

**ATTACHMENT J-6**

**SMALL BUSINESS SUBCONTRACTING PLAN**

### B.3 Small Business Subcontracting Plan (L.17(b)(3))

Date: September 24, 2007

Contractor: Washington River Protection *Solutions* LLC

Address:

723 The Parkway  
Richland, WA 99352

Solicitation Number: DE-RP27-07RV14800  
Tank Operations Contract (TOC)

The following, together with attachments, is hereby submitted as a Subcontracting Plan to satisfy the applicable requirements of FAR 52.219-9, Small Business Subcontracting Plan (JUL 2005) – Alternate II (OCT 2001).

#### **PURPOSE**

This Washington River Protection *Solutions* LLC (WRPS) Small Business Subcontracting Plan promotes, develops, and implements aggressive subcontracting with Small Business Concerns (SB), Small Disadvantaged Business Concerns (SDB), HUBZone Small Business Concerns (HZSB), Women-owned Small Business Concerns (WOSB), Veteran-owned and Service-disabled Veteran-owned Small Business Concerns (VO/VOSB, SDVOSB). This SB Subcontracting Plan provides for dollar and percentage goals to maximize opportunities for SBs to apply their expertise in meaningful ways in the management and delivery of varied and complex work under the TOC. This plan has been integrated into our TOC baseline and incorporates key accountability measures to ensure the Plan is implemented and regularly monitored at a senior management level by Mr. Bill Johnson, the TOC Project Manager. The member companies of WRPS have had extensive experience in working with SBs on major DOE projects similar in size, scope, and complexity to the TOC. In addition, these member companies have a long-standing successful track record of developing and mentoring SBs dating back to the first DOE Mentor-Protégé program in 1994. We have been recognized for project-specific and national small business achievements, and will continually strive to exceed federally established requirements for socioeconomic programs and SB development.

#### **STRATEGY FOR SMALL BUSINESS DEVELOPMENT**

One of our management principles, and a key element in our strategy for safe and compliant delivery of the SOW, is the integration of SB performance into the TOC baseline. We identified a large share of meaningful, varied, and complex SB performance of TOC work into the baseline, thereby enhancing TOC execution and facilitating SB development. Our SB subcontracting approach is integrated with the local/regional community, increases our flexibility in meeting project milestones, is cost effective, helps strengthen the local economy, and creates new business opportunities, both immediately and for the longer term.

We accomplish these goals through management accountability. Each line manager is personally accountable for using SBs within their area of responsibility. This is accomplished by integrating SB goals and targets into the performance metrics for each area within the TOC and measuring

the individual manager's performance against the criteria. The goals outlined in this SB Subcontracting Plan were developed with each of the line managers at the sub-CLIN level and supported by our estimating process. Each line manager's SB performance metrics are tracked monthly and reported to Bill Johnson, the Project Manager.

WRPS will maximize opportunities for qualified SBs to compete for and furnish materials and services required for the execution of the TOC scope. We accomplish this by evaluating SB capabilities against specific meaningful work that has been identified for subcontracting, as well as through award of specific SB set-aside subcontracts for goods and services for which there are a large number of capable SBs. WRPS has already pre-qualified numerous SBs for specific SOW scope areas, as summarized in Item 1.d) below, and has compiled a database of SBs capable of performing portions of the TOC scope. We will continue to update and maintain this database as more qualified SBs are identified, and share this SB source data with our large business subcontractors to enhance increased opportunities for known, qualified SB firms. Where practicable, WRPS will work with the other site contractors to create site-wide bidding opportunities for SBs. WRPS will "unbundle" proposed acquisitions of supplies and services into reasonably-sized lots, thereby permitting additional SB opportunities where appropriate.

## GOALS

1. At least **30%** of the TOC total contract price will be subcontracted. Fifteen percent (**15%**) of the total contract price will be performed by small businesses.
  - a) The following percentage goals (expressed in terms of a minimum percentage of total planned subcontracting dollars) will be applicable to any contract awarded as a result of this solicitation.
    - i. Small Business Concerns: **41.3%** of total planned subcontracting dollars under this contract will go to subcontractors who are small business concerns, in addition to:
    - ii. Small Disadvantaged Business Concerns: **6.3%** of total planned subcontracting dollars under this contract will go to subcontractors who are small business concerns and controlled by socially and economically disadvantaged individuals.
    - iii. Women-owned Small Business Concerns: **5.8%** of total planned subcontracting dollars under this contract will go to subcontractors who are women-owned small business concerns.
    - iv. HUBZone Small Business Concerns: **2.2%** of total planned subcontracting dollars under this contract will go to subcontractors who are Hub Zone certified small business concerns.
    - v. Veteran-owned Small Business Concerns: **1.3%** of total planned subcontracting dollars under this contract will go to subcontractors who are Veteran-owned small business concerns.
    - vi. Service-disabled Veteran-owned Small Business Concerns: **1.3%** of total planned subcontracting dollars under this contract will go to subcontractors who are Service-disabled Veteran-owned small business concerns.

The total percentage goal for all Small Business Concerns is 58.2%.

- b) The following dollar values correspond to the minimum percentage goals shown in (a) above.
- i. Total dollars planned to be subcontracted to Small Business Concerns: **\$879,197,374.**
  - ii. Total dollars planned to be subcontracted to Small Disadvantaged Business Concerns: **\$134,114,854.**
  - iii. Women-owned Small Business Concerns: **\$123,470,818** of total planned subcontracting dollars under this contract will go to subcontractors who are women-owned small business concerns.
  - iv. HUBZone Small Business Concerns: **\$46,833,758** of total planned subcontracting dollars under this contract will go to subcontractors who are certified HUBZone small business concerns.
  - v. Veteran-owned Small Business Concerns: **\$27,674,494** of total planned subcontracting dollars under this contract will go to subcontractors who are Veteran-owned small business concerns.
  - vi. Service-disabled Veteran-owned Small Business Concerns: **\$27,674,494** of total planned subcontracting dollars under this contract will go to subcontractors who are Service-disabled Veteran-owned small business concerns.

The total dollar value for all Small Business Concerns is **\$1,238,965,792.**

- c) The total estimated dollar value of all planned subcontracting (to all types of businesses) under this contract is **\$2,128,807,200.**
- d) The following principal types of supplies and/or services are planned to be subcontracted under this contract, and the distribution among Small Business Concerns (SB), Small Disadvantaged Business Concerns (SDB), HUBZone Small Business Concerns (HZSB), Women-owned Small Business Concerns (WOSB), Veteran-owned Small Business Concerns (VOSB), and Service-disabled Veteran-owned Small Business Concerns (SDVOSB) is as follows:

| Contract Line Items                                       | Page        | Small Business (General) | Mentor Protégés | SDB      | WOSB     | HZSB     | VOSB     | SDVOSB   |
|---|-------------|--------------------------|-----------------|----------|----------|----------|----------|----------|
| <b>CLIN #1 – Base Operations / C.2.1</b>                  | <b>C-10</b> |                          |                 |          |          |          |          |          |
| <b>Sub-CLIN 1.1: Transition / C.2.1.1</b>                 | <b>C-10</b> | <b>X</b>                 |                 | <b>X</b> |          |          | <b>X</b> |          |
| <b>Sub-CLIN 1.2: Safe, Compliant Operations / C.2.1.2</b> | <b>C-11</b> |                          |                 |          |          |          |          |          |
| Base Cost Reduction                                       | C-11        |                          |                 |          |          |          |          |          |
| SST System Management                                     | C-11        | <b>X</b>                 |                 |          |          |          | <b>X</b> | <b>X</b> |
| DST System Management                                     | C-12        | <b>X</b>                 |                 |          |          |          | <b>X</b> | <b>X</b> |
| Maintenance   | C-12        | <b>X</b>                 |                 | <b>X</b> |          | <b>X</b> | <b>X</b> | <b>X</b> |
| Upgrades  | C-12        | <b>X</b>                 |                 | <b>X</b> |          | <b>X</b> |          |          |
| DST Integrity / Life Extension                            | C-12        | <b>X</b>                 | <b>X</b>        |          |          |          | <b>X</b> | <b>X</b> |
| Sampling and Characterization                             | C-12        | <b>X</b>                 | <b>X</b>        | <b>X</b> |          |          |          |          |
| Receipt of Wastes   | C-12        | <b>X</b>                 | <b>X</b>        | <b>X</b> | <b>X</b> |          |          |          |



| Contract Line Items  | Page        | Small Business (General) | Mentor Protégés | SDB      | WOSB     | HZSB     | VOSB     | SDVOSB   |
|--|-------------|--------------------------|-----------------|----------|----------|----------|----------|----------|
| Evaporator Operation   | C-12        |                          |                 |          |          |          |          |          |
| Secondary Wastes   | C-13        | X                        | X               | X        | X        |          |          |          |
| WTP Infrastructure Support   | C-13        |                          |                 |          |          |          |          |          |
| Vent and Balance Service   | C-13        | X                        |                 |          |          |          |          |          |
| Project Management   | C-13        | X                        | X               | X        |          |          | X        | X        |
| Integrated Safety Management System  | C-13        | X                        | X               | X        |          |          |          |          |
| Security and Emergency Services  | C-13        | X                        | X               | X        |          |          | X        |          |
| Interactions   | C-13        |                          |                 |          |          |          |          |          |
| Interface Management   | C-13        |                          |                 |          |          |          |          |          |
| <b>Sub-CLIN 1.3: Analytical Laboratory Support / C.2.1.3</b>                               | <b>C-14</b> | <b>X</b>                 | <b>X</b>        |          | <b>X</b> |          | <b>X</b> | <b>X</b> |
| Integrated Planning  | C-14        | X                        | X               | X        | X        |          |          |          |
| Instrumentation and Equipment  | C-14        | X                        |                 |          |          |          |          |          |
| Radiological Safety  | C-14        | X                        |                 | X        |          |          |          |          |
| Waste Management   | C-15        | X                        | X               | X        |          |          |          |          |
| Transportation   | C-15        | X                        |                 |          |          |          | X        |          |
| Regulatory Authorization and Compliance  | C-15        | X                        |                 |          | X        |          | X        | X        |
| Maintenance  | C-15        | X                        |                 | X        |          | X        |          |          |
| Upgrades   | C-15        | X                        | X               | X        | X        | X        |          |          |
| <b>CLIN #2 – Single-Shell Tank (SST) Retrieval and Closure / C.2.2</b>                     | <b>C-15</b> |                          |                 |          |          |          |          |          |
| <b>Sub-CLIN 2.1: Single-Shell Tank Retrieval / C.2.2.1</b>                                 | <b>C-15</b> | <b>X</b>                 | <b>X</b>        | <b>X</b> | <b>X</b> |          | <b>X</b> | <b>X</b> |
| Integrated Retrieval Planning and Implementation   | C-15        | X                        | X               | X        | X        |          | X        | X        |
| Retrieval Technologies   | C-16        | X                        | X               | X        | X        | X        | X        | X        |
| Process Controls   | C-16        | X                        | X               | X        | X        |          |          |          |
| Retrieval Execution  | C-16        | X                        | X               | X        | X        |          |          |          |
| Cold Test Facility Operation   | C-16        | X                        | X               | X        | X        |          | X        | X        |
| Vadose Zone Characterization   | C-16        | X                        | X               | X        | X        | X        | X        | X        |
| <b>Sub-CLIN 2.2: Single-Shell Tank Farm Closure / C.2.2.2</b>                              | <b>C-16</b> | <b>X</b>                 | <b>X</b>        | <b>X</b> | <b>X</b> | <b>X</b> | <b>X</b> | <b>X</b> |
| Integrated Closure Planning and Implementation   | C-17        | X                        | X               | X        | X        |          |          |          |
| Regulatory Acceptance  | C-17        | X                        | X               | X        | X        |          |          |          |
| Physical Closure   | C-17        | X                        | X               | X        | X        |          |          |          |
| <b>CLIN #3 – Waste Treatment and Immobilization Plant (WTP) Support / C.2.3</b>            | <b>C-17</b> |                          |                 |          |          |          |          |          |
| <b>Sub-CLIN 3.1: Treatment Planning, Waste Feed Delivery, and WTP Transition / C.2.3.1</b> | <b>C-17</b> | <b>X</b>                 |                 | <b>X</b> |          |          | <b>X</b> | <b>X</b> |
| Planning Models  | C-18        | X                        |                 |          |          |          |          |          |
| RPP System Planning  | C-18        | X                        |                 | X        |          |          |          |          |
| Integrated Waste Feed Delivery Planning  | C-18        | X                        | X               | X        | X        |          |          |          |
| Retrieval and Transfer System Upgrades   | C-18        | X                        | X               | X        | X        |          |          |          |
| Waste Pretreatment and Staging, DST Retrieval, and Feed Delivery Options                   | C-18        | X                        |                 |          |          |          | X        | X        |
| Tank Waste Inventory Management  | C-19        | X                        |                 |          |          |          |          |          |
| WTP Interface  | C-19        |                          |                 |          |          |          |          |          |
| IHLW Storage and Disposition Planning  | C-19        |                          |                 |          |          |          |          |          |
| WTP Transition Plan  | C-19        | X                        | X               | X        | X        |          |          |          |
| WTP LAW/BOF/LAB Facility Transition Plan   | C-20        | X                        |                 | X        | X        |          | X        | X        |
| <b>Sub-CLIN 3.2: WTP Operational Readiness / C.2.3.2</b>                                   | <b>C-20</b> | <b>X</b>                 | <b>X</b>        |          |          |          |          |          |

| Contract Line Items   | Page | Small Business (General) | Mentor Protégés | SDB | WOSB | HZSB | VOSB | SDVOSB |
|---|------|--------------------------|-----------------|-----|------|------|------|--------|
| <b>Sub-CLIN 3.3: IHLW Storage and Shipping Facility Construction / C.2.3.3</b>                            | C-21 | X                        | X               |     | X    |      |      |        |
| Hanford Shipping Facility and IHLW Interim Storage  | C-21 | X                        |                 | X   |      |      |      |        |
| ILAW and IHLW Transport   | C-22 |                          |                 |     |      |      |      |        |
| <b>CLIN #4 – Supplemental Treatment / C.2.4</b>   | C-22 |                          |                 |     |      |      |      |        |
| <b>Sub-CLIN 4.1: Demonstration Bulk Vitrification System (DBVS) Construction and Operations / C.2.4.1</b> | C-22 | X                        | X               | X   | X    |      |      |        |
| DBVS Planning   | C-23 | X                        | X               | X   | X    |      |      |        |
| DBVS Execution  | C-23 | X                        | X               | X   | X    |      |      |        |
| Quality Assurance   | C-24 | X                        | X               | X   | X    |      |      |        |
| Technical Recommendation  | C-24 | X                        | X               | X   | X    |      |      |        |
| Comparative Analysis  | C-24 | X                        | X               | X   | X    |      |      |        |
| Re-permit Recommendation  | C-24 | X                        | X               | X   | X    |      |      |        |
| Disposal  | C-24 | X                        | X               | X   | X    |      |      |        |
| Decommission  | C-24 |                          |                 |     |      |      |      |        |
| <b>Sub-CLIN 4.2: Extended Demonstration Bulk Vitrification System Operations / C.2.4.2</b>                | C-25 | X                        |                 | X   |      |      |      |        |
| Permit  | C-25 | X                        |                 | X   |      |      |      |        |
| Pilot Plant Modification  | C-25 | X                        |                 | X   |      |      |      |        |
| Extended Demonstration Bulk Vitrification System Operations   | C-25 | X                        |                 | X   |      |      |      |        |
| Quality Assurance   | C-26 |                          |                 |     |      |      |      |        |
| Decommission  | C-26 |                          |                 |     |      |      |      |        |
| Disposal  | C-26 |                          |                 |     |      |      |      |        |
| <b>Sub-CLIN 4.3: Supplemental Treatment Design / C.2.4.3</b>  | C-26 | X                        |                 | X   |      |      |      |        |
| <b>Sub-CLIN 4.4: Supplemental Treatment Construction and Operations / C.2.4.4</b>                         | C-27 | X                        |                 | X   |      |      | X    | X      |
| <b>Sub-CLIN 4.5: Transuranic Tank Waste Treatment and Packaging / C.2.4.5</b>                             | C-27 | X                        |                 | X   | X    |      | X    | X      |
| CH-TRU Packaging System   | C-28 | X                        |                 | X   | X    |      | X    | X      |
| WIPP Certification  | C-28 | X                        |                 | X   | X    |      |      |        |
| CH-TRU Temporary Storage  | C-28 | X                        | X               |     | X    |      |      |        |
| <b>CLIN #5 – Early Feed and Operation of the WTP Low Activity Waste Facility (LAW) / C.2.5</b>            | C-28 |                          |                 |     |      |      |      |        |
| <b>Sub-CLIN 5.1: Tank Selection, Retrieval, Pretreatment and Feed Delivery Design / C.2.5.1</b>           | C-28 | X                        |                 | X   | X    |      |      |        |
| <b>Sub-CLIN 5.2: Retrieval, Pretreatment and Feed Delivery Construction and Operations / C.2.5.2</b>      | C-29 | X                        |                 | X   | X    |      | X    | X      |
| <b>Sub-CLIN 5.3: Upgrade and Operate the Effluent Treatment Facility / C.2.5.3</b>                        | C-30 | X                        | X               | X   | X    |      |      |        |
| <b>Sub-CLIN 5.4: LAW/BOF/LAB Operations / C.2.5.4</b>   | C-30 | X                        |                 | X   | X    |      |      |        |
| Operating Specification   | C-30 |                          |                 |     |      |      |      |        |
| WTP Facility Transition   | C-31 |                          |                 |     |      |      |      |        |
| <b>CLIN #6 – Pension and Welfare Plans / C.2.6</b>  | C-31 |                          |                 |     |      |      |      |        |
| <b>Sub-CLIN 6.1: Hanford Employee Retirement and Benefit Plan Management / C.2.6.1</b>                    | C-31 | X                        |                 |     |      |      | X    | X      |
| <b>Sub CLIN 6.2: Legacy Pension and Benefit Plan Management / C.2.6.2</b>                                 | C-31 | X                        |                 |     |      |      | X    | X      |
| <b>C.3.1 Project Management</b>   | C-32 | X                        | X               | X   |      |      |      |        |



| Contract Line Items   | Page        | Small Business (General) | Mentor Protégés | SDB      | WOSB     | HZSB | VOSB     | SDVOSB   |
|---|-------------|--------------------------|-----------------|----------|----------|------|----------|----------|
| C.3.1.1 Project Integration and Control and Earned Value Management | C-32        | X                        | X               | X        |          |      |          |          |
| C.3.1.2 Project Scope, Schedule, and Cost Baseline                  | C-33        | X                        | X               | X        | X        |      |          |          |
| C.3.1.3 Project Performance Reporting                               | C-35        | X                        | X               | X        |          |      |          |          |
| C.3.1.4 Risk Management   | C-36        | X                        | X               | X        |          |      |          |          |
| C.3.1.5 Design, Procurement, Construction, and Acceptance Testing   | C-37        | X                        | X               | X        | X        |      |          |          |
| <b>C.3.2 Integrated Safety Management System</b>                    | <b>C-39</b> | <b>X</b>                 |                 | <b>X</b> | <b>X</b> |      | <b>X</b> | <b>X</b> |
| C.3.2.1 Environmental Regulatory Management                         | C-40        | X                        | X               | X        | X        |      |          |          |
| C.3.2.2 Nuclear Safety  | C-41        | X                        | X               | X        | X        |      |          |          |
| C.3.2.3 Worker Safety and Health                                    | C-42        | X                        |                 | X        |          |      | X        | X        |
| C.3.2.4 Quality   | C-43        | X                        |                 | X        |          |      |          |          |
| C.3.2.5 Event Reporting and Investigation                           | C-43        | X                        |                 | X        | X        |      |          |          |
| <b>C.3.3 Security and Emergency Services</b>                        | <b>C-44</b> | <b>X</b>                 |                 |          |          |      | <b>X</b> | <b>X</b> |
| C.3.3.1 Safeguards and Security                                     | C-44        | X                        | X               | X        |          |      | X        | X        |
| C.3.3.2 Emergency Services  | C-51        | X                        | X               | X        |          | X    | X        | X        |
| <b>C.3.4 Interactions</b>   | <b>C-52</b> | <b>X</b>                 |                 |          |          |      |          |          |
| C.3.4.1 External Affairs  | C-53        | X                        | X               | X        |          |      |          |          |
| C.3.4.2 External Review and Support                                 | C-54        | X                        | X               | X        |          |      |          |          |
| <b>C.3.5 Interface Management</b>                                   | <b>C-55</b> | <b>X</b>                 | <b>X</b>        | <b>X</b> | <b>X</b> |      |          |          |

e) To establish our subcontracting goals and commitments, we considered the work to be performed. We then forecasted probable acquisition needs based on our integrated baseline schedule. WRPS chose goals to be equal to or better than DOE's FY07 small business contracting goals established by the Small Business Administration (SBA). Based on our team members' past small business performance at other DOE sites, the subcontracting goals were determined to be attainable. Our goals result in increased small business participation and award of meaningful work to small business entities, including small business entities located in the Tri-Cities area. WRPS considers the following in establishing our goals:

- Similarities of new project work to work performed and work subcontracted in recent years along with actual performance information for the past 5 years
- Planned participation of small businesses used in the past
- Planned participation of our team member protégé companies
- Team member existing supplier performance systems and corporate resources for identifying additional small businesses
- Federal Government Central Contractor Registration (CCR) Dynamic Small Business search database of small businesses in the greater Tri-Cities area
- State and regional SBA resources
- Regional minority purchasing councils' listings for SDB entities in the Tri-Cities area

- Veteran service organizations
- Trade associations for small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB entities
- Dun & Bradstreet procurement planning directory.

In addition, WRPS intends to conduct set-asides under the Small Business program, under the 8(a) Pilot Program, with HUBZone firms and with VOSB, SDVOSB under Section 308 of the Veteran Benefit Act of 2003, where feasible and appropriate, to facilitate participation by small businesses. The authority to award directly to qualified 8(a) firms on a non-competitive basis or with competition among 8(a) firms has been very successful, and WRPS will also use this approach.

- f) No indirect or overhead costs are used in establishing the dollar and percentage small business subcontracting goals.

2. The following individual will administer the subcontracting program:

Name: Daryl Miyasaki  
Address: Washington River Protection Solutions LLC  
723 The Parkway  
Richland, WA 99352  
Telephone: (216) 523-3464  
Fax: (509) 943-6991  
E-mail: Daryl.miyasaki@wgint.com

This individual's specific duties, as they relate to the firm's subcontracting program, are as follows:

General overall responsibility for review, monitoring and execution of the plan including but not limited to:

- a) Develop and implement company-wide policy initiatives that show our support for awarding subcontracts to small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB.
- b) Ensure the integrity of supplier information in the 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.
- c) Monitor procurement actions and routinely provide new small business and socioeconomic business sources.
- d) Review procurements to ensure they allow maximum possible participation of small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB.
- e) Review solicitations to remove statements or clauses that restrict or prohibit maximum participation by small businesses.
- f) Review evaluation documentation when proposals/bids from small businesses are not selected for award



- g) Use various sources for identifying small businesses including WRPS's parent companies, subsidiaries, and other affiliates to share information and best practices
  - h) Oversee establishment and maintenance of contract and subcontract award records
  - i) Maintain information for potential suppliers such as "A Guide for Small Businesses Doing Business with WRPS," which can be mailed or passed out and will be available on the WRPS website. The brochure is used to help potential new suppliers understand how they may be able to satisfy subcontracting needs
  - j) Monitor compliance of subcontractors responsible for subcontracting plan requirements under "flow down" provisions. Ensure those with subcontracting plans submit timely subcontracting reports through the electronic Subcontracting Reporting System (eSRS)
  - k) Prepare, input and submit timely subcontracting reporting through the eSRS
  - l) Ensure participation at small business workshops, seminars, procurement fairs, trade fairs and conferences
  - m) Ensure that small business concerns are made aware of subcontracting opportunities, and ensure that these concerns are provided training through workshops on how to prepare responsive bids
  - n) Ensure training of purchasing personnel regarding implementation of the small business subcontracting program
  - o) Ensure small businesses are aware of the credit card program and participation methods
  - p) Ensure training for credit card holders in order to provide subcontracting opportunities to small businesses through credit card purchases
  - q) Coordinate WRPS activities during compliance reviews by federal agencies such as the regional offices of the SBA, and use results for information regarding potential subcontractors
  - r) Participate in DOE's Mentor-Protégé Program
  - s) Participate in the Regional Minority Purchasing Council
  - t) Maintain supplier databases and manage WRPS's procurement and contract management systems
3. The following effort will be taken to assure that Small and Small Disadvantaged Business Concerns, Women-owned, HUBZones, Veteran-owned and Service-disabled Veteran-owned Small Business Concerns will have an equitable opportunity to compete for subcontracts:
- A. Outreach efforts to obtain sources
    - 1. Contacting minority and small business trade associations
    - 2. Contacting business development organizations
    - 3. Attending small and minority business procurement conferences and trade fairs
    - 4. Requesting sources from the SBA's CCR
    - 5. Utilizing newspapers and magazine ads to encourage new sources

6. Participating in other efforts or activities to expand the socioeconomic database for this contract
7. Utilizing book references, catalogs, source lists, or other reference material to identify small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB sources before the acquisitions are placed by the buying activities
8. Sponsoring, or in conjunction with a local small business organization co-sponsoring, a small business conference targeting local small and minority businesses every two years
9. Responding either verbally or in writing to each request received from firms that desire an opportunity to compete for purchase order/subcontract business
10. Maintaining computerized list of small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB within the procurement system supplier database
11. Posting written solicitations on WRPS's website to maximize exposure to small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB
12. Synopsizing procurements, when appropriate, in the Federal Business Opportunities (FedBizOpps) to locate additional qualified small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB for participation
13. Requiring each purchasing manager and buyer to participate in as least one small business event each year
14. Requiring key management personnel to seek leadership positions with local small business organizations
15. Contributing resources and actively participating in local small business and minority organizations

**B. Internal efforts to guide and encourage purchasing personnel**

1. Presenting workshops, seminars and training programs on requirements of this plan
2. Establishing, maintaining and using small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB source lists, guides and other data for soliciting subcontracts
3. Monitoring activities to evaluate compliance with the subcontracting plan
4. Purchasing management procedures will require that all requirements under \$10,000 be set aside for small business unless a single-source justification is approved by the buyer
5. The program administrator will review purchase requisitions over \$50,000 that fail to identify a potential small business. The administrator will add small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB as potential sources for buyer consideration and will consult with DOE's small business representatives when additional assistance is required
6. Including the clause: "Utilization of Small Business Concerns" on each purchase order/subcontract action \$100,000 and above placed in furtherance of the contract

7. Communicating lessons learned to develop the capabilities and quality of services provided by small business suppliers and subcontractors currently working at Hanford
8. Selecting and qualifying small business concerns to perform specific scopes of work
9. Implementing an ongoing in-reach program that provides small business access and exposure to key project planners and managers
10. Developing a comprehensive small business source list, that includes past performance, that is easily accessible and useful to acquisition personnel
11. Conducting internal workshops, seminars, and training programs to ensure that internal customers and acquisition personnel are acquainted with our policies and prime contract requirements

C. Outreach activities:

WRPS will identify and participate in outreach events and will keep a tally list by fiscal year including:

1. DOE Annual Small Business Conference
2. Regional shows sponsored by the SBA, Tri-Cities Business Partnership and other organizations

D. Utilization of external small business advocates to conduct the small business subcontracting program:

1. Work with the DOE small business program managers to share information
  2. Work with SBA representatives from the region
  3. Work with Small Business Development Centers and Minority Business Development Centers
  4. Work with Minority Supplier Development Councils
  5. Work with other small business organizations
4. WRPS agrees that the provisions under FAR 52.219-8 entitled "Utilization of Small Business Concerns" will be included in subcontracts which offer further subcontracting opportunities. Also, subcontractors (except Small Business) who receive subcontracts in excess of \$500,000 (\$1,000,000 for construction) will be required to adopt a subcontracting plan similar to the plan required by FAR 52.219-9 "Small Business Subcontracting Plan." (FAR 19.704(a)(4)).

Such plans will be reviewed by comparing them with the provisions of Public Law 95-507, and assuring that 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 small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB, 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 allow, periodic visits to subcontractors' facilities to review applicable records and subcontracting program progress. Our program administrator will be responsible for implementing and monitoring this aspect of the subcontracting plan.

5. WRPS agrees to (i) cooperate in any studies or surveys as may be required by DOE or other state or federal agencies; (ii) submit periodic reports so that the Government can determine the extent of compliance by WRPS with the subcontracting plan; (iii) submit Individual Subcontracting Reports and Summary Subcontracting Reports under the Electronic Subcontract Reporting System (eSRS) as required by Clause H-40 of the solicitation; and (iv) ensure that subcontractors agree to submit Individual Subcontracting Reports and Summary Subcontracting Reports at all tiers, in eSRS.
6. WRPS agrees that it will maintain at least the following types of records to document compliance with this subcontracting plan:
  - a) Small and Disadvantaged Business source lists, guides, and other data identifying Small Business Concerns and Small Disadvantaged Business Concerns, Women-owned Small Business Concerns, HUBZone Small Business Concerns, Veteran-owned & Service-disabled Veteran-owned Small Business Concerns.
  - b) Organizations contacted in an attempt to locate Small Business Concerns and Small Disadvantaged Business Concerns, Women-owned Small Business Concerns, HUBZone Small Business Concerns, Veteran-owned & Service-disabled Veteran-owned Small Business Concerns.
  - c) On a contract-by-contract basis, records on subcontract solicitations over \$100,000 indicating on each solicitation (1) whether Small Businesses (including Small Disadvantaged, Woman-owned, Veteran-owned, Service-disabled Veteran-owned & HUBZone) were solicited, and if not, why not; and (2) reasons for failure of solicited Small Business Concern to receive the subcontract award, if applicable.
  - d) Records to support other outreach efforts: Contacts with Minority and Small Business Trade Associations; contacts with business development organizations; contacts with Veterans service organizations; and attendance at Small and Minority Business procurement conferences and trade fairs.
  - e) Records to support internal activities to guide and encourage buyers through workshops, seminars, training programs, etc., and monitoring performance to evaluate compliance with the program's requirements.
  - f) On a contract-by-contract basis, records to support award data submitted to the Government to include name, address, and business size of each subcontractor.
  - g) Records to be maintained in addition to the above are as follows:

WRPS's procurement and contract management database system.
7. In order to effectively implement this plan to the extent consistent with efficient contract performance, WRPS will perform the following functions which are consistent with its procurement and contract management system:
  - a) Assist Small Business Concerns, Small Disadvantaged Business Concerns, Women-owned Small Business Concerns, HUBZone Small Business Concerns, Veteran-owned & Service-disabled Veteran-owned Small Business Concerns by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns. Where the list of Small Business Concerns and Small Disadvantaged Business Concerns, Women-owned Small Business Concerns,



HUBZone Small Business Concerns, Veteran-owned and Service-disabled Veteran-owned Small Business Concerns are excessively long, reasonable effort will be made to give all such small business concerns an opportunity to compete over a period of time.

- b) Provide adequate and timely consideration of the potentialities of Small Business Concerns, Small Disadvantaged Business Concerns, Women-owned Small Business Concerns, HUBZone Small Business Concerns, Veteran-owned and Service-disabled Veteran-owned Small Business Concerns in “make-or-buy” decisions.
- c) Counsel and discuss subcontracting opportunities with representatives of Small Business Concerns, Small Disadvantaged Business Concerns, Women-owned Small Business Concerns, HUBZone Small Business Concerns, Veteran-owned and Service-disabled Veteran-owned Small Business Concerns.
- d) Confirm that a subcontractor representing itself as a HUBZone Small Business Concern is identified as a certified HUBZone Small Business Concern by accessing the Central Contractor Registration (CCR) database or by contacting SBA.
- e) Provide notice to subcontractors concerning penalties and remedies for misrepresentations of business status as Small Business Concerns, Small Disadvantaged Business Concerns, Women-owned Small Business Concerns, HUBZone Small Business Concerns, Veteran-owned and Service-disabled Veteran-owned Small Business Concerns for the purpose of obtaining a subcontract that is to be included as part of or all of a goal contained in the subcontracting plan.

## 8. Mentor-Protégé Program

WRPS is committed to the meaningful participation of small businesses on this contract. We are very supportive of DOE’s and the Small Business Administration’s (SBA) mentor-protégé programs. Therefore, central to our approach to achieving our small business subcontractor targets, we will actively involve the protégés of our parent companies. All of these protégés are listed below along with their mentors.

- Terranear PMC, LLC (SBA MPA with ES; DOE MPA with WGI)
- Los Alamos Technical Associates (DOE MPA with ES)
- E2, Inc. (DOE MPA with WGI)
- PAI (DOE MPA with WGI)
- MH Chew & Associates (DOE MPA with WGI)

### **WRPS LLC Protégés**

Within the first 90 days following contract award, WRPS plans on entering into DOE-sponsored mentor-protégé agreements with three businesses as discussed below.

The first, Columbia Energy & Environment, LLC (CEES) is a woman-owned small business headquartered in Kennewick, WA. CEES has 50 personnel currently supporting the current tank farm contractor on a variety of engineering and field projects. CEES also worked with EnergySolutions in the development and engineering testing of a portable thin field evaporator system that is discussed in our technical proposal. We have included a copy of the mentor-protégé agreement that we have executed with CEES as evidence of commitment, knowledge and support of the DOE Mentor-Protégé application process. We will submit this agreement to DOE OSDBU for review and approval after award.

The second WRPS protégé will be Total Site Services, Inc. (TSS), a Tri-Cities and SBA-certified 8(a) small business. TSS is a field oriented company specializing in construction and O&M services. TSS will support WRPS in developing and implementing an innovative labor-brokering concept that will result in a more efficient use of labor on the Hanford site. TSS has received a letter of support from HAMTC regarding this concept for TOC, and is exclusive to WRPS for the TOC proposal. We have included this letter from HAMTC in our proposal as evidence of our early engagement with labor and recognition of their important role in making the TOC a success.

The third WRPS protégé will be Nitrocision, LLC, a woman-owned small business specializing in the use of cryogenic gases as a cleaning method in various industrial applications. After award, we will work with Nitrocision in evaluating the application of their technology as a dry retrieval technique. This could be especially valuable for SST retrievals and in pulverizing hard heels in tanks.

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|-----------------------|------------------------------------|
| Signed:               | Signature on File                  |
| Typed Name and Title: | William J. Johnson Project Manager |
| Date:                 | September 24, 2007                 |
| Plan Accepted by:     | Signature on File                  |
| Date:                 | 5/29/08                            |