

**ATTACHMENT J.6**

**SMALL BUSINESS SUBCONTRACTING PLAN**

# **SMALL BUSINESS SUBCONTRACTING PLAN**

**For**

**United States Department of Energy**

**Plateau Remediation Contract**

**Submitted by:**

**CH2M HILL PLATEAU REMEDIATION COMPANY**  
**Prime Contractor**

**FISCAL YEARS 2009-2018**

(Base and Option Period)

**CONTRACT NUMBER DE-AC06-08RL14788**

**DECEMBER 2010**

## SMALL BUSINESS SUBCONTRACTING PLAN

Contractor Name: CH2M HILL Plateau Remediation Company (CHPRC)

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Prime Contract Number: DE-AC06-08RL14788

Item/Service: Plateau Remediation Contract

Total Amount of Contract (Including Options): \$5,347,694,180 per Section B, Table B.4-1

Period of Contract Performance: Award through September 2018 including option period.

### Company Policy Statement

“It is the policy of the United States and CH2M HILL Plateau Remediation Company (CHPRC) that small business concerns, veteran-owned small business concerns, service-disabled veteran-owned small business concerns, HUBZone small business concerns, small business concerns owned and controlled by socially and economically disadvantaged individuals, minority business concerns and woman-owned small business concerns shall have the maximum practical opportunity to participate in the performance of government and commercial subcontracts awarded by CH2M HILL. It is CHPRC’s intention to aggressively pursue, wherever possible, subcontracting opportunities with small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged small business, minority business, and women-owned small business, as well as Historically Black Colleges and Universities and Minority Institutions in accordance with P.L. 99-66, Section 1207, and P.L. 100-180, Section 806.”

#### Vision

Diversity and commitment to small business subcontracting is a CH2M HILL management operating principle and a key element to our CHPRC strategy. Through diversity in our small business subcontracting, CH2M HILL provides vital links to the local/regional community, increases flexibility in meeting project goals and cost effectiveness, helps strengthen the local economy, creates new business opportunities, and supports best business practices. Per this Plan, CHPRC commits \$1.457B to small business concerns over the base and option period.

## **FISCAL YEAR 2009-2018**

### **SMALL BUSINESS SUBCONTRACTING PLAN**

#### **1.0 Purpose of Plan**

This CHPRC Fiscal Year (FY) 2009-FY2018 (5 Year base plus 5 Year Option) Small Business Subcontracting Plan (FAR 52.219-9 - Small Business Subcontracting Plan) promotes, develops, and implements, a progressive small business (SB), small disadvantaged business (SDB), small women-owned business (WOSB), HUBZone small business (HUBZone), veteran-owned small business (VOSB), and Service-Disabled Veteran-Owned business Program (collectively referred to herein as SB) subcontracting program. This Plan maximizes business opportunities for SB concerns to the extent practicable to meaningfully contribute to the plateau remediation scope and incentive objectives. The Plan also describes the approach in meeting the requirements for the Mentor-Protégé Program. The Plan is consistent with FAR 19.7 – Small Business Subcontract Program in that this subcontracting plan covers the entire contract period (including option period); applies to this specific Plateau Remediation Contract (PRC); includes goals that are based on the offeror's planned subcontracting in support of this Contract; addresses indirect costs; addresses Master Plan integration into the Small Business Plan; and describes the good faith effort to support these committed goals. Additionally, this Plan is consistent with FAR 52.219(c) in that the base contract is addressed separately from the option period.

#### **2.0 Executive Summary**

An objective of the U.S. Department of Energy (DOE) is to promote the use of small business in executing its mission activities, and providing to such concerns an opportunity to apply their expertise, in a meaningful way, to the work to be conducted under the contract resulting from this contract. Pursuant to this objective, it is a management philosophy and operating principle of CH2M HILL to be recognized as an industry leader in the incorporation and use of SB to gain overall project efficiency.

CHPRC has established team members including nine preferred pre-selected SBs with proven track records to support optimizing prime contract objectives and project delivery success including a) East Tennessee Materials & Energy Corporation, Inc., a wholly owned subsidiary of Perma-Fix Environmental Services (M&EC/Perma-Fix) as a SB team member for waste support services, low-level and mixed-waste treatment, transuranic (TRU) waste certification, solid waste disposal support, planning integration, T-Plant facility management support, and Central Waste Complex support; b) ARES Corporation (ARES) for general engineering, managed task design support, nuclear/criticality and engineering expertise supporting engineering design and reviews, vendor drawing clarification, criticality analysis, deactivation plans, operational startup, risk assessments, facilities design and upgrades, integrity assessments, D&D support, and nuclear safety support; c) Babcock Services, Inc., (Babcock) for planning/scheduling/estimating/project controls/work planning/engineering/operations support and field management support; d) GEM Technology International Corp. (GEM Technology) for safeguards, information, and personnel security support, emergency preparedness, and nuclear material control; e) INTERA

Inc. (INTERA) for general engineering services and risk management support; f) EnRep, Inc. (EnRep) for training and procedure development, chemical management, general engineering, and environmental regulation compliance support; g) Ascendent Engineering & Safety Solutions, Inc. (Ascendent LLC) for general engineering support, nuclear safety, ISMS, and Environment, Safety, Health and Quality (ESH&Q) support; h) Project Services Group for planning, scheduling, estimating, project controls, and work planning support; and i) Cavanagh Services Group for waste containers, remediation services, hazardous waste support, transportation support and logistics management, and packaging, transport, and handling of fuels and nuclear materials.

Key attributes of the CHPRC PRC SB plan includes 1) committing 27.2% (\$1.457 billion) of the Total Contract Price to SBs for the base and option periods; 2) all SB sub-goals for the base and option periods will be exceeded including 49.3% of subcontracted dollars to small business; 3) a Mentor-Protégé Agreement has been established with Project Services Group (PSG) to perform planning, scheduling, estimating, project controls, and work planning support to enhance project management capabilities; 4) committing 8.2% of planned subcontracted dollars to SDB Participation Program for the base and option periods; 5) a Small Business Subcontracting Plan consistent with FAR 52.219-9, Small Business Subcontracting Plan requirements; and 6) meeting/exceeding all DOE small business goals.

The CHPRC committed small business goals as a percent of planned subcontracting activity for the base contract and option periods combined, are as follows as contrasted with the RFP requirements:

Component	RFP Required Percent	CH2M HILL Commitment Percent
Small Business (SB)	41.3	49.3%
Small Disadvantaged Business	6.3	8.2%
Women-Owned SB	5.8	7.5%
HUBZone SB	2.2	2.2%
Veteran-Owned SB	1.3	3.5%
Service-Disabled Veteran-Owned SB	1.3	1.3%

### 3.0 Master Plan Incorporation

Pursuant to FAR 52.219-9(b) and (f), this Small Business Subcontracting Plan integrates and incorporates the attributes of a required Master Plan submittal defined as containing all the required elements of a subcontract plan, except goals.

### 4.0 Utilization of Small Business Concerns

Pursuant to FAR 19.702 – Statutory Requirements and FAR 52.219-8 - Utilization of Small Business Concerns, CHPRC is committed to ensure that SB concerns shall have the maximum practicable opportunity to participate in performing PRC subcontracts for subsystems, assemblies, components, and related services as outlined in this plan. CHPRC is also committed to establishing procedures to ensure the timely payment of amounts due pursuant to the terms of subcontracts with SB concerns. The CHPRC will carry out this plan in the awarding of

subcontracts to the fullest extent consistent with efficient contract performance. CHPRC further agrees to cooperate in any studies or surveys as may be conducted by the United States Small Business Administration (SBA) or the awarding agency of the United States as may be necessary to determine the extent of the Contractor's compliance with this clause. See the Small Business Outreach and Equitable Opportunity to Compete Section for further discussion.

## **5.0 Strategy for Small Business Involvement**

A management philosophy of CH2M HILL is to be recognized as an industry leader in the incorporation and use of SB to gain overall project efficiency. Through various award-winning and well-recognized small business achievements, CH2M HILL has demonstrated an understanding of the valued aspects of an integral SB involvement strategy. Consistent with the DOE's vision and goals, diversity and commitment to SB subcontracting is a CH2M HILL management operating principle and a key element to our PRC strategy. Through diversity in our SB subcontracting, CH2M HILL provides vital links to the local/regional community, supports strategy for workforce transition, increases flexibility in meeting project goals and cost effectiveness, helps strengthen the local economy, creates new business opportunities, and supports best business practices.

For example, a small business work force approach is to utilize the nine preferred pre-selected small business subcontractors to perform previously self-performed scopes of work (e.g., Training and Procedures, Project Controls) and use these innovative motivated SBs to perform including hiring of current Hanford workers with all current benefits. This will also give the SBs an opportunity to grow into non-Hanford work areas. SBs also are a source for leading edge technology to help PRC accomplish planned work scope.

Corporately, CH2M HILL Inc. has received Small Business Administration's and the Defense Contract Management Association's top rating of outstanding for its Small Business Program for the last seven years in a row. Between 2002 and 2007 as example, CH2M HILL subcontracted more than 70% of its corporate subcontracting dollars to small businesses totaling more than \$355 million in FY2006 alone. In the area of SDB, CH2M HILL corporate goal was 9.7% with actual performance in 2002 of 11.2%, 2003 of 13.8%, 2004 of 16.1%, 2005 of 17.2% and 2006 of 17.4%. In response to Hurricane Katrina, CH2M HILL subcontracted \$261 million of available dollars to small businesses (81.1%) with more than 23.1% actual performance for SDB on this effort. CH2M HILL received the 2005 award from the U.S. Department of State Office of Small and Disadvantaged Business Utilization; Black Enterprise Magazine July 2006 award for Top 10 Best Companies for Supplier Diversity, the Minority Enterprise and Education Departments Corporation of the Year Award in September 2005, the Martin Luther King, Jr., Business Social Responsibility Award in 2003, and others.

A key element of our SB strategy is project management involvement. Each Project Manager is personally accountable for using SB's within their area of responsibility. This is accomplished by integrating SB goals and targets into project planning and execution. Project Managers will be responsible for the successful execution of SB contracts and providing technical oversight and appropriate assistance as required insuring a successful contractual relationship with our SB subcontractors. The goals depicted in this subcontracting plan have been developed with the Project Manager, Procurement, and supported by our estimating process. Additionally, the

project manager and his/her team will assure that robust subcontractor safety oversight is performed per Attachment I – Subcontractor ISMS Safety Requirements.

The CHPRC strategic approach for affording SB maximum practical opportunity (FAR 19.702) to participate in PRC subcontracts within SB demonstrated capabilities are: 1) established team member and preferred pre-select small businesses to perform specific PRC scopes of work delineated in Section 2.0; 2) utilize the nine preferred pre-selected small business subcontractors to perform previously self-performed scopes of work (e.g., Training and Procedures, Project Controls) (The plan for outsourcing encompasses the pre-select SBs becoming a signatory to the Collective Bargaining Agreement, as applicable and the Hanford Employee Welfare Trust (HEWT) benefits program to ensure incumbent “inside” employees are not impacted from a pension/benefit perspective); 3) performing thorough evaluations of SB capabilities against subcontracting plans and seek out equitable bidding opportunities to compete meaningful, varied, and complex PRC work scope to achieve small business objectives; and 4) targeted utilization of specific SB set-aside subcontracts for goods and services consistent with FAR 52.219-6 – Notice of Total Small Business Set-aside, such as engineering, design, and remediation services; staff augmentation; startup and testing; operational readiness; and risk assessments.

## 6.0 Self Performed Work Requirements

Pursuant to PRC Contract Clause H.20 – Self Performed Work, the percentage of work planned to be self performed by the large business CHPRC including AREVA, and Fluor Federal Services, Inc. as described in FAR 9.6 Contracting Team Arrangements), is forecast at 50.65% (Contract requirement no greater than 65 percent) of Total Contract Price. The remaining contractor team member (East Tennessee Materials & Energy Corporation, Inc., a wholly owned subsidiary of PermaFix Environmental Services [M&EC/Perma-Fix]), is a SB member. SB support will be via standard subcontracting arrangements and/or will be performed through competitive procurements to maximum extent possible. In addition, CHPRC is planning 27.2% (\$1.457 billion) to be performed by small business subcontracts exceeding the 17% requirement.

Category	FY09-13 Base Dollars	FY09-13 Base Percent	FY14-18 Option Dollars	FY14-18 Option Percent
Self Performed by CHPRC*	\$1,766,243,900	53.34%	\$942,470,900	46.27%
Performed by Subcontracted Small Businesses	\$996,106,995	30.08%	\$460,866,260	22.63%
TOTAL CONTRACT PRICE	\$3,310,990,723		\$2,036,703,457	

\* Utilized the staff augmentation labor planned in the Rev 2 Baseline from ~March 2010 for CHPRC plus the 11 pre-selects; plus forecasted managed task support from AREVA (e.g., NDA, Mobile Hot Cell) and FFS (Field Construction) planned as resource code 21; less planned staff augmentation labor for the nine pre-selects excluded from the self-perform definition. Volume values will be updated in ~March 2011 to reflect the planned final alignment of the contract and the PMB.

## **7.0 Mentor-Protégé Agreements**

Pursuant to PRC Contract Clause H.30 – Mentor-Protégé Program and consistent with DEAR Subpart 919.70 - The DOE Mentor-Protégé Program and SBA Mentor-Protégé regulations, CHPRC has established a mentor-protégé agreement with Project Services Group (PSG) (DUNS 146380576) to perform planning, scheduling, estimating, project controls, and work planning support as a designated small disadvantaged, 8a certified small business, to enhance its business abilities in the area of project management.

In addition, Fluor Federal Services, a CHPRC major large business subcontractor has a mentor protégé agreement with Randolph Construction Services (DUNS 063864623), to perform green field construction services and expand expertise in nuclear construction applications such as fabricating equipment and barrier construction and demolition; as a small disadvantaged women-owned 8a certified small business. CHPRC has committed to maintain at least one active mentor-protégé agreement throughout the base and option contract periods through the DOE and/or SBA Mentor-Protégé Programs. Mentor-protégé firms will develop and submit “lessons learned” evaluations to DOE at the conclusion of their specific subcontract agreement. Attachment H includes the mentor-protégé abstracts.

## **8.0 Methods Used to Develop Small Business Goals**

Pursuant to FAR 52.219-9 (d) (4) - SB Subcontracting Plan the method used to establish the subcontracting goals commences with the CHPRC reviewing the detailed work scope requirements of the PRC Contract and developing a detailed technical cost, and schedule baseline forecast for the PRC base and option periods. The technical/cost baseline includes forecasted subcontracting activities for the PRC scope outlined in the overall Strategy for Small Business Involvement section of this Plan. Subcontracted baseline activities are then reviewed for potential small business opportunities. The planning outcome of this methodology is quantified in the Goals – Percentages and Dollars, Small Disadvantaged Business Program Targets, and Rationale for Small Business Forecast sections of this Plan. CHPRC believes the goals outlined in this Plan are both realistic and attainable.

## **9.0 Methods Used to Identify Sources for Solicitation**

CH2M HILL has won national recognition for its Small Business Program as delineated in the Strategy for Small Business Involvement Section of this Plan. As described in this Plan, and pursuant to FAR 52.219-9 (d) (5), CHPRC employs a Small Business Advocate who actively manages the program and assists employees in developing new sources of suppliers. Below are some of the key methods and resources we will use:

- Existing CHPRC subcontractor source lists
- Existing relationships with local firms
- CHPRC and DOE-sponsored trade fairs and conferences designed to attract additional small businesses
- Strengthened relationships with the local SBA office and business development offices, resulting in the identification of the best local sources available
- Local Chambers of Commerce



- Procurement Technical Assistance Center (PTAC)
- Central Contractor Registration (CCR) database
- PassPort Vendor Database
- National Contract Management Association (NCMA)
- Institute for Supply Management (ISM)
- Posting of list of solicitations on the internet
- VetBiz.gov

### 10.0 Potential Subcontracting Opportunities for Small Business

Pursuant to FAR 52.219-9 (d) (3), the below table identifies a general description of the principal types of supplies and services that will be subcontracted, and an identification of the SBs that may be considered for subcontracting opportunities if or as opportunities arise. These opportunities supplement other planned SB activities noted throughout this Plan. The categories are for general work groupings only.

Subcontracting Items	Large Business	Small Business	SDB	SWOB	HUB Zone	Veteran	Dis. Vet
Office Supplies		X	X	X	X	X	X
Technical Services	X	X	X	X	X	X	X
Surv. & Maint.		X	X	X		X	
Construct Services	X	X	X	X			X
Temp. Empl. Svcs.		X	X	X	X	X	X
A/E Services	X	X				X	
Lab Services		X	X				
Safety Equipment		X	X	X			X
Engineer Services		X	X	X	X	X	X
Materials	X	X	X	X	X	X	X
Train & Procedures		X					
Planning/Scheduling		X					
Safeguards & Secur.		X	X	X			
Transportation		X	X	X			
Waste Services	X	X					
Remediation Service		X	X	X	X	X	X

### 11.0 Goals – Percentages and Dollars

Pursuant to FAR 52.219-9 (d) (1) & (2), CHPRC is committed to provide all materials, services, and supplies necessary to perform the statement of work as a prime contractor to the U.S. Department of Energy, Richland Operations Office (RL). The following outlines the CHPRC FY2009-FY2013 base and FY2014-FY2018 option period SB procurement volume forecast expressed as total SB dollars planned to be subcontracted and percentage goals expressed in terms of percentages of total planned subcontracting dollars.

Four significant considerations were utilized in forecasting the updated dollars for the Base and Option year periods:

- a. President Obama enacted the American Recovery and Reinvestment Act (ARRA) of 2009. The Administration committed to invest Recovery Act dollars with an unprecedented level of transparency and accountability to create jobs and reenergize the economy. CHPRC received \$1.3B in ARRA funds to primarily accelerate PRC work scope and meet the commitment of the Vision 2015 to shrink the Hanford Site footprint to ~75 square miles from the current ~560 square miles. As such the procurement volume forecast during the first five year Base period has increased in relation to the forecast for the second five year period.
- b. CHPRC focuses small business awards to suppliers in the Pacific Northwest and the local economy. As such the availability of certain small business categories is somewhat limited by these demographics. As such, CHPRC utilized the small business capture performance through November 2010 (below), to forecast future Goals.

## CHPRC FY2011 Socioeconomic Stat Data

Data from PRC contract start 10/1/2008 through 11/30/2010

Contracts-to-Date Actual Awards & Mods							Projection to FY18		
Contracts + Purchase Orders + Pcard 10/1/08 - 11/30/2010							Planned Subcontracting*	\$2,524,483,195	
							Contract-to-date awards	\$1,523,829,063	
	ARRA		BASE		Total \$	Total %	Goal	Bal remaining to award = \$1,000,654,132	
	\$	%	\$	%			%	Goal award \$	Bal to goal \$
SB	\$356,534,587	55.51%	\$391,732,504	44.44%	\$748,267,091	49.10%	49.30%	\$1,244,570,215	\$496,303,124
SDB	\$65,589,472	10.21%	\$74,491,564	8.45%	\$140,081,036	9.19%	8.20%	\$207,007,622	\$66,926,586
SWOB	\$76,871,620	11.97%	\$77,279,439	8.77%	\$154,151,059	10.12%	6.50%	\$164,091,408	\$9,940,349
HUB	\$10,696,673	1.67%	\$13,828,590	1.57%	\$24,525,263	1.61%	3.20%	\$80,783,462	\$56,258,199
VOSB	\$54,900,452	8.55%	\$29,633,649	3.36%	\$84,534,102	5.55%	2.00%	\$50,489,664	(\$34,044,438)
SDVO	\$10,349,415	1.61%	\$9,976,992	1.13%	\$20,326,407	1.33%	2.00%	\$50,489,664	\$30,163,257
NAB	\$8,045,261	1.25%	\$5,778,957	0.66%	\$13,824,218	0.91%	0.00%	* 10-year subcontracting projection	
Large	\$184,563,654	28.73%	\$274,957,111	31.19%	\$459,520,766	30.16%	0.00%	PRC clause H.20 small business (SB) requirement:	
GOVT	\$55,095	0.01%	\$976,545	0.11%	\$1,031,641	0.07%	0.00%	≥17% of Total Contract Price performed by SB	
GOVT CONT	\$101,085,892	15.74%	\$210,292,235	23.86%	\$311,378,127	20.43%	0.00%	Total Contract Price:	\$4,847,121,172
EDUC	\$2,669	0.00%	\$85,498	0.01%	\$88,167	0.01%	0.00%	17% requirement:	\$824,010,599
NONPROFIT	\$31,758	0.00%	\$3,376,966	0.38%	\$3,408,724	0.22%	0.00%	SB Awarded:	\$748,267,091
FOREIGN	\$28,080	0.00%	\$93,757	0.01%	\$121,837	0.01%	0.00%	Balance to Requirement:	\$75,743,509
<b>Total</b>	<b>\$642,301,736</b>		<b>\$881,527,328</b>		<b>\$1,523,829,063</b>				
	42%		58%						

- c. CHPRC continued to utilize the ~March 2010 Revision 2 Performance Measurement Baseline (PMB) as the basis for this Revision 2 Plan. Once the PMB and Contract are aligned in ~March 2011 (Rev 3), the Plan will be revised to reflect the final procurement

volume. The Revision 2 PMB cost is higher in value than the definitized contract cost by ~\$1.2B tied to new scope (i.e., Sludge, 200 ZP-1 HX/DX/Pump & Treat, Reactor Core, BC Control Area and Outer Zones, WIP Shipments and TRU waste Containers. Pre-Existing condition remedies etc.), management reserve and estimate revisions to support confidence factors. For purposes of forecasting procurement volume for this Plan update, took the planned subcontracted non-labor; added all forecasted pre-select staff augmentation labor for the 11 Companies planned as labor in Baseline; and calculated total Revision 2 PMB procurement volume. Assumed that the entire \$1.2B delta to the definitized contract cost was from planned subcontracts netting the total volume noted. The split between the first five and second five years was initially scaled based on relative volume associated with the Rev 2 PMB, for comparable time periods associated with Revision 1 of the Small Business Plan, with the definitive increases in prime contract cost since Revision 1 of \$477,931,460 assumed in the first five years of contract where definitized change proposals were focused.

- d. CHPRC proposed nine pre-select small business subcontractors. The size standard for these businesses is grandfathered for the initial five years of the CHPRC Contract. During the second five years, CHPRC expects some of the pre-selects to convert to large business status. As such as example, CHPRC is forecasting a reduced Veteran-Owned Goal as ARES will likely be a large business. CHPRC maintains the overall original 49.3% commitment to small businesses significantly exceeding the 41.3% RFP requirement.
- e. The rationale for the requested HUBZone and Service Disabled Veteran-Owned goal revisions include:

CHPRC has placed particular focused emphasis on achieving the Service-Disabled Veteran-Owned (SDVO) and HUBZone Small Business goals. This includes attending outreach events to attempt to match suppliers with CHPRC needs. CHPRC Procurement also communicates monthly to the CHPRC projects, the small business status including emphasis to place contracts with these entities. CHPRC Procurement also has provided the projects a listing of all SDVO and HUBZone companies registered to do business with CHPRC and their North American Industry Classification System (NAICS) registered expertise. Again, focus on these companies.

Additionally, CHPRC has been communicating with the other Hanford Prime Contractors to mutually share which SDVO and HUBZone small businesses we are using to meet our respective goals. The Primes, including Mission Support Alliance, LLC and Washington River Protection Solutions, generally are utilizing the same vendors as CHPRC which are registered in Passport. For the most part, the northwest SDVO and HUBZone companies provide rental equipment and off-the-shelf products and are not the highly specialized larger volume services such as construction, drilling, and design and fabrication required under the CHPRC work scope. This limits the award opportunities in the northwest.

To further quantify, in the State of Washington, there are only approximately 170 SDVO small businesses registered in the Central Contractor Registry (CCR) with the two

primary NAICS codes CHPRC utilizes for construction work (NAICS 236220 and 237990). Only ten of those registered in the CCR are located in the Tri-Cities/Yakima area. Of those ten, CHPRC currently has a construction blanket ordering agreement (BOA) issued to one of the SDVO small businesses; Randolph Construction Services (SDVO since February 2010 only). CHPRC continually includes Randolph Construction Services on the preferred bid list, however, they generally no-bid and rarely submit a proposal as the feedback is they have a significant backlog internationally and are not interested in the competitive bidding process under government flowdowns at this point. This ultimately makes it very difficult to obtain any awards to SDVO small businesses for construction type services. The remaining nine registered SDVOs perform services such as residential housing construction, ornamental and architectural metal work manufacturing, and oil and gas pipeline related structures, which CHPRC has limited need for or is already awarding to maximum extent.

With respect to HUBZone in the State of Washington, there are approximately 150 HUBZone small businesses registered in the CCR with the two primary NAICS codes CHPRC utilizes for construction work (NAICS 236220 and 237990). Only three of those registered in the CCR are located in the Tri-Cities/Yakima area. Of those three, CHPRC currently has a construction BOA issued to one of the HUBZone small businesses; Phoenix ABC, A Joint Venture. The construction BOA was just recently awarded to Phoenix on August 27, 2010. However, CHPRC has been successful in awarding \$40,000 in support. The remaining two registered HUBZone small businesses perform services such as framing, painting, and wall covering, which CHPRC has limited need for or is already awarding to maximum extent.

On most procurement actions, CHPRC Procurement allows a 10% evaluation preference for SDVO and HUBZone small businesses when evaluating them against competing offers from large businesses in order to help increase SDVO and HUBZone participation. When CHPRC obtains proposals from an SDVO or HUBZone, it is the responsibility of the Procurement organization to ensure the pricing is fair and reasonable along with technical concurrence from project personnel.

As circumstances allow, CHPRC also targets staff augmentation requests with SDVO and HUBZone companies to secure a proposal. However, CHPRC is currently experiencing a leveling off of staff augmentation requests for the project due to the fact that we are in our last year of ARRA spending.

Another initiative in work is to transition the procurement of certain construction materials from a large business, Fluor Federal Services, to self-performing this activity with the anticipation that CHPRC will be able to obtain much construction material from SDVO and HUBZone companies, thus changing the award from a large business Fluor Federal Services to SDVO or HUBZone companies. This is anticipated to be fully implemented by January 24, 2011.

Finally a significant factor in achieving the SDVO and HUBZone goals is the large volume of cumulative overall CHPRC procurement volume during FY2009 and FY2010

driven by ARRA funding. Given that the goals are percents of total procurement volume, it is extremely difficult to locate the qualified companies to award the procurement volume required to meet SDVO and HUBZone goals in this initial three-year window, as an example. To illustrate, the FY2009/FY2010 HUBZone awards by the MSA were approximately \$9.3 million while CHPRC awarded \$21.8 million during the same two years. While CHPRC has awarded over twice the dollar volume, our effective percentage tied to procurement volume is only 1.51% for FY2009/FY2010 contrasted to MSA effective percent of 3.5%.

**Base Contract Period FY2009-FY2013**

Total amount of planned subcontracting:	\$2,020,501,000
Total planned for SB concerns:	\$996,106,995
Percentage of total amount subcontracted	49.3
Total planned for SDB concerns:	\$165,681,080
Percentage of total amount subcontracted	8.2
Total planned for WOSB concerns:	\$151,537,575
Percentage of total amount subcontracted	7.5
Total planned for HUBZone concerns:	\$44,451,020
Percentage of total amount subcontracted	2.2
Total planned for VOSB concerns:	\$80,820,040
Percentage of total amount subcontracted	4.0
Total planned for Service-Disabled Veteran –Owned	\$26,266,515
Percentage of total amount subcontracted	1.3

**Option Period FY2014-2018**

Total amount of planned subcontracting:	\$934,820,000
Total planned for SB concerns:	\$460,866,260
Percentage of total amount subcontracted	49.3
Total planned for SDB concerns:	\$76,655,240
Percentage of total amount subcontracted	8.2
Total planned for WOSB concerns:	\$70,111,500
Percentage of total amount subcontracted	7.5
Total planned for HUBZone concerns:	\$20,566,040
Percentage of total amount subcontracted	2.2
Total planned for VOSB concerns:	\$22,616,195
Percentage of total amount subcontracted	2.4
Total planned for Service-Disabled Veteran –Owned	\$12,152,660
Percentage of total amount subcontracted	1.3

## 12.0 Small Disadvantaged Businesses Participation Program Targets

Pursuant to FAR 52.219-24, Small Disadvantaged Business Participation Program - Targets, and FAR 52.219-25 - Small Disadvantaged Business Participation Program - Disadvantaged Status and Reporting, below is the CHPRC planned written Small Disadvantaged Business Participation Program Targets for the base and option period. The planned SDB goals are consistent with the North American Industry Classification System (NAICS) subsectors as determined by the U.S. Department of Commerce. The SDB targets will become part of the Contract under Section J.7 - Small Disadvantaged Business Participation Program Targets.

- (a) OFFEROR - CH2M HILL Plateau Remediation Company - Prime: AREVA Federal Services, LLC; Fluor Federal Services, Inc.; East Tennessee Materials & Energy Corporation, Inc., a wholly owned subsidiary of PermaFix Environmental Services (M&EC/PermaFix) as a small business team member. No member of the Offeror's team is a small disadvantaged business, therefore, below table is left blank.

NAICS Code	Description of NAICS Major Group	SDB Dollars	Percentage*
N/A	Subtotal	N/A	N/A

- (b) Subcontractors

NAICS Code	Description of NAICS Major Group	SDB Dollars	Percentage*
237990	Other Heavy and Civil Engineering Construction	\$ \$4,510,000	.08
484230	Specialized Freight Trucking, Long Distance	\$56,550,000	1.05
541990	All Other Professional Services	\$29,460,000	.55
561611	Investigation Services	\$17,420,000	.33
562910	Remediation Services	\$69,886,320	1.31
321991	Mobile Home Manufacturing	\$23,440,000	.44
541330	Engineering Services	\$13,120,000	.25
238910	Site Preparation Contractor	\$12,250,000	.23
532420	Equipment Rental and Leasing	\$11,830,000	.22
423690	Electrical Parts & Equipment	\$3,870,000	.07
	<b>Subtotal</b>	<b>\$242,336,320</b>	<b>4.53</b>

- (c) Total (A+B)

NAICS Code	Description of NAICS Major Group	SDB Dollars	Percentage*
237990	Other Heavy and Civil Engineering Construction	\$4,510,000	.08
484230	Specialized Freight Trucking, Long Distance	\$56,550,000	1.05
541990	All Other Professional Services	\$29,460,000	.55
561611	Investigation Services	\$17,420,000	.33
562910	Remediation Services	\$30,695,980	1.31
321991	Mobile Home Manufacturing	\$23,440,000	.44
541330	Engineering Services	\$13,120,000	.25

NAICS Code	Description of NAICS Major Group	SDB Dollars	Percentage*
238910	Site Preparation Contractor	\$12,250,000	.23
532420	Equipment Rental and Leasing	\$11,830,000	.22
423690	Electrical Parts & Equipment	\$3,870,000	.07
	<b>Subtotal</b>	<b>\$242,336,320</b>	<b>4.53</b>
* All percentages shown as a percent of the Total Contract Price of \$5,347,694,180. The \$242,336,320 planned for SDB Businesses equates to 8.2% of planned subcontracted volume as depicted in Sections 2.0 and 11.0 of this Plan.			

### 13.0 Rationale for Small Business Forecast

The goals represent PRC procurement strategies and recognition of small business opportunities focused in the Pacific Northwest, while considering year-to-year procurement dynamics. The overall CHPRC procurement strategy is delineated in the Strategy for Small Business Involvement section of this Plan.

As recognized in FAR 19.705-4, each plan is evaluated based on similar acquisitions, proven methods of involving small business concerns, and relative success of methods. CHPRC believes the base and option years committed goals represent a challenging yet successfully achievable plan, given the work scope delineated in the RFP. This Plan strikes an optimum balance of self perform versus subcontracted work expertise to exceed the PRC RFP requirements.

As CHPRC executes this PRC mission, the focus is representative of an environment of continued safe base operations, utilizing directed TOC/MS/PC/PNNL Hanford Prime contractors who are historically large businesses, identifying qualified businesses to execute planned construction activities (including FFS), and maximizing use of small businesses to successfully execute PRC mission objectives.

Subcontracts will be awarded after detailed scopes are developed and when the actual need arises. Prior to actual solicitations each respective “bid list” will include SB/SDBs as applicable.

CHPRC has a focused targeted success path in achieving each small business sub-goal delineated in Section 11.0. Highlights of targeted small businesses which have the capabilities to perform meaningful work in executing the PRC mission include:

#### Small Disadvantaged Businesses (SDB)

As delineated in this Plan, CHPRC has identified preferred SDB small businesses to support scope execution. This includes a) GEM Technology International for safeguards, information, and personnel security support, emergency preparedness, and nuclear material control; b) Project Services Group (PSG) to perform planning, scheduling, estimating, project controls, and work planning support to enhance its business abilities in the area of project management; c) Cavanagh Services Group Inc. for waste containers, remediation services, hazardous waste support, transportation support and logistics management, and packaging, transport, and handling of fuels and nuclear materials; and d) Randolph Construction Services to perform green field construction services and expand expertise in nuclear construction applications such as fabricating equipment and barrier construction and demolition. and In addition, CHPRC has



identified other SDBs including Total Site Services for mobile trailer support; YASHGS, North Wind, TechnoGeneral, E2 Consulting, MH Chew, Cabrera, Project Enhancement Corporation, Integrated Environmental Services, TechnoGeneral Services, Aspen Resources, Benegas Engineering, Advanced Groundwater Remediation, and Ojeda Business Ventures who provide engineering, environmental remediation and nuclear safety support. In addition, Ojeda provides warehousing support; Indian Eyes provides rental equipment and miscellaneous project support; Pacific Supply and Safety and Richland Industrial, and KIE provides materials/consumables, and El Camino Nuclear Inc., provides trained temporary bargaining unit Radiation Control Technicians (RCT).

### **Women-Owned Businesses**

As delineated in this Plan, CHPRC has identified preferred women-owned small businesses to support scope execution. This includes a) GEM Technology International for safeguards, information, and personnel security support, emergency preparedness, and nuclear material control; b) ENREP Inc. for training and procedure development and environmental regulation compliance support; c) Cavanagh Services Group Inc. for waste containers, remediation services, hazardous waste support, transportation support and logistics management, and packaging, transport, and handling of fuels and nuclear materials; and d) Randolph Construction Services to perform green field construction services and expand expertise in nuclear construction applications such as fabricating equipment and barrier construction and demolition. In addition, CHPRC has identified other women-owned businesses including Total Site Services for mobile office support, Indian Eyes for equipment rental and misc. project support, Blue Starr Enterprise for drilling services, Peter and Keatts and Pacific Supply and Safety Powers Equipment, J&D Sales Tools 4 U Inc., EMI Filtration Products and Powers Equipment for equipment purchases, Monarch Water Systems for potable water systems, HiLine Engineering, YASHGS, North Wind, who could provide engineering, environmental remediation and nuclear safety, safety and health, operational readiness and facilities support.

### **HUBZone Small Businesses.**

CHPRC has identified HUBZone businesses including Indian Eyes to provide rental equipment and misc. support; Cedar Mountain Supply, Mallory Company, Columbia Rigging Corporation, B&K Supply Company, Monarch Machine, and Scout Industrial to provide a wide variety of material needs.

### **Veteran-Owned Small Businesses**

As delineated in this Plan, CHPRC has identified preferred pre-select veteran-owned small businesses (VOSB) to support scope execution. This includes a) ARES for general engineering, Managed task design support, nuclear/criticality and engineering expertise supporting engineering design and reviews, vendor drawing clarification, criticality analysis, deactivation plans, operational startup, risk assessments, facilities design and upgrades, integrity assessments, D&D support, and nuclear safety support; and b) Ascendent LLC for general engineering support, nuclear safety, ISMS, and ESH&Q support. In addition, CHPRC has identified other VOSB possibilities including Tradewind Services, Hukari, Energx, BNL Technical Services, Interim Tech Solutions, TC Program Solutions, Weirich Consulting, and Patriot Technical

Consulting who could provide engineering, remediation, hazardous waste, facility, administration, consulting, and environmental support; B&K Supply and Diamond M, Horizon Distribution, and LANCS Industries for supplies; Clauss Construction for explosive demolition; and Directed Technologies Drilling Inc. for drilling services.

### **Service-Disabled Veteran-Owned Small Businesses**

CHPRC will target Service-Disabled Veteran-Owned small businesses in the execution of the PRC mission. Disabled Veteran businesses include Tradewind Services, Energx, BNL Technical Services, Weirich Consulting, and Operations Maintenance Excellence (OME) to provide engineering, remediation services, facilities support, environmental support, and consulting. Additional SDVOs include B&K Supply, Scout Industrial, Performance Pump and Diamond M for supplies; and Clauss Construction for explosive demolition.

### **Small Businesses**

CHPRC has contracted with nine preferred pre-select team members and small businesses to support scope execution as delineated in Section 2.0. In addition, CHPRC has identified other small business including Fowler General Construction, Watts Construction, Federal Engineers and Constructors (FEC), and Grant Construction, for construction support including structures demolition and dismantlement; E2 Consulting, BNL Technical Services, Freestone Environmental, Environmental Alternatives, Dade Moeller, ANTECH Corporation, North Wind, Meier, Mid-Columbia Engineering, Lucas Engineering, Vista Engineering, Columbia Engineering and Environmental Services (CEES), and G-Force Engineering to support engineering, remediation, facility administration, and environmental support; Blue Star, Stillwater, and Cascade Enterprises for well drilling support; Total Site Services and Pacific Mobile Structures for mobile office support; SA Robotics for reactor core demolition; AVANTECH, Envirogen Technologies, Peters and Keatts, Rowand Machinery, Monarch Water Systems, Western Peterbilt, EMI Filtration, XRON associates, and Powers Equipment as equipment/material suppliers. Overall, the goals represent challenging targets. CHPRC believes the goals including preferred pre-select SBs represent a strong commitment to a successful SB program. CHPRC stands committed to meet/exceed the committed goals.

## **14.0 Subcontractor ISMS Safety Oversight**

Subcontractor safety oversight by the project management team is a key variable in successfully executing the PRC work scope to ensure safe work behaviors, adherence to processes and plans, and ensures that work execution and records conform to requirements of subcontractor statements of work. Key planned subcontracting ISMS attributes of the CHPRC contract include a) robust ISMS flow down provisions per Attachment I – Subcontractor ISMS Flow Down Requirements for all work scope performed on the Hanford Site, including Safety Plan requirements, b) requirement for subcontractors to complete an ESH&Q Safety Questionnaire prior to subcontract award including safety planning, hazard planning, company Experience Modification Rate, OSHA Recordable Case Rate, and OSHA Lost Workday Case Rate. The ESH&Q organization will independently review the questionnaire and denote agreement with proceeding with subcontractor. If concerns arise that can be overcome, the ESH&Q organization will work with the Project Manager and subcontractor to put a corrective action plan in place, c)

flow down of 10 CFR 851 compliance to subcontractors and lower-tier subcontractors denoting failure to comply with CHPRC safety plans and procedures or an approved subcontractor Safety Management System Plan may be subject to financial penalties, d) CHPRC will establish blanket master teaming agreements with certain subcontractor, to strengthen teamwork, provide work continuity to maximize project execution, and ultimately improve safety performance as the CHPRC safety culture is carried forward by our subcontractors, e) a Job Hazard Analysis (JHA) will be prepared by the CHPRC Project Manager on a graded approach for each project identifying anticipated hazards, f) Employee Job Task Analysis (EJTA) will be prepared for each subcontractor working on site outlining attributes of job expectations to identify medical monitoring requirements, training requirements, safety issues requiring personal protective equipment (PPE) etc., g) Pre-job meetings will be conducted daily, tailored to the complexity of project to outline scope, hazards, identification of possible error-likely situations and remedies, and to solicit employee and subcontractor feedback, h) On a graded approach, based on complexity and hazard of task, a dedicated CHPRC field project subcontractor oversight team including project management and ESH&Q safety professionals (e.g., Project Manager, Construction Engineer, Support Engineer, QA Engineer, etc.), will be assigned to each project and will be present in the field during subcontractor work activities to manage all facets of day-to-day work execution (beyond a MBWA approach).

#### Subcontractor Safety Focus

A key element of our SB strategy is project management involvement. Project Managers complemented with safety professionals will be in the field to oversee the safe technical execution of SB contractors work activities. Attachment I – Subcontractor ISMS Flow-Down Requirements, outlines the flow down of ISMS principles to all subcontractors performing on-site work scope.

### 15.0 Small Business Outreach and Equitable Opportunity to Compete

Pursuant to FAR 52.219-9 (d) (8), efforts that are being conducted to assure that SB concerns have an equitable opportunity to compete for subcontracts include:

- A. Outreach efforts to obtain sources:
  - (1) Contacting SB, SDB, WOSB, VOSB, SDVO, and HUBZone associations.  
(Buyers are encouraged to use directories and databases of federal, state, local, and private organizations to reach small businesses.)
  - (2) Contacting federal, state, local, and private SB development organizations.
  - (3) Attending and participating in procurement conferences, trade fairs, etc.
  - (4) Obtaining sources from the CCR and VetBiz.gov.
  - (5) Using the Internet to attract new sources.
    - (6) Compiling solicitations to facilitate SB participation in subcontracting opportunities. Ensure SB concerns have an equitable opportunity to compete for subcontracts.
  - (7) Participate in the Hanford Small Business Council.
- B. Internal efforts to guide and encourage purchasing personnel

- (1) Establishing, maintaining, and using SB source lists, guides, and other data for soliciting sources for subcontracts.
- (2) Provide training at bi-weekly Procurement staff meetings.
- (3) Maintaining a list of outreach activities attended

C. Outreach Events

- (1) Develop an annual list of outreach events and activities to attend and participate in.
- (2) Participate, or ensure participation of company representatives in SB, SDB, WOSB, HUBZone, VOSB, and Disabled Veteran concerns trade associations, seminars, business opportunity workshops, and outreach programs.
- (3) Strengthen relationships with SB and procurement trade associations and local/regional business development organizations including Tri-City Industrial Development Council.
- (4) Participate in the CHPRC Vendor Forums to showcase the PRC project and establish the foundation for a network of economic opportunity for small businesses.
- (5) Acquisition planning to include SB subcontracting opportunities.
- (6) Maintain an effective outreach program by sponsoring and attending regional and national procurement conferences and trade fairs to locate additional qualified SBs. Increase community awareness through participation in and attendance at community organization meetings (i.e., Chambers of Commerce, vendor forums and symposiums, etc.).
- (7) Interact with other CHPRC contractors, RL, and Hanford Small Business Council. After meeting with vendors interested in subcontracting opportunities, forward vendor profiles to technical staff and procurement staff.
- (8) Meet one-on-one with vendors. Communicate information to procurement staff and management in the field related to the vendor's area of expertise.
- (9) Prepare and submit semi-annual eSRS reports as required by FAR 52.219-9 on direct procurements to the RL Contracting Officer.
- (10) Attending or arranging for the attendance of company representatives at SB workshops, seminars, procurement fairs, trade fairs, and conferences.
- (11) Conducting or arranging for training of purchasing personnel regarding implementation of the SB subcontracting program.
- (12) Coordinating actions to participate in DOE's Mentor-Protégé Program.

D. Utilization of External SB Advocates to Conduct the SB Subcontracting Program.  
Work with:

- (1) SBA Procurement Center Representative.
- (2) SB Develop Centers and Minority Business Development Centers.
- (3) Minority Supplier Development Councils.
- (4) Other SB organizations.

## **16.0 Indirect Costs**

Pursuant to FAR 52.219-9 (d) (6), indirect costs are not included in the goals under this subcontracting plan because the baseline by Work Breakdown Structure is estimated as direct costs with no indirect cost rates or allocations.

## **17.0 Federal Flowdown Commitment**

Pursuant to FAR 52.219-9 (d) (9) - Utilization of Small Business Concerns, CHPRC will include this flowdown requirement in all subcontracts that offer further subcontracting opportunities, CHPRC will require all subcontractors (except SB concerns) that receive subcontracts in excess of \$650,000 (\$1,500,000 for construction) to adopt a plan similar to the plan that complies with the requirements of this clause.

Such plans will be reviewed by comparing them with the provisions of Public Law 95-507, and ensuring that all minimum requirements of an acceptable subcontracting plan have been satisfied. The acceptability of percentage goals shall be determined on a case-by-case basis depending on the supplies/services involved, the availability of potential SB, SDB, WOSB, HUBZone, VOSB, service-disabled veteran-owned small businesses, and prior experience. Once approved and implemented, plans will be monitored through the submission of periodic reports, and/or, as time and availability of funds permit, periodic visits to subcontractors' facilities to review applicable records and subcontracting program progress.

## **18.0 Use of Mandatory Sources of Supply or Services**

Pursuant to FAR 52.208-9, certain supplies or services are required to be obtained from nonprofit agencies operated by the Committee for Purchase From People Who Are Blind or Severely Disabled under the Javits-Wagner-O'Day Act (JWOD), from the Defense Logistics Agency (DLA), General Services Administration (GSA), or the Department of Veterans Affairs (VA).

## **19.0 Price Evaluation Preference for HUBZone**

Pursuant to FAR 52.219-4 - Notice of Price Evaluation Preference for HUBZone Small Business Concerns, CHPRC will provide an evaluation preference for a HUBZone proposal by adding a factor of 10% to the price of all offers, except offers from HUBZone concerns that have not waived the evaluation preference; or are otherwise successful offers from SB concerns.

## **20.0 Government Supply Sources**

Pursuant to FAR 52.251-1 - Government Supply Sources, CHPRC has received from the RL Contracting Officer an authorization to use Government supply sources (e.g., General Services Administration [GSA]) in the performance of this contract. It is recognized that title to all property acquired by CHPRC under such an authorization shall vest in the Government unless otherwise specified in the contract, or is consistent with the provisions of the FAR clause entitled "Government Property," except its paragraphs (a) and (b), for all property acquired under such authorization.

## **21.0 Utilization of Environmentally Preferred Purchasing for Desktop or Laptop Computers or Monitors**

Pursuant to the Clause H.43, when the CHPRC purchases desktop or laptop computers or monitors for this contract, the CHPRC will specify or deliver Electronic Product Environmental Acquisition Tool (EPEAT) registered products conforming to the IEEE (Institute of Electrical and Electronics Engineers, Inc.) 1680-2006 Standard, provided such products are available, are life-cycle cost efficient, and meet applicable performance requirements of EPEAT-registered computer products.

## 22.0 Reporting

Pursuant to Clause H.40 and FAR 52.219-9 (d) (10), and FAR 52.219.9 (j), CHPRC will:

- (i) Cooperate in any studies or surveys or submission of reports as may be required by the DOE or the SBA.
- (ii) Submit periodic reports so that the Government can determine the extent of compliance by CHPRC with this subcontracting plan. CHPRC will report formal actual performance toward SB goals to RL, on an annual basis via the Balanced Scorecard process. In interim, Project Controls Monthly Reports will include small business performance. CHPRC will measure awards to SBs based on the total value of subcontracts and purchase orders placed during each fiscal year. In addition, from a SB reporting perspective, CHPRC will require each prospective subcontractor to submit a Representation and Certification form denoting their business size, classification, and status [SB, SDB, WOSB, HUBZone, VOSB, Disabled Veteran], which will be validated per the CCR database. Each CHPRC subcontract award includes a vendor code. Monthly SB statistics will be generated based on information contained within those codes.
- (iii) Report SB socioeconomic achievement data via the eSRS system, on a semi-annual basis, as required.
- (iv) Ensure that the large business subcontractors agree to submit semi-annual reports to the eSRS system as required.

## 23.0 Records Management

Pursuant to FAR 52.219-9 (d) (11), the types of records that will be maintained to demonstrate the procedures adopted ensure compliance with the requirements and goals of this Subcontracting Plan include:

- (i) Source lists (e.g., Vendor Registration or CCR), guides, and other data that identify SB, SDB, WOSB, HUBZone, VOSB, and Disabled Veteran concerns.
- (ii) Organizations contacted in an attempt to locate sources that are SB, SDB, WOSB, HUBZone, VOSB, and Disabled Veteran concerns.
- (iii) Records held by procurement staff on competitive subcontract solicitations resulting in an award of more than \$150,000 indicating:
  - Whether SB, SDB, WOSB, HUBZone, VOSB, and Disabled Veteran concerns were solicited and,
  - If applicable, the reason award was not made to a SB concern. (if not, why not).
- (iv) Records of any outreach efforts to contact:
  - Trade associations
  - Business development organizations

- Conferences and trade fairs to locate SB, SDB, WOSB, HUBZone, VOSB, and Disabled Veteran concerns.
  - Veterans service organizations.
  - Records of internal guidance and encouragement provided to buyers through workshops, seminars, training, etc.; and monitoring performance to evaluate compliance with the program's requirements.
- (v) On a contract-by-contract basis, records to support award data submitted by CHPRC to the government, including the name, address, and business size of each subcontractor.

## **24.0 Liquidated Damages – Subcontracting Plan**

Pursuant to FAR 52.219-9 (i), FAR 52.219-16, and B.10 Clause, CHPRC recognizes that not making a good faith effort to meet subcontracting goals committed in this subcontracting plan, may invoke Clause B.10 – Small Business Subcontracting Fee Reduction.

## **25.0 Plan Implementation**

Pursuant to FAR 52.219-9 (e), CHPRC will perform the following functions to implement this plan effectively to the extent consistent with efficient cost-reasonable performance:

- (i) Assist SB concerns by arranging solicitations, time for preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns. CHPRC will make reasonable efforts to give as many SB concerns as possible an opportunity to compete over a period of time.
- (ii) Provide adequate and timely consideration for use of SB concerns when deciding if CHPRC should perform the work or procure it from another source.
- (iii) Contact, counsel, and discuss subcontracting opportunities with representatives of small business concerns.
- (iv) CHPRC will require and rely upon the subcontractor's business size representations and certification (FAR 52.204-8) for SB, SDB, WOSB, HUBZone, VOSB, and Disabled Veteran concerns. HUBZone and 8a status will be verified by receipt of a SBA certification document or by accessing the list of certified HUBZone and 8a maintained by the SBA in the CCR database (FAR 52.204-7). Notice will be provided to subcontractors concerning penalties and remedies for misrepresentation of business status.

## **26.0 Administrator of Subcontracting Plan**

Pursuant to FAR 52.219-9 (d) (7), the following individual has been named to administer this Subcontracting Plan:

Name: Jan Sullivan



Title: Small Business Advocate  
Address: 2420 Stevens Center Place  
Richland, WA 99354  
Telephone: 509.376.1772

Additionally, the Small Business Advocate's specific duties as they relate to the CHPRC Small Business Subcontracting Plan are as follows:

- A. Monitor subcontracting goal progress on a monthly basis and provide monthly assessment reports to the CHPRC procurement staff and quarterly to the Richland Contracting Officer.
- B. Provide adequate and timely consideration of the potentialities of SB, SDB, WOSB, HUBZone, VOSB, and Disabled Veteran concerns when working with CHPRC field personnel in determining "make-or-buy" decisions.
- C. Ensure, in CHPRC acquisition of goods and services, that SB, SDB, WOSB, HUBZone, VOSB, and Disabled Veteran concerns are provided the maximum opportunity practicable to compete for subcontracted work and purchased materials within the framework of the CHPRC contract.
- D. Maintain an effective outreach program by sponsoring and attending regional and national procurement conferences and trade fairs to locate additional qualified SBs. Increase community awareness through participation in and attendance at community organization meetings (i.e., Chambers' of Commerce, vendor forums and symposiums, etc.) and direct SB solicitations. Ensure vendor accessibility to future subcontracting opportunities by monitoring and updating the external CHPRC procurement website.
- E. Interact with other CHPRC contractors, RL, and Hanford Small Business Council. After meeting with vendors interested in subcontracting opportunities, forward vendor profiles to technical staff and procurement staff.
- F. Meet one-on-one with vendors. Communicate information to procurement staff and management in the field related to the vendor's area of expertise.
- G. Ensure the establishment and maintenance of records of the total dollar value of awards to SB, SDB, WOSB, HUBZone, VOSB, and Disabled Veteran concerns.
- H. Prepare and submit semi-annual eSRS reports as required by FAR 52.219-9 on direct procurements to the RL Contracting Officer.
- I. Developing and promoting company-wide policy initiatives that demonstrate the company's support for awarding contracts and subcontracts to SB concerns, SDB concerns, WOSB concerns, VOSB concerns, service-disabled veteran-owned small business concerns, and HUBZone concerns.
- J. Ensuring the integrity of supplier information in the Hanford Registration or CCR through a series of controls that include a review of Certifications and Representations of new

suppliers. Ensure that supplier NAICS codes and socioeconomic classifications are included in supplier descriptions.

- K. Monitor procurement performance, including credit card purchases to ensure that Contract Specialists and credit card users are encouraged to support small business programs. This includes providing small business source lists and new small business contacts.
- L. Monitoring the compliance of subcontractors responsible for subcontracting plan requirements under “flow down” provisions.
- M. Attending or arranging for the attendance of company counselors at SB workshops, seminars, procurement fairs, trade fairs, and conferences.
- N. Conducting or arranging for training of purchasing personnel regarding implementation of the SB subcontracting program.
- O. Ensuring that SBs are made aware of the Credit Card Program and how to participate in it.
- P. Coordinating the facility’s activities during the conduct of compliance reviews by Federal agencies.
- Q. Coordinating actions to participate in DOE’s Mentor-Protégé Program.

## **27.0 Attachments**

- A. Small Business Capabilities Overview for East Tennessee Materials & Energy Corporation, Inc., a wholly owned subsidiary of Perma-Fix Environmental Services (M&EC/Perma-Fix)
- B. Small Business Capabilities Overview for GEM Technology International Corporation
- C. Small Business Capabilities Overview for Babcock Services Inc.
- D. Small Business Capabilities Overview for ARES Corporation
- E. Small Business Capabilities Overview for INTERA Incorporated
- F. Small Business Capabilities Overview for EnRep Inc.
- G. Small Business Capabilities Overview for Ascendent Engineering Safety Solutions, LLC
- H. Mentor Protégé Abstracts with Project Services Group and CHPRC Partners Mentor-Protégé Plans
- I. Subcontractor ISMS Flow Down Requirements

## 27.0 Approvals

### THIS SMALL BUSINESS SUBCONTRACTING PLAN IS SUBMITTED BY:

Signature:

Typed Name: John Lehew III

Title: President and Chief Executive Officer

Date: December 30, 2010

## **ATTACHMENT A – SMALL BUSINESS CAPABILITIES OVERVIEW FOR EAST TENNESSEE MATERIALS & ENERGY CORPORATION, INC., A WHOLLY OWNED SUBSIDIARY OF PERMA-FIX ENVIRONMENTAL SERVICES (M&EC/PERMA- FIX)**

East Tennessee Materials & Energy Corporation, Inc., a wholly owned subsidiary of Perma-Fix Environmental Services (M&EC/Perma-Fix) is a professional waste management company that provides hazardous, mixed, and industrial waste management services and environmental engineering and consulting services to industrial and commercial customers and the U.S. Government. M&EC/Perma-Fix was founded in 1990 as a treatment and reclamation company for hazardous and industrial waste. The company completed an early stage public offering in December 1992 to facilitate a series of acquisitions, primarily of industrial wastewater technologies and facilities. As of September 2008, M&EC/Perma-Fix is a SB under NAICS Code 562910 – Environmental Remediation (500 employees).

Corporate Headquarters: M&EC/Perma-Fix is based in Atlanta, Georgia. They have eight major waste treatment and processing facilities, five service centers, and one consulting office located across the U.S. M&EC/Perma-Fix has evolved over the years by developing unique treatment technologies and acquiring permitted waste treatment facilities. As of July 2007, the company has completed 14 acquisitions since its founding in 1990. Presently, the company has three major business segments: industrial, nuclear and engineering.

Industrial Services provides treatment processing and recycling of hazardous and non-hazardous waste at six major facilities located in the southern and mid-western U.S. The facilities use proprietary technologies to recycle and treat industrial and hazardous waste.

Nuclear Services presently operates three facilities and a field service group. The group's major focus is the treatment of mixed (nuclear and chemically hazardous) waste. M&EC/Perma-Fix provides turnkey mixed-waste treatment and disposal services that minimize their customers' liability with timely and compliant disposition of these most difficult waste management challenges. M&EC/Perma-Fix accomplishes this by operating four mixed- and low-level waste treatment facilities, which maintain radioactive materials licenses and RCRA part B permits. M&EC/Perma-Fix is the only commercial company in the U.S. capable of treating the full scope of low-level mixed waste (e.g., characteristic and listed wastes). M&EC/Perma-Fix facilities are audited by federal and state regulatory agencies to ensure compliance with their radioactive materials licenses and RCRA permits. With over \$45 million of investment in facilities and technologies, M&EC/Perma-Fix offers the most comprehensive mixed-waste treatment facilities available in the U.S.

Engineering Services are located in St. Louis, Missouri, and provide environmental engineering and regulatory compliance services to industrial and other regulated clients throughout North America.

M&EC/Perma-Fix is active in the research and development of technologies that allow it to address its customers' needs. As of July 2007, the M&EC/Perma-Fix R&D efforts have resulted

in the granting of two patents and the filing of an additional 11 pending patent applications. Their flagship technology, the M&EC/Perma-Fix process, is a proprietary, cost-effective, treatment technology that converts hazardous waste into non-hazardous material. Subsequently, M&EC/Perma-Fix has developed M&EC/Perma-Fix II, a patent pending multi-step treatment process that converts hazardous organic components into non-hazardous material. M&EC/Perma-Fix II is particularly important to the Company's mixed waste strategy.

## **ATTACHMENT B – SMALL BUSINESS CAPABILITIES OVERVIEW FOR GEM TECHNOLOGY INTERNATIONAL CORPORATION**

GEM Technology International Corporation (GEM Technology) is an award-winning minority woman owned, small disadvantaged business and a successful graduate of the Small Business Administration 8(A) program in 2002. GEM Technology provides safeguards and security (S&S), engineering, environmental safety, and health, emergency management/preparedness, threat and vulnerability analyses (VA)/assessments, and program management consulting services to federal, state, and local governments, and to large corporations. GEM Technology is an advanced security firm with over 18 years of progressively more responsible experience in S&S, emergency management/preparedness, and program/project management services support.

Over the last 18 years GEM Technology has provided highly qualified S&S support to federal clients: the DOE, the National Nuclear Security Administration (NNSA), and the Department of Homeland Security (DHS). This includes the development and implementation of national security policy in the physical protection of nuclear weapons, weapon components, special nuclear materials (SNM), classified and sensitive information, and classification/declassification, as well as emergency management/preparedness support. GEM Technology conducts detailed self-assessments/audits/inspections of all disciplines of S&S (Program Management, physical security, protective force (PF), material control and accountability (MC&A), personnel security, information security, operations security (OPSEC), and technical security) as well as complete VA and Site Safeguards and Security Plans (SSSP) at most of the DOE and NNSA sites.

GEM Technology has the demonstrated capability to support the PRC in the area of S&S. GEM Technology conduct of oversight and performance assurance of S&S within DOE/NNSA has required GEM Technology to have experienced and knowledgeable staff in all of the topical and sub topical areas of S&S. GEM Technology is fully knowledgeable and current on the operations that occur at the Hanford Site.

GEM Technology conduct of self-assessments, inspections, surveys, and other reviews at DOE and NNSA sites/facilities includes all disciplines of security (Protection Program Management, Protection Program Operations, Facility Clearances, Deviations, Information Security/Classified Matter Protection and Control, Badging and Security Education/Awareness, Technical Security Countermeasures [TSCM], TEMPEST, Communications Security [COMSEC], Telecommunications Security, Security Incidents, Foreign Ownership, Influence and Control [FOIC], Foreign Visits and Assignments, Foreign Travel, Classification, Personnel Security/Access Authorizations, Human Reliability Program, Workplace Substance Abuse Program, OPSEC, PF, and Physical Security Systems) and ensures full and up-to-date knowledge of security requirements and operations. GEM Technology also develops assessment and audit processes, tools and procedures, as well as assessment plans and reports containing recommendations and evaluation of corrective actions to include electronically tracking all corrective actions.

GEM Technology is a premier provider for the conduct of VAs. Staffed with professional subject matter experts, GEM Technology experience base in the VA discipline includes VA program

plan development with schedules and milestones for all required actions, facility characterization, threat characterization, target identification, blast/explosive effects, defensive and offensive tactics, scenario/attack plan formulation, conduct of tabletop exercises, computer simulation modeling, insider analysis, critical system elements identification for testing, and force-on-force (FOF) and other performance testing to determine overall risk and system effectiveness. GEM Technology is fully knowledgeable and up to date on security requirements and operations in assessing the effectiveness of personnel security measures, physical security systems, and PF response in the protection of assets. Based on the results of the VA, GEM Technology also develops the SSSP for DOE and NNSA sites/facilities, which provides summary information used to describe S&S programs, vulnerabilities, system effectiveness, and upgrades.

GEM Technology has highly qualified staff with years of MC&A policy development, as well as first-hand assessment and implementation experience in the area of nuclear material measurements. This experience base includes the review and development of nuclear material measurement programs with focus on nuclear material receipts, shipments, and nuclear materials in inventory. GEM Technology provides technical assistance in the management and maintenance of measurement control programs including statistical models, propagation of error, measurement control programs, inventory differences and shipper/receiver differences and the performance of measurement systems. GEM Technology has experience in monitoring, analyzing, collecting, documenting, reporting, and recommending solutions to inventory differences, discard limits, and normal operating losses. GEM Technology can review, update, and maintain the Hanford MC&A Plan and specific implementing procedures to ensure compliance with DOE policy.

GEM Technology is also well versed in the implementation and maintenance of containment and surveillance (C/A) systems to include their design, testing, and maintenance. The GEM Technology staff has experience in the investigation and resolution of nuclear material alarms and maintenance of planned and in-place Tamper Indicating Device (TID) and Daily Administrative Check (DAC), material surveillance (two person rule, etc.), and material transfer programs.

## **ATTACHMENT C – SMALL BUSINESS CAPABILITIES OVERVIEW FOR BABCOCK SERVICES, INC.**

Babcock Services, Inc. (Babcock) is a small business specializing in providing quality support services to the nuclear and commercial construction industries. The company specializes in architectural and engineering services, environmental engineering services, project management, and construction management services in the areas of facility operations and maintenance, environmental clean-up, and waste management at DOE facilities. The company also provides engineering services, environmental engineering services, architectural and construction management services, environmental clean-up and waste management in the commercial and industrial arenas. The corporate headquarters for Babcock is located in Richland, Washington. Its staff consists of full-time project managers, engineers, supervisors, technicians, and project control specialists in the areas of design, construction equipment maintenance, facility operations and decommissioning, project planning, and computerized maintenance management systems. Babcock will augment projects with contract personnel who have the specific qualifications needed to ensure that the project is completed successfully. Babcock was founded in 1996 and as of September 2008, is classified as a Small Business by the U.S. Small Business Administration.

Babcock has an experienced team of health physics, engineers, and project management specialists, combined with subject matter experts unique to radiological decommissioning. The principal managers and engineers of Babcock have over a century of combined experience in the development and application of radiation protection standards, radiological engineering, ALARA, radwaste, site characterization, Final Status Survey and site close-out. Babcock also provides expertise in environmental health and safety, pathway analysis and dose assessment, and compliance with the Multi-Agency Radiation Survey and Site Investigation Manual (MARSSIM) protocols.

Babcock provides a broad range of operational, technical, maintenance and professional services from baseline evaluation and characterization, initial project planning and engineering through project management and performance to readiness assessment and project closeout. Babcock has the infrastructure to provide technical and operational services in the following arenas using a variety of contract vehicles that will provide the best value possible. Examples of these services are:

### **Project & Construction Management**

Experienced and qualified professionals for large-scale start-up project management (conceptual design through readiness review) to small-scale projects with specific scopes of work. Range of services: construction management, field supervision, and safety.

### **Engineering Design and Review**

Radiological, equipment, and system engineers with degrees/expertise in all major disciplines. Provide design and authorization bases development and review services.



## **Program, Procedure and Plan Development**

Demonstrated expertise in the development of project and work control programs, plans, and procedures, including Site Close-out Plans (LTP), Characterization and Final Status Survey Plans, Sample & Analysis Plans, Health & Safety Plans and Operational Radiation Protection Procedures. Babcock possesses a proven field-capable set of Operational Radiation Protection procedures that can be easily adapted and implemented to meet the needs of their clients.

## **Regulatory Compliance**

Industry-recognized professionals with extensive experience in the application of federal, state, and local regulatory requirements in a field environment.

## **Demonstration of Compliance with Facility and Site Release Criteria**

Unmatched ability in the application of MARSSIM & NUREG 5849, Survey Design and Implementation, FSS Data Base Management, DCGL determination and the use and application dose assessment computer software (such as RESRAD and D&D).

## **Planning/Estimating/Scheduling**

Work package planners and estimators, procedure/technical writers, activity and WBS level schedulers, and system/equipment engineers.

## **Decommissioning Preparedness & Program Assessment**

Detailed Cost-Benefit Analysis Development, PSDAR Development, Evaluation of Cost Estimates, Initial D Plan Development, and Staff Planning.

## **Turnkey, Project and Task Remediation and Decommissioning Services**

Project management, engineering, planning, scheduling, technical, implementation, and support services related to facility and site remediation and decommissioning/deactivation as well as environmental restoration projects.

## **Internal Assessment and Readiness Review Support**

Assist in preparation for formal audits and reviews by performing internal assessments of program implementation. Also provide readiness review support prior to system/facility start-up.

## **Operational Radiation Protection Applications**

Provide field work coverage, exposure control (ALARA), radiological surveys and surveillances. Ensure field compliance with Radiation Work Permits; implement posting and access control requirements and materials unrestricted release protocols.

## **Hazardous and Radioactive Waste Handling & Disposal**

Provide technical expertise in the characterization, handling, packaging, transportation, and disposition of Hazardous and Radioactive Waste materials.

## **Technical Support Activities**

Proven professionals who specialize in the development and implementation of technical support services in the areas of Dosimetry, Radiological Instrumentation Maintenance and Control, Chemistry and Radiochemistry, the use and maintenance of Analytical Counting Equipment and sample analysis.

## **Structure & Material Decontamination Techniques**

Experienced in the application of various decontamination techniques from the performance of simple-hand cleaning to the application of innovative and new decontamination technologies.

## **Training Program Assessment, Development and Implementation**

Perform formal baseline evaluations to determine type and level of training program needed as well as assessments of existing training programs to identify areas for improvement. Develop, upgrade, and implement training programs as directed by the customer.

## **Quality Assurance and Quality Control Program Development and Implementation**

Provide procedure development, implementation, audit and surveillance services for new and existing quality assurance/quality control (QA/QC) programs.

## **Computerized Maintenance Management System (CMMS) Development and Installation**

Development of system requirements, database structure, and report requirements as well as installation and implementation of software and hardware.

## **ATTACHMENT D – SMALL BUSINESS CAPABILITIES OVERVIEW FOR ARES CORPORATION**

ARES Corporation (Applied Research and Engineering Sciences) (ARES) is a VOSB company specializing in Engineering, Risk Management, Facility Management, Software/IT, and Project Management in the U.S. ARES lives up to its Mission *to provide superior-quality products and services, on time and within budget*. With a top-notch team of scientists, engineers, and other professionals, ARES focuses on solving industry's most complex technical challenges in the key areas of energy, defense, aerospace, and infrastructure.

ARES specializes in providing innovative and effective solutions for customers by combining top-quality products and services with the right mix of technical skill and management experience. ARES offers its products and services in broad categories summarized below.

### **Engineering and Design Services**

ARES provides integrated engineering and design solutions to government and industry across all engineering disciplines. They specialize in complex projects that often entail high levels of risk to plant facilities, construction workers, the public, and the environment. ARES zeroes in on the best project solutions that quantify and minimize these risks while achieving cost-effective results. ARES' expertise has been applied to a variety of engineering areas, such as environmental clean-up in radiological, toxicological, and commercial facilities; chemical processing plants; fluid and power systems for linear accelerator projects; seismic and non-linear structural analyses; specialty equipment design, energy conservation; and alternative energy development.

### **Facility Management Services**

ARES applies a risk-based approach to asset management and maintenance services. They have built a solid reputation of bringing a full range of quantitative risk assessment skills and expertise to this arena with great success. Their approach must often be innovative, specific, and highly technical to achieve the mission's objectives, but ARES track record of client satisfaction and repeat business can speak for itself. ARES recognizes the important relationship between facility infrastructure investments and mission success. ARES provides numerous services in this area including Risk-based Asset Management, Facility and Infrastructure Sustainment, Deferred Maintenance Prioritization and Scheduling, Integrated Master Program Plans, Nuclear Facility Conduct of Operations and Maintenance Activity Scoring Process. Their business strategy, experience, and valuable lessons-learned drive innovative solutions while meeting operation and budget constraints.

### **Project Management Services**

ARES uses the PRISM suite of software products. PRISM Project Estimator, PRISM Project Manager, PRISM Enterprise Suite, PRISM Risk Manager and PRISM Executive are flexible enough to be used in virtually any industry—on any size project—and are in use on major DOE, mining, petrochemical and transportation projects throughout the world. PRISM Project Manager

contains the full functionality required in an Earned Value Management System (EVMS) and is in use on many government projects and sites across the U.S. Intergraph Corporation is the worldwide reseller of PRISM products and has combined Prism's cost and engineering management functionality with their materials management and plant design software. In addition to software products, ARES provides a full range of project and construction management support services, including project definition, project planning, fabrication/construction services, estimating, QA/QC, scheduling, and cost engineering.

### **Safety and Risk Management Services**

ARES is a world leader in risk management products and services for many aerospace, nuclear, defense, and chemical industry clients, as well as government agencies. ARES' specialties include probabilistic risk assessment (PRA), safety and mission assurance, reliability engineering, decision analysis, and risk management. ARES applies methodologies that run the gamut from high-level qualitative analyses to complex probabilistic risk, safety, and reliability assessments. ARES has also developed a rigorous approach to conducting threat and vulnerability assessments and has applied this approach to defense installations and commercial facilities. These methods and algorithms, which have been encoded into software products, enable their clients to cost effectively design and implement security strategies. ARES' software tools, such as AVERT, identify the vulnerabilities and demonstrate how successful the enhancements to security would be in the event of an attack

### **Software Products and Information Technology Services**

ARES has designed custom, state-of-the-art software products that automate our services and/or integrate customer and ARES' solutions. ARES has experience in all phases of the software development life cycle including project management, requirements analysis, design, development, testing, deployment, maintenance, and training. ARES' experts develop software tools that are applied in such industries as nuclear cleanup, energy, aerospace, infrastructure, and defense. ARES' IT Team is an integral part of the solution process for providing expert systems support, security, and enterprise-class applications. ARES has also designed specialized software products that are used in risk engineering, vulnerability assessments, bioterrorism reporting, and knowledge management. ARES' IT division provides a full range of technical and professional services including the assessment of the life-cycle process of information assets to protect data, strategic IT leadership in systems architecture, design, and deployment and systems administration and support.

## **ATTACHMENT E – SMALL BUSINESS CAPABILITIES OVERVIEW FOR INTERA INCORPORATED**

INTERA Incorporated (INTERA) is a SB providing unique expertise for supporting several scope areas of the Hanford PRC. These include Project Integration, Modeling and Risk Assessment, Remediation, and Groundwater and Deep Vadose Zone support. Relevant expertise and experience includes:

- More than 35 years of quantitative groundwater expertise. INTERA developed the first fully three-dimensional coupled flow, energy transport, and contaminant transport code in 1975 for the United States Geological Survey (USGS).
- An international reputation in performance assessment, probabilistic risk assessment, and uncertainty and sensitivity analyses methodologies. INTERA personnel have taught short courses internationally in these areas of technical expertise and have been a key player in the Yucca Mountain PA Program since 1991.
- Leadership in the development and application of numerical models to support environmental restoration programs in the areas of remedial alternatives analyses, system optimization, and regulatory compliance.
- Twenty-eight years of experience in the characterization, modeling, and remediation of non-aqueous phase liquids (NAPLs) in both the vadose and saturated zones.

INTERA has been performing scientific and engineering support to commercial and government nuclear programs since the company was founded in 1974. They are a leader in the development and application of environmental models including groundwater and vadose zone flow and transport and repository performance assessment. INTERA has participated in multiple radioactive waste management projects in the U.S., Canada, and overseas, designed to dispose of high-level waste (HLW), low-level waste (LLW), and TRU waste. INTERA has a broad breadth of experience in U.S. government, commercial, and international programs.

### **INTERA Expertise and Experience in Supporting the PRC Scope**

#### **Project Integration**

Project integration support is an important element of large remediation or waste isolation projects. INTERA brings expertise and experience in this scope area, particularly with risk assessment activity integration. INTERA capabilities in the areas of risk assessment activity integration include:

- Database/document configuration control
- Regulatory report preparation and review
- Code configuration control
- Development and review of assessment methodologies with a focus on consistency and integration with other Hanford activities
- Development and documentation of parameters and their distributions
- Review of model abstractions including their assumptions

## **Modeling and Risk Assessment**

INTERA brings specific technical expertise in the area of modeling and integrated risk assessment. INTERA is specialized in the area of groundwater and vadose-zone modeling. Relevant capabilities for this scope area include:

- Radioactive fate and transport modeling
- Extensive MODFLOW experience and experience with a number of multi-phase, multicomponent codes (e.g., STOMP)
- Process model abstraction
- Integrated risk and performance assessment modeling
- Characterization of uncertainty for model inputs
- Uncertainty propagation and stochastic simulation
- Quantification of uncertainty in model outputs
- Global sensitivity/importance analysis of model results
- Development and application of distributed-processing clusters for Monte-Carlo analyses and parameter-estimation (i.e., Parallel-PEST)
- Training in uncertainty analysis and sensitivity analysis methods
- Risk communication to stakeholders

## **Remediation – Groundwater and Deep Vadose Zone**

The recalcitrant groundwater and vadose zone environmental problems at Hanford include NAPLs as primary contaminants and risk drivers along with radioactive constituents. INTERA brings experience in the characterization and remediation of both radioactive NAPLs. This experience includes working on the Hanford carbon tetrachloride (CT) problem through modeling associated with a Phase I dense NAPL (DNAPL) investigation.

INTERA has over 18 years of specialized expertise and experience in characterizing, monitoring and remediating sites contaminated by NAPLs. In collaboration with academic institutions, such as The University of Texas at Austin and Rice University, INTERA has developed innovative techniques as well as numerical tools to better characterize and remediate NAPL-contaminated sites. They have also developed field procedures to collect and preserve field samples of NAPL to help ensure appropriate and accurate analyses. INTERA offers the unique combination of both laboratory and numerical simulation capabilities for design and interpretation and field capabilities to accurately detect and characterize NAPL source zones.

## **ATTACHMENT F – SMALL BUSINESS CAPABILITIES OVERVIEW FOR ENREP, INC.**

EnRep, Inc. (EnRep) is a disadvantaged, minority WOSB with proven people and practical experience, some with more than 23 years, dedicated to environmental protection and stewardship.

EnRep employees and processes provide a venue for clients to achieve compliance, workable processes and procedures, and a workforce knowledge base that leads to superior results, coupled with a reduction in liability and cost to their clients.

The EnRep client list includes some of the largest environmental management and remediation companies and government programs in the world; including CH2M HILL, Perma-Fix Environmental Services, Lockheed Martin, McDonnell Douglas, and the U.S. Army, just to name a few.

EnRep processes include detailed reviews and assessments to identify potential liability and weaknesses; a process and procedure development program designed to reduce conflict and confusion and enhance worker understanding of processes; training programs designed for the worker and management; and detailed assessments of implementation and effectiveness.

EnRep provides many environmental, regulatory compliance, and safety consulting services including:

- Environmental Training, Compliance, and Assessments
- OSHA, RCRA, & DOT Hazardous Materials Training
- Hazardous Waste Training
- DOT Hazardous Materials Training
- OSHA Hazardous Waste Operations and Emergency Response Training
- RCRA Compliance Audits
- Hazardous Waste Management Services
- Emergency Action/Fire Prevention Plans
- DOT Hazardous Materials Security Plans
- Remedial Action Activities
- Phase I Environmental Site Assessments
- Environmental Protection Agency (EPA) Reports

## **ATTACHMENT G – SMALL BUSINESS CAPABILITIES OVERVIEW FOR ASCENDENT ENGINEERING & SAFETY SOLUTIONS LLC**

Ascendent Engineering & Safety Solutions, LLC (Ascendent LLC) is a Veteran-Owned Environmental Remediation small business subcontractor. Ascendent LLC is comprised of two small businesses (Hukari Technical Services Inc. and Nuclear Safety associates) nationally recognized for their expertise in the nuclear industry. Ascendent LLC combines the strengths of these small businesses in providing staff augmentation services to the DOE in the areas of safety, licensing, engineering, and technical services. Areas of expertise include nuclear safety, shielding, *Radiological Engineering, Health Physic, Nuclear Safety, Readiness Assessment, Authorization Basis, Regulatory Interface, Chemical Safety, and Integrated Safety Analysis.* Early in 2006, Ascendent LLC was awarded a Blanket Master Contract to be the sole provider of staff augmentation in the areas of nuclear and criticality safety to CH2M-Washington Idaho LLC (CWI), the prime contractor for the Idaho Closure Project (ICP). Ascendent LLC was subsequently awarded a Blanket Master Contract to provide staff augmentation support in engineering, technical, professional, and administrative services to CWI, and to provide Engineering and Technical staff augmentation to Washington Closure Hanford.



## **ATTACHMENT H – MENTOR-PROTÉGÉ ABSTRACTS WITH PROJECT SERVICES GROUP (PSG), AND CHPRC PARTNERS MENTOR-PROTÉGÉ PLANS**

CHPRC has established a direct Mentor-Protégé Agreements with Project Services Group (PSG) and AGVIQ, LLC (AGVIQ), per Clause H.30 – Mentor-Protégé Program. Highlights of their capabilities are as follows:

### **Project Services Group**

PSG is a small disadvantaged 8a certified small business specializing in cost and schedule project controls support. PSG provides planning and implementation support in all facets of project and construction management and SB operations including industrial, manufacturing, communications, public relations and advertising, financial and technical reports, business plans, accounting, training, records maintenance and retrieval, and business organization and lean management implementation.

### **Major Large and Small Business CHPRC Partners Protégé Plans**

#### **Fluor Federal Services, Inc., Mentor Protégé**

Fluor Federal Services, Inc., a CHPRC major large business subcontractor partner, has established a Mentor-Protégé Agreement with Randolph Construction Services Inc., (Randolph) is a small disadvantaged, women owned, 8a certified business specializing in sheet metal, mechanical, electrical, structural, fabrication, and architectural design-build and general construction. Randolph has implemented a full nuclear QA program based on ASME NQA-1 and Certified Welding Program to support the PRC challenges. Randolph will be mentored to expand their capabilities in green file construction and nuclear construction applications, such as fabricating equipment and barrier construction and demolition.

## ATTACHMENT I – SUBCONTRACTOR ISMS FLOW DOWN REQUIREMENTS

(Excerpts from SP-5 On – Site Provisions dated 9/23/10)

### 2.0 ESH&Q REQUIREMENTS

#### 2.1 GENERAL

- A. Contractor is advised that the performance of work at the Hanford site is governed by a set of comprehensive rules, regulations and procedures to assure that work is performed in accordance with Environmental, Safety, Health and Quality requirements intended to protect human health and the environment. The Contractor shall perform work in accordance with the ESH&Q requirements identified in Section 6 of the Statement of Work. In the event Contractor has established its own ESH&Q requirements that it believes are equivalent to any of those set forth in the Contract, then Contractor may request substitution. Such request shall be submitted in writing with documentation (i.e. procedures, plans, processes, etc) for review to the Buyer, and a determination reached before work commences. Buyer's decision regarding equivalency shall be final and is not subject to dispute under the disputes provisions of the subcontract.
- B. The Contractor shall comply with, and, as requested, assist the Buyer in complying with, ESH&Q requirements of applicable laws, regulations and directives including 10 Code of Federal Regulations (CFR) Part 851, Worker Safety and Health Program.
- C. The Contractor shall ensure that management of ESH&Q functions and activities becomes an integral and visible part of the Contractor's work planning and execution processes
- D. The Contractor shall perform work safely in accordance with Integrated Safety Management System (ISMS) and Environmental Management System (EMS) (ISMS/EMS) principles, in a manner that ensures adequate protection for personnel, the public, and the environment, and shall be accountable for the safe performance of the Work. The Contractor shall exercise a degree of care commensurate with the work, the associated hazards and potential environmental impact. Contractors should:
  - 1. Thoroughly review the defined scope of work;
  - 2. Identify hazards and ESH&Q requirements;
  - 3. Analyze hazards and implement controls;
  - 4. Perform work within controls; and
  - 5. Provide feedback on adequacy of controls and continue to improve ES&H management.

- E. The Contractor is expected to help prevent adverse incidents by adopting and sharing good work practices. The Project Hanford Lessons Learned web site shall be reviewed for process experience and process improvement lessons applicable to this work scope. [www.hanford.gov/rl/?page=308&parent=0](http://www.hanford.gov/rl/?page=308&parent=0) .
- F. The Contractor shall cooperate with Federal and non-Federal agencies having jurisdiction over ESH&Q matters under this Contract. Where a conflict exists between regulations, requirements or standards, the Contractor shall bring the conflict to the attention of the Contract Specialist, and obtain resolution before proceeding.
- G. The Contractor shall, prior to performing any work on site, ensure that:
1. Senior Contractor management is actively engaged in the implementation, feedback and improvement of the Contractor's ISMS/EMS.
  2. Contractor line management is responsible for the protection of personnel, the public, and the environment from activities arising out of performance under this Subcontract. Contractor and lower tier subcontractor managers share this responsibility
  3. Clear and unambiguous lines of authority and responsibility for ensuring ESH&Q requirements are established and maintained at all organizational levels. This shall be documented and communicated to all Contractor personnel by the Contractor.
  4. Contractor personnel shall possess the experience, qualifications, skills, training and abilities that are necessary to execute their responsibilities under this Subcontract, including any applicable Occupational Safety and Health Administration (OSHA) requirements and standards.
  5. Resources shall be effectively allocated to address ESH&Q programmatic and operational considerations. Protecting personnel, the public, and the environment is a priority whenever Work is planned and performed.
  6. The Contractor shall evaluate foreseeable hazards, determine planned protective measures, and as required, address OSHA requirements and standards. These evaluations shall be prepared by qualified individual and establish an agreed upon set of ESH&Q controls and requirements that, when properly implemented, provide adequate assurance personnel, the public, and the environment are protected from adverse consequences.
  7. Contractor personnel entering the Hanford site or CHPRC-controlled facilities shall be dressed appropriately for the Work conditions and potential hazards as required by safety procedures and job hazard(s) analyses. When required by CHPRC policies or directives, personal protective equipment (hard hats, safety glasses, gloves, steel-toed shoes, etc.) must be worn as a condition of continued access to the Hanford site and contract performance.

8. The conditions and ESH&Q requirements to be satisfied for Work to be performed are established and agreed upon by CHPRC and the Contractor. These agreed upon conditions and ESH&Q requirements are binding upon the Contractor. The extent of documentation and level of authority for agreement shall be tailored to the complexity and hazards associated with the Work.
  9. Administrative and engineering controls to prevent and mitigate hazards are tailored to the Work being performed and any associated hazards. Emphasis must be on designing the Work and controls to reduce or eliminate the hazards, prevent accidents and unplanned releases and exposures.
  10. Contractor's personnel are actively involved in the ISMS/EMS, job hazard analysis, and pre-job safety reviews where personnel are informed of foreseeable hazards and planned protective measures.
  11. Open and effective communication exists between the Contractor and the Buyers Technical Representative (BTR) to support the management of ESH&Q issues and initiatives.
- H. Workers, fieldwork supervisors, and management shall continually ensure the adequacy of work processes, procedures, and equipment and correct deficiencies when identified.
- I. The Contractor shall promptly identify, evaluate and communicate to the Buyer any noncompliance with applicable ESH&Q requirements. If the Contractor fails to provide the necessary communication to Buyer or if, at any time, the Contractor's acts or failure to act causes substantial harm or an danger to the environment or health and safety of personnel or the public, the Buyer may issue a Stop Work Order in whole or in part. Any Stop Work Order issued by the Buyer under this provision shall be without prejudice to any other legal or contractual rights of the Buyer. In the event that the Buyer issues a Stop Work Order, the Buyer must issue an order authorizing the resumption of the work before work may resume. The Contractor shall not necessarily be entitled to an extension of time or additional costs, fee or damages by reason of, or in connection with, any work stoppage ordered in accordance with this provision.
- J. The Contractor is responsible for compliance with the ESH&Q requirements applicable to this Contract regardless of whether the performer of the Work is the Contractor or a lower tier subcontractor.
- K. The Contractor shall include clauses substantially the same as those in this provision in lower tier subcontracts involving work on site. Such subcontracts shall provide for the right to stop work under the conditions described in this provision.

## **2.2 PERFORMANCE CONTROLS**

- A. The Contractor and its lower tier subcontractors shall comply with the requirements of Hanford Site Wide Lockout/Tagout (DOE-0336), DOE-RL Hanford Site Hoisting and Rigging Manual (DOE-RL-92-36), and the CHPRC Radiological Control Manual

(CHPRC-00073). Copies are downloadable at:  
<http://www.hanford.gov/?page=555&parent=0> .

- B. In complying with DOE-0336, the Contractor and affected lower tier subcontractors shall be responsible for the following:
1. Members of the Contractor workforce who are assigned to function as an Authorized Worker or Controlling Organization Worker shall be trained and qualified to the requirements of DOE-0336 to perform lockout/tagout.
  2. The Contractor shall schedule the completion of Initial and Annual Hanford (HAMMER) training through their Buyer's Technical Representative for Contractor personnel needing to be qualified as Authorized Worker or Controlling Organization to perform lockout/tagout.
  3. The Contractor shall provide express notification to the Buyer's Technical Representative of plans to perform lockout/tagout to coordinate the work scope activity with the appropriate Controlling Organization.
  4. The Contractor shall perform lockout/tagout (e.g., the hanging and removing of locks and tags) only in the accompaniment of, and under direct oversight of, a qualified member of the Controlling Organization.
  5. A Contractor representative may act as Controlling Organization in the performance of greenfield construction, or as otherwise assigned/designated by the Buyer's Technical Representative in cases where no physical interface with an existing facility or entity exists.
- C. A walk down of the actual work site shall be conducted by the BTR and the Contractor's Designated Safety Representative prior to work commencing. The purpose of the walk down is to help ensure that the hazards and potential environmental impacts associated with the activity and the surrounding environment are identified and addressed.
- D. Pre-job safety briefings for personnel who work in remote locations or locations that are not normally occupied shall include emergency response actions (safe route and destination) when evacuation or take cover sirens are activated.
- E. While on the Hanford Site, the Contractor shall operate motor vehicles only on hard-surfaced or gravel roads unless prior approval is obtained from the BTR. During high fire hazard periods, the Contractor shall adhere to all restrictions of off-road travel, which include, but are not limited to, requiring vehicles to carry fire extinguishers, shovels and radio communications. The Buyer reserves the right to ban all off-road travel during extreme fire hazard periods.

## 2.3 REQUIRED NOTIFICATIONS

- A. The Contractor shall immediately notify the BTR of any occupational injury, illness or any "Unusual Occurrence". NOTE: An Unusual Occurrence is any deviation from the projected events that have ES&H protection significance).
- B. Evaluation or treatment by the site occupational medical service provider to provide proper reporting and documentation may be required for unusual occurrences even when there was no need for medical examinations based on scope of work.
- C. The Contractor shall immediately notify the BTR of any personnel occupational exposure (either measured or estimated) to toxic substances (e.g., chemical hazards) or harmful physical agents (e.g., noise, laser light), etc. that exceed the Occupational Safety and Health Administration (OSHA) Permissible Exposure Limit (PEL) or the American Conference of Governmental Industrial Hygienist (ACGIH) Threshold Limit Value (TLV).
- D. The Contractor shall immediately notify the BTR of any requests from or notifications to external agencies and/or regulators, required as a result of personnel exposure.
- E. The Contractor shall immediately notify the BTR of all spills or releases of hazardous material (including fuel or other petroleum products) on the Hanford Site resulting during performance of or associated with the Contractors completion of the work.
- F. The Contractor shall notify the BTR not less than 24 hours prior to bringing to the Hanford Site any equipment of the type indicated below so that the Buyer may arrange for a safety inspection. Equipment includes, but is not limited to, the following:
  - 1. Cranes, derricks, hoists and man lifts.
  - 2. Earth moving equipment.
  - 3. Off-highway motor vehicles.
  - 4. Pile driving equipment.
  - 5. Rock drilling, core drilling, well drilling and similar equipment.
  - 6. Pressure vessels and/or equipment supplied with pressure vessels, either fired or unfired.
  - 7. Equipment employing "laser" techniques.
  - 8. Powder actuated tools.
  - 9. Equipment employing radioactive materials or that develop ionizing radiation that generates, emits, or utilizes ionizing radiation requires licensing in accordance with 10 CFR 20 or control in accordance with 10 CFR 835.

10. Contaminated or potentially contaminated equipment brought onsite for controlled use, authorized under specific control provisions contained within the Statement of Work or associated radiological specifications approved by the Buyer's Radiation Protection organization.
- G. The following documents must be provided upon request by the Buyer for equipment to be inspected:
1. A copy of the latest certified inspection (as applicable).
  2. Manufacturer's specification and/or recommendations.
  3. Load rating charts and other information as applied to cranes and hoists.
  4. Hydrostatic test certification (if applicable).
  5. Qualified operator certifications (i.e., powder-actuated tools).
  6. A copy of the calibration reports for M&TE equipment (if applicable).

## **2.4 INVESTIGATION SUPPORT**

- A. The Contractor shall cooperate in the conduct of accident investigations, and shall cooperate as appropriate in the conduct of investigations relating to all injury/illness and/or property damage.
- B. Equipment involved in an accident shall not be moved until a representative of the Buyer releases such equipment, except where removal is essential to prevent further property damage or serious injury/illness. Where necessary to remove the injured, such equipment may be moved only to the extent of making possible such removal.

## **2.5 REPORTING AND RECORD KEEPING**

- A. The Contractor shall assure all of its personnel who experience an injury or illness while performing work on the Hanford Site, or in connection with work performed for Buyer at any DOE-owned or leased facility, report immediately to supervision to assure evaluation, proper treatment, and injury/illness documentation.
- B. If Contractor's on-site work force includes 10 or more employees, the Contractor shall submit to Buyer by the fifth (5) working day of each month data required on the electronic Labor Hour Submittal form (<http://www.plateauremediation.hanford.gov/index.php/page/10/>), including the total number of personnel and man-hours worked by the Contractor on-site during the month supporting all discrete task releases. This includes reporting of man-hours worked on site by the Management Support Contractor (MSC) in support of PRC supervised work activities. Man-hours in support of staff augmentation releases where a CHPRC time recording system is used, is exempt from monthly man-hour reporting. Additionally,

Contractor must report incurred first aid cases and injuries/illnesses in connection with work performed on the Hanford Site in the “Comments” Section of Labor Hour Submittal form.

- C. The Contractor shall report all property damage to, or losses of, DOE owned or leased property to the Buyer, regardless of cause.
- D. The Contractor shall provide the BTR copies of all personnel occupational exposure records generated for work under this contract. Employee occupational exposure records include workplace monitoring or measuring of a toxic substance or harmful physical agent including personal, area, grab, wipe or other forms of sampling, as well as, related collection and analytical methodologies, calculations and other background data relevant to interpretation of the results. The Buyer shall provide the Contractor the appropriate exposure data collection forms. Title to employee occupational exposure records shall be vested in DOE.

## 11.0 TRAINING

- A. The Contractor shall ensure that assigned personnel meet and maintain appropriate training, qualification and certification requirements as required in the SOW and/or appropriate for the work to be performed.
- B. Hanford site-specific training requirements to safely perform this work, to perform radiological work or provide items used for radiological work will be identified by the Buyer.
- C. All Contractor personnel who will be performing work in the field on the Hanford Site must complete or have completed within the past 12 months CH2M HILL PLATEAU REMEDIATION COMPANY orientation course #100099 or a version of CHPRC General Employee Training (CGET # 000006) prior to being issued a badge or being allowed access to the Hanford Site. Office and administrative visits of less than 7 days will be allowed without this course, but access will be limited to office and administrative areas of the Hanford Site. This requirement applies even if Contractor personnel have a valid DOE badge issued by another site. This course can be completed prior to arriving to the Hanford via the Internet. Contact our training organization by sending an e-mail message to [eHanford@rl.gov](mailto:eHanford@rl.gov) for obtaining access instructions. If you do not complete this course prior to arrival on Site, you will have to complete this orientation course at the CH2M HILL PLATEAU REMEDIATION COMPANY badging office prior to receiving a Hanford Site badge.
- D. The contractor shall be charged a fee up to \$500 per incident if contractor personnel fail to appear at scheduled training appointments – unless the appointment is cancelled at least 3 working days in advance.