

An Amentum Company

UCOR



United Cleanup Oak Ridge LLC

All Hands

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Today's Agenda



- Situational Awareness
- UCOR Values
- 2026 Highlights
- Mission Objectives
- How We're Organized
- Focus Areas
- 2027 Priorities
- Takeaways
- What's on your Mind?

UCOR Values



UCOR Values

Uncompromising Safety
Character and Integrity
Operational Excellence
Relentless Improvement

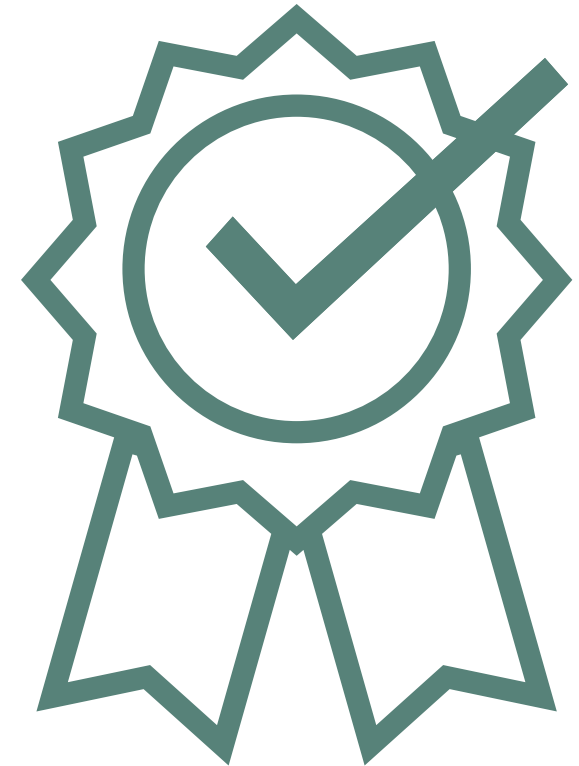
Uncompromising Safety

- Protect our people, the public, and the environment
- Demonstrate a questioning attitude
- Proactively identify hazards and apply lessons learned
- Respect every person's right, responsibility, and authority to Stop Work



Character and Integrity

- Always do the right thing – even when no one is watching
- Show respect for yourself and those around you
- Communicate with openness and honesty



Operational Excellence

- Actively plan and efficiently execute
- Innovate responsibly
- Solve problems without assigning blame
- Bring the right people to the table
- Never compromise safety/quality over schedule



Relentless Improvement

- Embrace innovation and new ideas
- Simplify and streamline processes
- Openly share successes and mistakes
- Willingly listen to concerns and provide answers to questions



Mission Objectives

Nuclear Resurgence

Transfer/lease federal land for beneficial reuse supporting

- Nuclear Innovation District
- Energy dominance
- AI dominance and AI-driven scientific discovery

End State Delivery

Achieving end states on the Oak Ridge Reservation to support federal land reuse

- Deliver clean footprints at ORNL and Y-12 to support modernization and new mission growth

Nuclear Operations

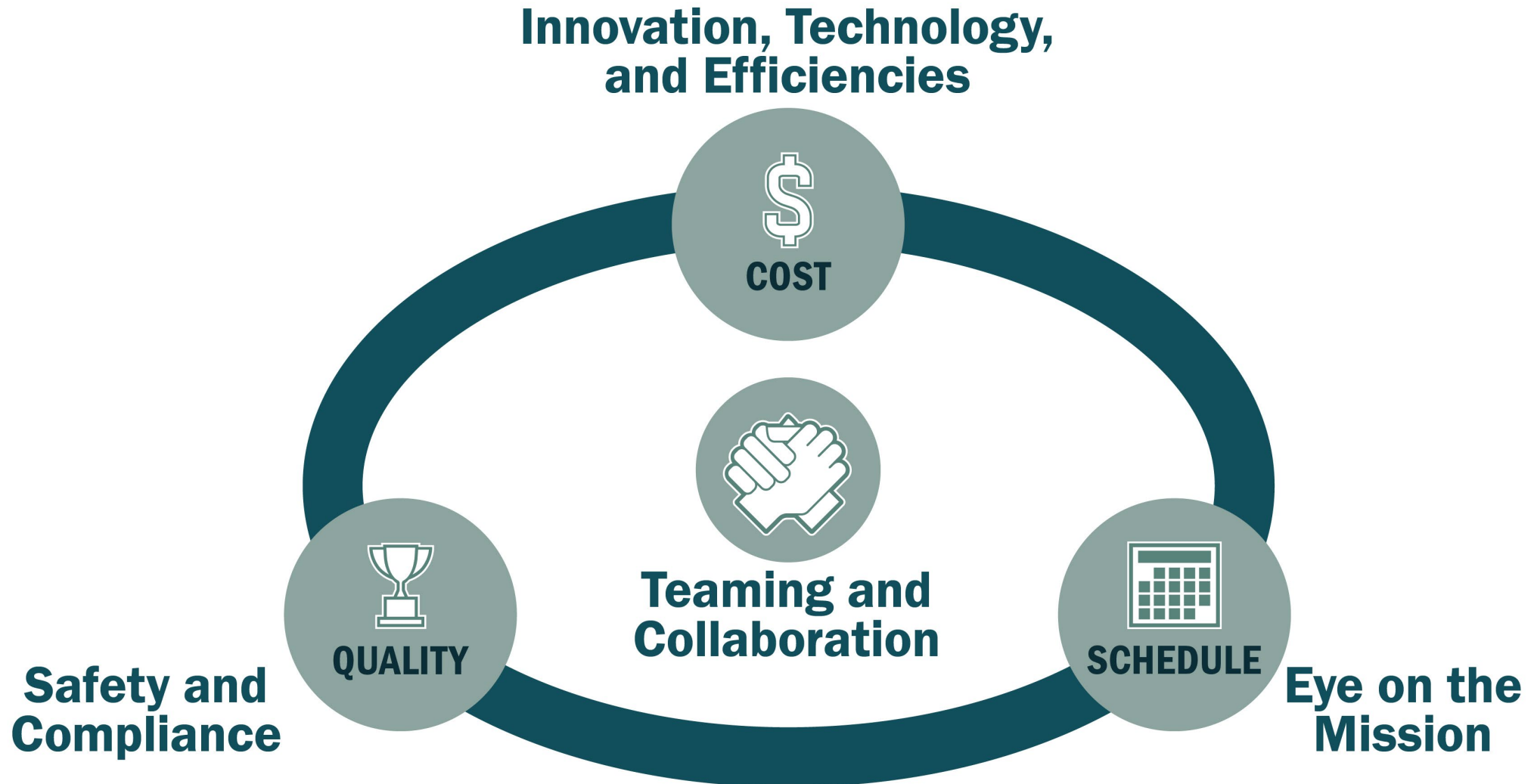
Completing work that enables EM to support enduring missions with operational excellence

- Implement nuclear operations strategies and critical infrastructure projects

Organizational Structure



Focus Areas



FY27 Priorities

Safety Excellence

- Maintain TRC and DART performance below goals
- Foster a culture of hazard recognition, personal accountability, continuous improvement

Nuclear/Waste Operations Optimization

- Replace 7961 piping system
- Design and procure replacement evaporator
- Demonstrate the capability to remove material from Tank W-33 to the Evaporator

Transuranic Waste Processing

- Process existing and newly generated waste
- Accept new waste streams (e.g., SPRU)
- Implement safety documents for facility upgrades



Risk/Hazard Reduction

- Demolish Beta-1 and Old Steam Plant
- Demolish Isotope Row
- Deliver stormwater outfall projects
- Complete tree removal and begin remedial actions at White Wing Scrapyard

EMDF Construction

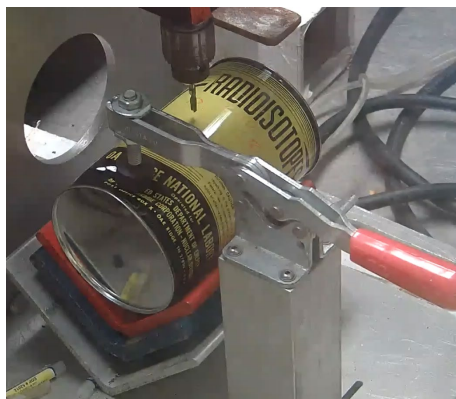
- Complete site grading and utility installation
- Begin landfill construction

FY27 Priorities

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**Process legacy
waste; accept
SPRU waste**



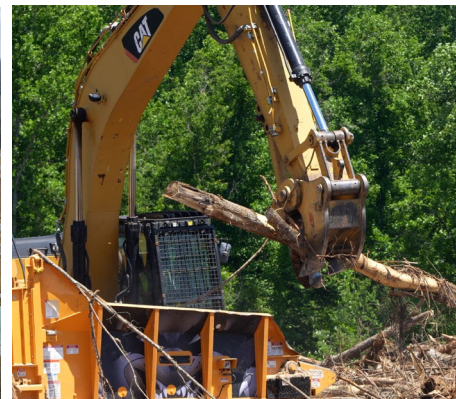
**Demolish
Old Steam Plant
and 210,000-
square-foot
Beta-1 at Y-12**



**Demolish
Isotope Row
(10 structures) in
ORNL's Central
Campus**



**Complete site
grading and utility
installation; begin
EMDF landfill
construction**



**Complete
tree removal and
begin remediation
at White Wing
Scrapyard**

Takeaways

Fiercely commit to safety and our safety culture

Focus on mission delivery

**Identify opportunities to achieve efficiencies,
accelerate work, and innovate without
compromising safety or compliance**



What's on your mind?

If you have any questions, please send them
to Communications@orcc.doe.gov.