindustrialization success.



As I watch these buildings come down, it's hard to imagine that thousands of people have worked here over the last 70 years.
- James Turpin
UCOR D&D



Poplar Creek remediation activities include tie line removal (above) and demolition of the K-832-H Cooling Tower (below)



K-1037 undergoing deactivation

Deactivation of the 380,000-square-foot K-1037 Building, used to produce barrier material for the gaseous diffusion process, was underway in FY 2017. The building is being prepared for eventual demolition. Activities included removal of waste, asbestos abatement, and equipment downsizing.

This is the biggest demolition project I've ever been part of. It's amazing what we've accomplished in the last six years.
- Joseph Bolton
UCOR D&D



K-27 slab cleared

After the historic demolition of the K-27 Building was completed in 2016, workers turned their attention to removing the building slab, which was hauled away in more than 2,000 truckloads. They then removed the gravel areas installed to help facilitate truck loading.

Soil and groundwater remediation creating safer environment

Soil remediation

Ongoing soil remediation efforts are helping to prepare ETPP for future commercial industrial use. The site is divided into two cleanup regions: Zone 1, a 1,400-acre area outside the main plant, and Zone 2, an 800-acre area that comprises the main plant area. The Zone 2 Record of Decision (ROD), a document detailing how cleanup will be conducted, divided the zone into seven geographic areas and 44 Exposure Units (EUs) that range in size from 6 to 38 acres each.

UCOR completed remediation of a former pond on the ETPP site that had previously contained contaminated sludge. The pond was originally closed under the Resource Conservation and Recovery Act (RCRA) several years ago. The Zone 2 ROD, approved in 2005, prescribed additional cleanup requirements under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA).

At EU 29, clean topsoil put in place 30 years ago to cover contaminated fill dirt was removed and stockpiled, and more than 10,000 cubic yards of contaminated soil underneath was dug up and hauled off for disposal onsite as low-level radioactive waste. Following soil removal, samples

were collected from the excavation area to ensure the remaining soil no longer posed a threat to groundwater.

Cooling Tower Basin remediated

Remedial action was completed for removal of sludge from the K-801-H and K-802-H Cooling Tower Basins. All sludge material and construction debris at the bottom of the basin was remediated and dispositioned at the Environmental Management Waste Management Facility (EMWMF), the Oak Ridge Reservation disposal complex. Following sludge removal, confirmation sampling of the concrete basin slab was performed to confirm completion of the remedial action.

Geoprobe aids soil studies

During 2017, UCOR continued soil sampling with a hydraulically powered, direct push machine that uses static and percussion force to drive steel-boring rods into the subsurface. The probe pushes to designated depths to retrieve samples that are then packaged and sent to a lab for testing. The results help determine how much soil must be removed in a certain area

and how it will be dispositioned. This method was used to study the K-25 Building slab and was instrumental in determining that most of the slab can be safely and cost-effectively retained and accessible to the public.

Groundwater strategy at ETPP

As a consequence of past missions, the groundwater beneath several areas of ETPP has become contaminated to varying degrees. While the final decision for the protection of groundwater is still being developed, DOE and UCOR have implemented extensive measures to isolate remaining contaminant sources.

Multiple complex sources or plumes have been identified at ETPP. As demolition and soil restoration projects are completed, environmental specialists will gather and evaluate critical data to determine protective cleanup actions for affected groundwater.

The current groundwater strategy includes:

- Accelerate groundwater decisions for three large cleanup parcels to enable transfer of land for redevelopment and reuse;
- Obtain a groundwater ROD for specified plumes in Zone 1; and
- Develop an approach for the remaining plumes in Zone 2.

New wells are part of groundwater study

As part of the ETPP groundwater treatability study, workers drilled wells in the former K-1401 Maintenance Facility area during FY 2017. The wells are being used to characterize the groundwater at the site and determine the effectiveness of in situ (in place) treatment of contaminants. A total of 27 wells were installed, and existing wells in the area were reconfigured.



Workers take soil samples from testing area



Extracting and packaging soil samples



Remediation of an exposure unit at ETPP

Waste disposition

UCOR's "Waste Factory"



Mercury Treatment Facility construction advances

UCOR has undertaken a major capital asset project critical to bridging environmental cleanup work from ETP to Oak Ridge National Laboratory (ORNL) and the Y-12 National Security Complex. UCOR is scheduled to complete final design of the Outfall 200 Mercury Treatment Facility in 2017 followed by early site preparation.

Historically, the Y-12 production processes used vast amounts of mercury. Over decades of operations, mercury migrated into the environment.

Storm sewer Outfall 200 is the point at which the west end Y-12 storm drain system discharges to Upper East Fork Poplar Creek. Under dry weather flow conditions, Outfall 200 is consistently the largest single source of mercury to Upper East Fork Poplar Creek. This discharge is considered the greatest environmental risk on the DOE Oak Ridge Reservation.

The headworks and transfer pipeline are being designed to capture storm water from



Artist's rendering of Mercury Treatment Facility headworks

Outfall 200 and move it to the treatment facility. The treatment process to reduce mercury in water is also part of the design.

Construction will start in 2018 with initial operation planned for 2022. The Outfall 200 Mercury Treatment Facility needs to be operational before demolition of the mercury buildings at Y-12 begins. Once operational, the treatment facility will lower mercury levels and guard against a potential increase in mercury releases during future decontamination and demolition activities at Y-12.

Significant risks reduced at Reservation's excess contaminated facilities

UCOR is on the forefront of DOE Environmental Management's efforts to remove excess, unneeded facilities from the DOE complex. The projects associated with this initiative focus on work that will reduce risks to workers and the environment and stabilize facilities that are not scheduled for near-term demolition. UCOR made significant progress in FY 2017 on several of the Reservation's identified excess contaminated facilities.

Y-12

COLEX

Mercury removal and demolition/removal of column exchange (COLEX) equipment at

Y-12's Alpha 4 Building began in FY 2017. Alpha 4 operated as a uranium enrichment facility from 1945 until 1947. In 1953, workers installed COLEX equipment, which used substantial amounts of mercury to separate lithium. Those operations ceased in 1962.

UCOR removed more than 18 gallons of mercury in the COLEX equipment on the west side of Alpha 4. Workers used a borescope to view inside pipes and equipment to identify any residual mercury or other liquid. When mercury was detected, it was removed from the system by either installing a tap and draining the mercury at the low point, or by cutting an opening in the top of the pipe and vacuuming the mercury out.



Crews use a man lift to reach a COLEX tank and cut an opening

Biology Complex

Characterization of the Biology Complex at the Y-12 National Security Complex was completed in FY 2017. This characterization work, and its resulting report, identifies contaminants in the facility to support future demolition and waste disposition activities on the structures.

Originally constructed to recover uranium from process streams, the Biology Complex buildings became home to DOE's research on the genetic effects of radiation in the late 1940s. The Complex originally consisted of twelve buildings until DOE demolished four of them in 2010 as part of the American Recovery and Reinvestment Act. Building 9401-1, an old steam plant that was repurposed for research work and storage space, was added to the characterization scope.

The Complex, which has been vacant since the early 2000s, has deteriorated. Asbestos and other materials are becoming hazardous to workers in the interior due to roof leaks.

As with many facilities that were built during the 1940s, the characterization results show that the Biology Complex buildings contain significant amounts of asbestos and other universal wastes, such as PCBs. The characterization also identified radiological constituents in some of the buildings.

A waste handling plan was generated for the Biology Complex that outlined the characterization strategy for determining the buildings' disposition path during D&D. Samples were taken and analyzed to satisfy the disposal criteria at Reservation disposal facilities. The next step will be to start deactivation, which involves removing the asbestos, oils, and universal wastes.

Alpha 4 Roof Repair

Keeping the roof of aging contaminated facilities in sound condition is key to mitigating environmental hazards, safety issues, and future demolition costs. A substantial effort was undertaken to repair and perform preventive maintenance on the leaking roof of the Alpha 4 Building at the Y-12 Complex.

The building has eight roof decks at various levels of elevation, covering almost four acres. Approximately 20 different areas were identified as being in need of repair. UCOR, working with Consolidated Nuclear Security along with the National Nuclear Security Administration's Roofing Asset Management Program, awarded the roofing subcontract to Nations Roofing. The work, which took about three months, was completed approximately \$200,000 under the \$1.25 million budget and two months ahead of schedule.



Mercury drained from COLEX equipment is being stored in containers for disposition

ORNL

Building 7500

Efforts to prepare the Homogenous Reactor Experiment facility, also known as Building 7500, for demolition took a significant step forward in FY 2017. At the end of FY 2017, workers had removed approximately 60 percent of the asbestos from the building. More than 250 cubic yards of waste were also removed from Building 7500.

Building 7500 was constructed at Oak Ridge National Laboratory in 1951 as a research reactor, and it operated until the 1980s supporting various missions. The 14,695-square-foot, three-level structure has degraded throughout the years. The leaking roof is beyond repair and allows water to infiltrate the building, which exacerbates the degradation and keeps the basement flooded.

Other Projects

UCOR also removed the wind enclosure at the 3026 Radioisotope Development Laboratory at ORNL and installed a water-proof membrane. In the 3028/3029 portion of the Laboratory, UCOR began work to encapsulate the radiological contamination in the hot cells.

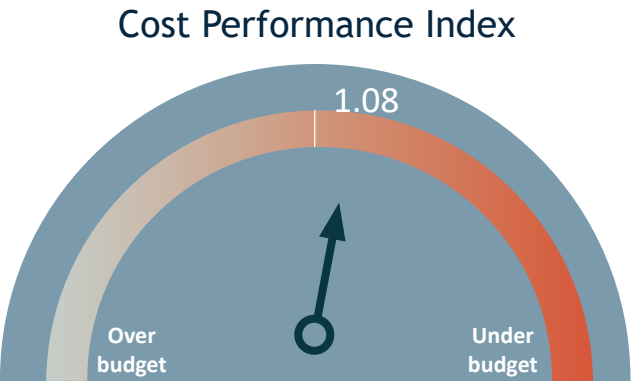


Workers perform sampling activities in the Biology Complex at Y-12 (above) and asbestos abatement work in Building 7500 at ORNL (below)

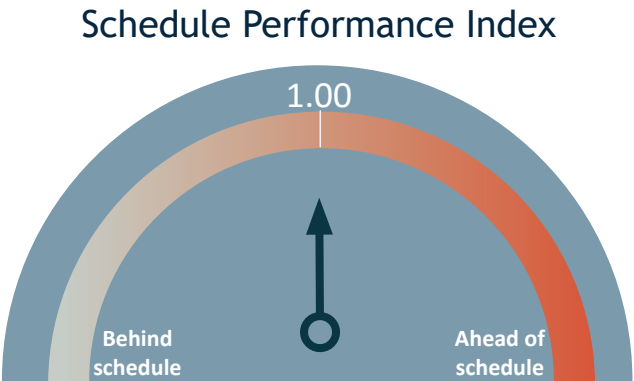


UCOR continues to be a good steward of the taxpayer funds it receives, continuously delivering projects under budget, as indicated in the financial information below.

Contract Performance		
	(\$1,000)	
	UCOR's FY 2017 performance	Contract to date
Budgeted cost of work scheduled	335,956	1,863,431
Budgeted cost of work performed	296,240	1,861,851
Actual cost of work performed	312,934	1,720,964
Schedule variance	(39,716)	(1,580)
Cost variance	(16,694)	140,887



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 less than one would be considered unfavorable.



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 less than one would be behind schedule.

- Contract performance*
- \$1.862 billion worth of work delivered for \$1.721 billion
 - 79 percent of subcontracted work awarded to small businesses (\$691 million)
 - More than 21 million cubic feet of waste safely disposed
 - 4.5 million safe miles traveled
 - 5.5 million square feet of facilities demolished
- *From contract inception (Aug. 2011) through Sept. 2017



UCOR seeks to continually improve processes and performance

UCOR consistently performs work at a high level of expertise and capability, but in striving for continued excellence, the company is constantly seeking ways to improve processes.

Conduct of Operations

UCOR enlisted the support of senior AECOM Corporate Conduct of Operations (ConOps) experts to enhance the implementation of ConOps and ISMS principles. The corporate team conducted an assessment that included interviews at all levels of the Nuclear and High Hazard Operations (NHHO) Program and field observations at the active Category 2 nuclear facilities.

The corporate team provided feedback and recommendations for enhancing performance. UCOR has taken several actions to address the corporate team's report.

Electrical

To maintain compliance with the National Fire Protection Association regulations, UCOR implemented a Pursuit of Excellence program last year to perform preventive maintenance on overcurrent protection devices in various facilities at ETPP and ORNL.

Preventive maintenance has been completed in almost two dozen ETPP facilities, and UCOR is now performing preventive maintenance at ORNL, where 88 facilities have been identified to be addressed.

UCOR has completed the work in some of the ORNL facilities with a goal of completing 25 percent of the facilities in 2017. The work will continue through 2020.

Hoisting and Rigging

UCOR conducted mobile crane refresher training to help operators learn the nuances of the controls and hone their skills. Operators from D&D, NHHO, and Waste Disposition participated in the training, held at ORNL, where three cranes were set up for operation. The support crews of ironworkers and riggers also participated. The training was used to qualify some of the mobile crane operators on specific cranes. A

technician from Atlantic and Southern in Knoxville assisted with the training, which is planned to be held yearly and is part of the company's efforts to achieve excellence in hoisting and rigging operations.



Crane refresher training lets operators continue to hone their skills

UCOR's partnerships essential to successfully performing work

UCOR relies on many partnerships to successfully perform its work, including DOE, regulators, labor organizations, small businesses, and the community.

Regulators

UCOR continued to build on its cooperative relationships with federal and state regulators through frequent communications, meetings, and visits to review permitting activities and address issues as needed. UCOR received high marks from state regulators in its latest review of the ETP National Pollution Discharge Elimination System (NPDES) storm water program, which addresses water pollution by regulating sources that discharge pollutants to water nationwide.

In March 2017, the Tennessee Department of Environment and Conservation (TDEC) conducted its annual RCRA hazardous waste inspection at ETP. The inspection team toured UCOR RCRA-permitted facilities and reviewed manifests, RCRA inspection records, and transportation records.

Labor

UCOR and the Atomic Trades and Labor Council (ATLC) agreed on a one-year contract extension.

UCOR and the Knoxville Building and Construction Trades Council agreed to a five-year Construction Labor Agreement with a five-year option.

The UCOR President and Project Manager continued to host the President's Forum, whose membership includes each local union and council president and vice president.

UCOR was a senior sponsor of the 30th Annual Tennessee Labor-Management Foundation conference in Nashville.

UCOR partnered with the United Steel Workers to offer Hazardous Waste Operations and Emergency Response (HAZWOPER) Training to students from three Morgan County high schools.

Education

UCOR partnered with several local companies in hosting more than 500 high school juniors at Career Exploration Day at Roane State Community College in April 2017.

UCOR hosted seven students from five universities in a summer internship program. UCOR also partnered with the University of Tennessee Knoxville's Department of Nuclear Engineering and Oak Ridge Associated Universities to offer the nation's first minor in Nuclear Decommissioning and Environmental Management.

Cleanup Advisory Council

The Cleanup Advisory Council, a group of senior business and community leaders focused on Oak Ridge Reservation cleanup, met quarterly in FY 2017 to discuss issues such as cleanup funding, UCOR's strategic plan, and the ETP Closure Plan and Revitalization Preview.

Small Businesses

Of the work that UCOR subcontracts, 79 percent goes to small business. UCOR relies on these businesses to provide a variety of services. UCOR honored some of its top subcontracts at its Annual Small Business Awards held in August 2017.



Local communities reap the benefits of UCOR's community support

Whether through corporate donations, volunteer work, or fund-raising campaigns, UCOR proved to be a strong community supporter in FY 2017.

UCOR donated more than \$300,000 to local charitable agencies and educational institutions while raising more than \$100,000 for the United Way. UCOR's community support focus is on children's advocacy, literacy and education, and health and wellness.



UCOR President and Project Manager Ken Ruefer, right, views the Friendship Bell with Alan Tatum, chairperson of the International Friendship Bell Advisory Committee

Mini-Grant Program

UCOR continued its popular mini-grant program in 2017, awarding 25 grants to local schools to assist teachers in developing specific projects or curricula focused on science, technology, engineering, and math. UCOR has awarded these grants each year since 2012.

Friendship Bell

UCOR donated \$15,000 toward an effort to construct a new pavilion for the International Friendship Bell in Oak Ridge. The 8,000-pound bronze cast bell, located at A.K. Bissell Park, symbolizes the peace and friendship shared by Japan and Oak Ridge. It was cast in Japan in 1993 and erected at its current location in 1996.

In the two decades since the bell was installed, time has taken its toll. A fund-raising campaign was launched in 2014 soon after it was discovered that the red pine pavilion housing the bell was deteriorating.

My People Fund

UCOR donated \$5,000 to the Dollywood Foundation's My People Fund to support those who were affected by a series of fires in Sevier

County in November 2016. UCOR employees also sponsored a fund-raising drive through the company's Local Safety Improvement Teams, which brought in another \$1,470 for the cause. The My People Fund provided \$1,000 each month for up to six months to several Sevier County families who lost their homes.



UCOR's donation to the My People Fund helped those who were affected by an outbreak of wildfires in Sevier County



UCOR staff helps distribute food through Second Harvest's mobile food pantry

Mobile Food Pantry

UCOR sponsored two Second Harvest Food Bank mobile pantries in Roane County in FY 2017 to provide healthy food items to needy individuals. Second Harvest is a nonprofit organization dedicated to feeding East Tennessee's hungry and engaging the community in the fight against hunger.



Health and Wellness

UCOR's commitment to health and wellness is evident not only with employee events that are held throughout the year, but also in events that the company sponsors and participates. UCOR's Wellness Committee periodically sponsors fresh fruit days, making healthy fruit snacks available to workers in various site wellness

UCOR has a strong commitment to wellness and sponsors several events throughout the year that not only provide fitness opportunities but also raise funds for worthwhile causes.
 –Katie Hughes
 UCOR Wellness Committee



rooms. The committee also sponsors "Work on Wellness" brown bag lunches, where speakers from the community or staff discuss a variety of health issues during a relaxed lunch period. The committee also coordinates periodic blood drives and visits from the University of Tennessee mobile mammography unit.

UCOR sponsors wellness-related events throughout the year that also raise funds for charitable causes. For example, several UCOR employees participated in the Butterflies for Hope Bike Ride on April 1, 2017, to raise funds to fight lupus.

Robotics Team

UCOR sponsored robotics teams from four local schools to compete in the FIRST (For Inspiration and Recognition of Science and Technology) Robotics Competition. FIRST is a nonprofit organization that motivates students to pursue education and career opportunities in science, technology, engineering, and math.

United Way

UCOR conducted an annual campaign to raise funds for the United Way. Workers raised more than \$100,000 in 2016 and are on the way to raising a similar amount in 2017 through a variety of methods, including pledges, an auction, and various other fund-raisers. The funds are distributed among the local county United Way agencies so that the money raised stays in the communities in which employees live.



A UCOR "yard sale" was among several activities that raised thousands of dollars for the United Way

Angel Tree

UCOR sponsors an annual Angel Tree program that provides Christmas gifts to disadvantaged children in the local area. More than 200 children were served during the 2016 holiday season.



Volunteers unload Angel Tree gifts

Rueter named to Children's Hospital Board of Directors

UCOR President and Project Manager Ken Rueter was elected to the Board of Directors of the East Tennessee Children's Hospital in Knoxville in 2017. Rueter began his association with Children's Hospital, a not-for-profit pediatric facility, as a member of the Development Advisory Board.

He and his wife, Ruth, have demonstrated a passion for Children's Hospital and its services. Each year, the Rueters host an auction benefitting the hospital as part of the UCOR senior management holiday party. UCOR annually contributes funds raised through a variety of activities, including employee contributions and the annual holiday Fantasy of Trees.

With healthcare issues at the forefront of our national conscience, gifts from concerned friends address those needs as never before. Your partnership with us is vital and deeply appreciated.

–Carlton Long, Vice President for Institutional Advancement
 East Tennessee Children's Hospital

EMWMF recognized for safe performance

Since EMWMF became operational on May 28, 2002, facility employees have worked more than 1,150,000 hours during the last 15 years without a lost workday injury. In honor of this achievement, The National Safety Council awarded the team its Superior Safety Performance Award.

The Superior Safety Performance Award recognizes companies, units, and/or facilities that have achieved a minimum of ten consecutive "perfect record" years, operating without incurring an occupational injury or illness resulting in days away from work.



EMWMF team

UCOR receives safety awards

The Voluntary Protection Program Participants' Association (VPPPA) selected UCOR as the winner of two 2017 national awards. UCOR was given the VPP Innovation Award and the Safety and Health Outreach Award at the VPPPA Safety+ Symposium in New Orleans in August 2017. DOE Headquarters also awarded UCOR the VPP Star of Excellence.

The Innovation Award is based on the use of an unmanned aircraft system (or drone) equipped with high-definition digital photography and video devices to inspect industrial stacks. The Outreach Award is based on the United Steelworkers Local 9-288 provision of HAZWOPER classes to Morgan County high school students and UCOR's support of Safety Fest TN. The VPP Star of Excellence Award is given to DOE sites with injury rates at least 75 percent below the industry average.

UCOR named Healthier Workplace

The Governor's Foundation for Health and Wellness renewed UCOR's Healthier Workplace status for 2017.

UCOR received this recognition for meeting certain criteria in exercise, food, and smoking cessation programs. UCOR provided programs and education in all three categories, while exceeding the minimum amount of initiatives needed to qualify for the recognition.

NSC honors UCOR

The NSC has named UCOR as one of its 2017 Industry Leader Award winners for safety performance. The award, a component of the NSC Occupational Awards Program, recognizes outstanding safety achievements of NSC members.

Whether it's recognition for working safely, purchasing environmentally friendly products, or excelling in any number of other ways, UCOR has truly earned the recognition it has received through the years.

- Teresa Krannig, Information Technology



RSI named small business of the year

Restoration Services, Inc. (RSI), UCOR's small business partner, received the DOE Small Business of the Year award in 2017. The award is given each year for the previous fiscal year.

This award was presented at DOE's 17th Annual Small Business Forum & Expo to recognize the creative, unique, and extraordinary performance of a small business that has significantly and directly impacted core DOE mission objectives and requirements.

RSI is a prime contractor to furnish environmental technical services (ETS) to support the DOE Environmental Management cleanup mission at the former Portsmouth Gaseous Diffusion Plant in Piketon, Ohio, where DOE has consistently rated RSI's performance as excellent. RSI is part of the ASRC Industrial Services engineering and professional services operating group. Established in 1996, RSI has more than 20 years of successful experience focused on environmental restoration projects and beneficial site reuse.



Greg Wilkett, ETS Program Director, and Paul Clay, RSI President, accept the Small Business of the Year award



From left, UCOR's Gary Kephart and Bill Evans accept the Verdantix award from officials

Innovation recognized

UCOR was among 11 international winners of the annual Environmental Health & Safety (EHS) Innovation Awards at the Verdantix Summit in Houston, where more than 200 delegates gathered to share best practices on how to improve EHS outcomes with innovative technologies.

The international awards recognize corporations for successful EHS projects as well as strategic suppliers of software, equipment, and services. UCOR won in the Public Sector category.

UCOR honored for green efforts

ETTP was recognized again in FY 2017 as a national leader in the Federal Green Challenge (FGC). The FGC, a national effort under the Environmental Protection Agency Sustainable Materials Management Program, challenges other federal agencies throughout the country to lead by example in reducing the federal government's environmental impact.

ETTP was recognized for improvements in two target areas: electronics [1,328 percent increase in Electronic Production Environmental Assessment Tool (EPEAT) registered equipment] and water (70 percent decrease in potable water consumed).

The Green Electronics Council also awarded ETTP a 2017 EPEAT Purchaser Award at the two-star level—one for computers and displays, and one for imaging equipment. EPEAT purchasers earn a star for each product category for which they have a policy in place and purchase EPEAT-registered electronics.



Cleanup leads to site transformation

ETTP cleanup signals transformation and growth for the former gaseous diffusion site. As lands and buildings are cleaned to industrial use standards, UCOR's Reindustrialization Program initiates transfer of those properties to the private sector through the Community Reuse Organization of East Tennessee (CROET) and the City of Oak Ridge.

Property transfer facilitates redevelopment and reuse of the site to enhance the local economy and reduces the government's long-term stewardship costs, which frees up more funding for cleanup.

In 2017, UCOR's Reindustrialization Program:

- Supported CROET in the planning and execution of the 20th Anniversary of Reindustrialization Celebration

- Facilitated stakeholder input for CROET's Revitalization Plan, which identifies optimal development options for the future multi-use industrial park
- Received Congressional approval to transfer the 220-acre mega parcel, which is the footprint of the former K-31 and K-33 buildings

The program also helped facilitate transfer of three buildings within the K-1065 facility to CROET and Economic Development (ED) Parcel 3 to the General Services Administration for subsequent sale. It submitted transfer documentation for Congressional Review for the Duct Island parcel. It also transferred code-compliant utility systems to the City of Oak Ridge.

UCOR partnered with the Metropolitan Knoxville Airport Authority in their pursuit of the

area's newest general aviation airport, which is planned to be built on the ETP site. The master plan was submitted to the Federal Aviation Administration.

UCOR has also been heavily involved in

DOE's efforts to commemorate the historic site. It provided design support for the construction of a history center, viewing tower, and exhibits to honor the men and women who designed, built and operated the world's first gaseous diffusion plant.

First major public event held

UCOR worked with DOE, CROET, and the National Park Service (NPS) to enable the first major public event hosted on the ETP site.

Approximately 1,000 people attended the All-American Total Solar Eclipse event, sponsored by NPS. The event symbolizes a "changing of the guard"—from a restricted government facility to a home for new businesses, historic landmarks, and conservation lands.

This land will be used to revitalize the region as these parcels are cleaned up and turned over to the private sector.

- U.S. Rep. Chuck Fleischmann



**HISTORIC
PRESERVATION &
NATIONAL PARK**



**PRIVATE-SECTOR
INDUSTRIAL
PARK**



**CONSERVATION
AREA
AND TRAILS**



Safety is our top priority



A special thanks to the men and women who comprise the UCOR team and safely deliver our investment-worthy value—every task, every activity, every time.



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