

SECTION J

APPENDIX C

**SMALL BUSINESS, VETERAN-OWNED SMALL BUSINESS, SERVICE
DISABLED VETERAN-OWNED SMALL BUSINESS, HUB-ZONE SMALL
BUSINESS, SMALL DISADVANTAGED BUSINESS, AND WOMAN-OWNED
SMALL BUSINESS SUBCONTRACTING PLAN**

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SMALL BUSINESS, VETERAN-OWNED SMALL BUSINESS, SERVICE DISABLED VETERAN-OWNED SMALL BUSINESS, HUB-ZONE SMALL BUSINESS, SMALL DISADVANTAGED BUSINESS, AND WOMAN-OWNED SMALL BUSINESS SUBCONTRACTING PLAN

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).

This USA Repository Services LLC (USA-RS) Small Business (SB) Subcontracting Plan promotes, develops, and implements aggressive subcontracting with SB Concerns, 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). 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 YMP. This plan has been integrated into our Yucca Mountain Project (YMP) baseline and incorporates key accountability measures to ensure the Plan is implemented and regularly monitored at a senior management level by Doug Cooper, the YMP General Manager. The member companies of USA-RS have had extensive experience in working with SBs on major DOE projects similar in size, scope, and complexity to the YMP. 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.

One of our management principles, and a key element in our strategy for safe and compliant delivery of the Statement of Work (SOW), is the integration of SB performance into the YMP baseline. We identified a large share of meaningful, varied, and complex SB performance of YMP work into the baseline, thereby enhancing YMP execution and facilitating SB development. Our SB subcontracting approach is integrated with the local/regional/national 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 YMP 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 manager's sub-Criterion level and supported by our estimating process. Each line manager's SB performance metrics are tracked monthly and reported to the General Manager.

USA-RS will maximize opportunities for qualified SBs to compete for and furnish materials and services required for the execution of the YMP 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. USA-RS has already pre-qualified numerous SBs for specific SOW scope areas, as summarized in Item 2.H in our small business plan.

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 practical, USA-RS will “unbundle” proposed acquisitions of supplies and services into reasonably-sized lots, thereby permitting additional SB opportunities, where appropriate.



Small Business, Veteran-owned Small Business, Service Disabled Veteran-owned Small Business, HUBZone Small Business, Small Disadvantaged Business, and Woman-owned Small Business Subcontracting Plan

Date: July 24, 2008

Contractor: USA Repository Services LLC

Address: 106 Newberry Street, NW, Aiken, SC 29801

Solicitation Number: DE-RP28-08RW11003

Item/Service: Management and Operations Contractor Support of the Yucca Mountain Project

Total Amount of Contract (Including Options) per RFP, Section B.3(c): \$2,568,954,000

Period of Contract Performance: Base Contract Period 4/1/09 – 3/31/14
 Option Year Periods: 4/1/14 – 3/31/19

1. Type of Plan (check one)

Individual Contract Plan - Individual Contract Plan means a subcontracting plan that covers the entire contract period (including option periods), applies to a specific contract, and has goals that are based on the offeror's planned subcontracting in support of the specific contract, except that indirect costs incurred for common or joint purposes may be allocated on a prorated basis to the contract.

Master Plan - Master Plan means a subcontracting plan that contains all of the required elements of an individual contract plan, except goals, and may be incorporated into individual contract plans, provided the master plan has been approved.

Commercial Plan - Commercial Plan means a subcontracting plan (including goals) that covers the offeror's fiscal year and that applies to the entire production of commercial items sold by either the entire company or a portion thereof (e.g., division, plant, or product line). The contractor must provide a copy of the approved plan. **NOTE: A commercial plan is the preferred type of subcontracting plan for contractors furnishing commercial items.**

2. Goals

State separate dollar and percentage goals for small business, veteran-owned small business, service-disabled/veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns, as subcontractors, for each year of the contract, as specified in FAR 19.704.

A. Total estimated dollar value of all planned subcontracting, i.e., with all types of concerns under this contract, is \$513,790,000.

B. Total estimated dollar value and percent of planned subcontracting with small businesses (includes small business, veteran-owned small business, service-disabled/veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns): (% of "A"):
\$308,274,480 and %60

C. Total estimated dollar value and percent of planned subcontracting with service-disabled/veteran-owned small businesses (% of "A"):
\$15,413,724 and %3

D. Total estimated dollar value and percent of planned subcontracting with HUBZone small businesses (% of "A"):
\$15,413,724 and %3

E. Total estimated dollar value and percent of planned subcontracting with small disadvantaged business (% of "A"):
\$25,689,540 and %5

F. Total estimated dollar value and percent of planned subcontracting with women-owned small business (% of "A"):
\$25,689,540 and %5

G. Total estimated dollar value and percent of planned subcontracting with **LARGE BUSINESS** (% of "A")

\$205,516,000 and %40

- H. Provide a description of the principal types of supplies and services to be subcontracted under this contract, and an indication of the types planned for subcontracting to (i.e., small business (SB), veteran/owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), women-owned small business (WOSB), and large business (LB)).

Subcontracted Supplies and Services									
Contract Line Items	L- Section	Small Business (General)	Mentor Protégés	SDB	WOSB	HZSB	VOSB	SDVOB	Large Business (LB)
3.0 Management Work Scope	1								
3.1 General	1.a, 1.b								
3.2 Transition Activities	1.f	✓		✓			✓		✓
3.3 Management	1	✓	✓						
3.4 Project Management Planning	1.a, 1.b								
3.5 Project Control System	1.d	✓	✓	✓	✓				
3.6 Project Control Schedule and Baseline Management	1.d	✓		✓		✓			
3.7 Project Management Execution	1.a								
3.8 Management and Update of CD Documentation	1.d	✓	✓		✓	✓		✓	
3.9 Configuration Management	1.e	✓	✓		✓				✓
3.10 Business and Mission Support Activities	1.c	✓							✓
3.10.2 Procurement and Subcontracting	1.c								
3.10.3 Financial Management	1.d								
3.10.4 Human Resources	1.d								
3.10.5 Quality Assurance	1.d	✓							
3.10.6 Safeguards and Security	1.d	✓			✓				✓
3.10.7 Performance Assurance	1.d	✓							
3.10.8 Corrective Action Program	1.d	✓	✓			✓	✓	✓	
3.10.9 ES&H	1.d	✓	✓	✓	✓	✓		✓	
3.10.10 Compliance Reporting	1.d	✓	✓			✓	✓	✓	
3.10.11 Employee Concerns Program	1.d								
3.10.12 Differing Professional Opinion	1.d	✓	✓		✓				✓
3.10.13 Safety Conscious Work Environment	1.d								
3.10.14 Business – Related Legal	1.d								
3.10.15 Public Information, Community Coordination/Support	1.d	✓	✓		✓				✓
3.10.16 Other Administrative Services	1.d	✓	✓		✓				
4.0 License Defense and LA Update	2								
4.3 License Defense	2.a								
4.3.1 General Support	2.b	✓	✓	✓	✓				✓
4.4 LA Update and Amendment	2.b	✓			✓				✓
4.4.1 SAR Revisions	2.b	✓	✓	✓	✓				✓
4.4.2 NRC RAIs	2.a	✓	✓	✓	✓				✓
4.4.3 LA Updates	2.a	✓	✓	✓	✓				✓
4.4.4 Management Plan	2.a								
4.4.5 Licensing Proceedings	2.a	✓	✓	✓	✓				✓
4.4.6 OCRWM Support	2.b	✓	✓	✓	✓				✓
4.4.7 LA Update Preparation	2.b	✓	✓	✓	✓				

Subcontracted Supplies and Services									
Contract Line Items	L- Section	Small Business (General)	Mentor Protégés	SDB	WOSB	HZSB	VOSB	SDVOSB	Large Business (LB)
4.4.8 LA Production	2.b	✓	✓	✓	✓				
4.4.9 Regulatory Filing and Distribution	2.b	✓	✓	✓	✓				
4.5 License Application Plans and Committed Information	2.b								
4.5.1 Physical Protection Plan	2.b	✓						✓	✓
4.5.2 Material Control and Accounting Plan	2.b	✓						✓	
4.5.3 License Specifications	2.b	✓	✓	✓	✓				✓
4.5.4 Emergency Preparedness Plan	2.b	✓	✓	✓					✓
4.5.5 Operational Radiation Protection Program	2.b	✓	✓	✓			✓	✓	
4.5.6 Start-up and Testing Program	2.b	✓	✓	✓					✓
4.6 License Application Configuration Control	2	✓	✓	✓	✓				✓
4.6.1 Screening	2	✓	✓	✓	✓				
4.6.2 Formal Review Process	2	✓	✓	✓	✓	✓			
4.6.3 Reporting	2	✓	✓	✓	✓	✓			
4.7 Miscellaneous Licensing Support	2	✓	✓	✓	✓	✓			
4.7.1 Technical Input for Open Items	2	✓	✓	✓	✓				
4.7.2 Provide Materials	2	✓	✓	✓	✓	✓			
4.7.3 Licensing Support Office in Bethesda, Maryland	2	✓	✓	✓	✓	✓			
4.7.4 Technical and Legal Support during Adjudicatory Process	2	✓	✓	✓	✓				✓
5.0 Repository Design	3, 3.a								
5.1 Initial Operating Capability Design	3.a								
5.2.1.A Canister Receipt and Closure Facility	3.a								
5.2.1.B Wet Handling Facility	3.a								
5.2.1.C Initial handling Facility	3.a								
5.2.1.D Aging Pad	3.a	✓	✓						
5.2.1.E Waste package and Emplacement Pallet	3.a								
5.2.1.F Low-Level Waste Facility	3.a	✓	✓	✓		✓	✓	✓	
5.2.1.G Heavy Equipment Maintenance Facility	3.a	✓	✓	✓		✓	✓	✓	
5.2.1.H Cask Receipt Security Station	3.a	✓							✓
5.2.1.I Warehouse and Non-nuclear Receipt Facility	3.a	✓	✓	✓		✓	✓	✓	
5.2.1.J Central Control Center Facility	3.a								✓
5.2.1.K Emergency Diesel Generator Facility	3.a	✓	✓	✓		✓	✓	✓	
5.2.1 Standby Diesel Generator Facility	3.a	✓	✓	✓		✓	✓	✓	
5.2.1.M Utilities Facility	3.a	✓	✓	✓					
5.2.1.N Subsurface Emplacement Area Panel 1	3.a								
5.2.1.O Performance Confirmation Program Underground Seepage Alcoves	3.a								
5.2.1.P Performance Confirmation Program underground Observation Drift and Alcove	3.b								
5.2.2 Support Utilities	3.b	✓	✓	✓		✓	✓	✓	
5.2.2.A Potable and Raw Water Systems	3.b	✓	✓	✓		✓	✓	✓	
5.2.2.B Sanitary Waste Collection System	3.b	✓	✓	✓		✓	✓	✓	
5.2.2.C Electrical Power Distribution System	3.b	✓	✓	✓		✓	✓	✓	✓
5.2.2.D Fire-Water System	3.b	✓	✓	✓		✓	✓	✓	✓
5.2.2.E Storm Water Collection System	3.b	✓	✓	✓		✓	✓	✓	
5.2.2.F Site Roads	3.b	✓	✓	✓		✓	✓	✓	

Subcontracted Supplies and Services									
Contract Line Items	L- Section	Small Business (General)	Mentor Protégés	SDB	WOSB	HZSB	VOSB	SDVOSB	Large Business (LB)
5.2.2.G Site Access Roads	3.b								
5.2.2.H Truck and Rail Staging Yards	3.b	✓	✓	✓					
5.2.3 IOC Balance of Plant	3.b								
5.2.3.A Administration Facility	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.B Fire, Rescue, and Medical Facility	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.C Administration Security Stations	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.D Warehouse and Central Receiving Facility	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.E Vehicle Maintenance and Motor Pool Facility	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.F Diesel Fuel Oil Storage	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.G Materials Storage Yard	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.H Craft Maintenance Facility	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.I Equipment and yard Storage	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.J Data Collection Facility	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.K Calibration, Maintenance and Repair Facility	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.L Perimeter Intruder Detection and Security System	3.b								
5.2.3.M Monitoring Sites	3.b	✓	✓	✓		✓	✓	✓	
5.2.3.N Other Site Facilities and Features	3.b	✓	✓	✓		✓	✓	✓	
5.2.4 Additional Facilities – OCRWM Direction	3.b								
5.2.4.A Gate 510 Security Station	3.b								
5.2.4.B Visitor Center	3.b								
5.2.4.C Training Center	3.b								
5.2.4 D Sample Management Facility	3.b								
5.3 Full Operating Capability Design	3.b								
5.3.1 CRCF-2	3.b								
5.3.2 CRCF-3	3.b								
5.3.3 Receipt Facility	3.b								
5.3.4 North perimeter Security Station	3.b								
5.3.5 Aging Pad	3.b	✓	✓						
5.3.6 Underground Emplacement Panel 2	3.b								
5.3.7 Underground Emplacement Panel 3	3.b								
5.3.8 Underground Emplacement Panel 4	3.b								
5.4 Design Detail and Products	3.b					✓			
5.4.1 Preliminary Design	3.b								
5.4.2 Detailed Design	3.b								
5.4.3 Interface with Nevada Rail Line	3.b								
5.4.4 Interface with TAD Canister Design	3.b								
5.4.5 Interface with Transportation Cask Design	3.b	✓	✓	✓	✓	✓	✓	✓	
5.4.6 Interface OCRWM Direct Contracts	3.b	✓	✓	✓	✓	✓	✓	✓	
5.4.7 Constructability	3.b	✓	✓	✓	✓	✓	✓	✓	✓
5.4.8 Operability	3.b	✓	✓	✓	✓	✓	✓	✓	✓
5.4.9 Integrated Logistics – Maintainability	3.b	✓	✓	✓	✓	✓	✓	✓	
5.4.10 LEED Certification	3.b	✓	✓	✓					
5.4.11 Submittal to Projects Record Center	3.b	✓	✓	✓	✓	✓	✓	✓	
5.5 Construction Performance Specifications/Bid Docs	3.b	✓	✓			✓	✓	✓	
5.5.1 CRCF-1	3.b								

Subcontracted Supplies and Services										
Contract Line Items	L- Section	Small Business (General)	Mentor Protégés	SDB	WOSB	HZSB	VOSB	SDVOSB	Large Business (LB)	
5.5.2 WHF	3.b									
5.5.3 IHF	3.b									
5.5.4 Aging Pad (17P and 17R)	3.b									
5.5.5 IOC and FOC Support Facilities	3.b									
5.5.6 RF	3.b									
5.5.7 CRCF-2	3.b									
5.5.8 CRCF-3	3.b									
5.5.9 IOC and FOC Balance of Plant Facilities	3.b	✓	✓			✓	✓	✓		
5.5.10 Subsurface Panel 1, Panel 2, Intake and Exhaust Shafts, and Performance Confirmation Drift, Plus Support Systems and Structures	3.b								✓	
5.5.11 18-Foot Diameter TBM	3.b								✓	
5.5.12 Second 18-Foot Diameter TBM	3.b								✓	
5.5.13 25-Foot Diameter TBM	3.b								✓	
5.6 Construction Final Design/Release for Construction	3.b									
5.7 Systems Engineering and Integration	3.b									
6.0 Preclosure Safety Analysis	3.c	✓	✓	✓	✓					
6.1 General	3.c	✓	✓	✓	✓					
6.2 Preclosure Safety Analysis Process	3.c	✓	✓	✓	✓					
6.3 Event Sequence Identification	3.c	✓	✓	✓	✓					
6.4 Categorization of Event Sequences	3.c	✓	✓	✓	✓					
6.5 Dose Consequences for Credible Event Sequences	3.c	✓	✓	✓	✓					
6.6 Identification of ITS SSCs	3.c	✓	✓	✓	✓					
6.7 Definition of Important to Safety	3.c	✓	✓	✓	✓					
6.8 Classification of ITS SSCs	3.c	✓	✓	✓	✓					
6.9 Development of Nuclear Safety Design Basis	3.c	✓	✓	✓	✓					
6.10 Design Safety Basis for ITS SSCs	3.c	✓	✓	✓	✓					
6.11 License Specification Development for ITS SSCS	3.c	✓	✓	✓	✓					
6.12 Preclosure Safety Analysis Methodology	3.c	✓	✓	✓	✓					
6.12.1 Repository Facilities (Structures)	3.c	✓	✓	✓	✓					
6.12.2 Repository Systems	3.c	✓	✓	✓	✓					
7.0 Long-Lead/Specialized Equipment Procurements and Prototypes	3.d	✓	✓	✓		✓	✓	✓	✓	
7.1 Waste Package Fabrication and Prototypes	3.d	✓							✓	
7.2 Waste Package Emplacement Pallet Fabrication and Prototypes	3.d	✓	✓	✓		✓	✓	✓		
7.3 Waste Package Closure Systems	3.d								✓	
7.4 Transport and Emplacement Vehicle	3.d	✓							✓	
7.5 Site Transporter	3.d	✓							✓	
7.6 Waste package Transfer Trolley	3.d	✓								
7.7 Cask Transfer Trolley	3.d	✓								
7.8 Canister Transfer Machine	3.d	✓								
7.9 Spent Fuel Transfer Machine	3.d								✓	
7.10 DPC and TAD Aging Overpacks	3.d	✓	✓	✓						
7.11 Horizontal Aging Modules	3.d	✓							✓	
7.12 Shielded Transfer Cask	3.d	✓							✓	

Subcontracted Supplies and Services									
Contract Line Items	L- Section	Small Business (General)	Mentor Protégés	SDB	WOSB	HZSB	VOSB	SDVOSB	Large Business (LB)
7.13 Cask Tractor and Transfer Trailer	3.d	✓	✓	✓					
7.14 Transport, Aging and Disposal Containers	3.d	✓							✓
7.15 Other Equipment and Materials	3.d	✓	✓	✓		✓	✓	✓	
8.0 Site Maintenance and Pre-Construction Activities	4								
8.1 General	4	✓	✓	✓	✓	✓	✓	✓	
8.2 Current Site Operations	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3 Site Operations Requirements	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.1 ESF Operations	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.2 Implement Site Access	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.3 Routine, Preventative, and Reactive Maintenance Repair to ESF SSCs	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.4 Design and Install System Upgrades to Existing ESF and Site	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.5 Voice, Video, and Radio Communication Systems	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.6 Maintain Configuration Control for ESF Temporary As-Constructed Systems	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.7 Utilize Work Control and Authorization System	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.8 Manage and Control Real and Personal Property	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.9 Maintain Master Equipment List	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.10 Provide Janitorial, Waste Management, and Disposal Services	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.11 Coordinate Provision of Services by NNSA's NTS and Respective Contractor	4.a	✓	✓	✓	✓	✓	✓	✓	
8.3.12 Manage, Coordinate and Implement Incident, Occurrence and other DOE-Required Reporting Systems	4.a								
8.3.13 Develop and Implement a Turnover Process that will Support Turnover of ESF to OCRWM Construction Contractor	4.a								
8.3.14 Develop and Implement Training Programs as Required by Field Activities	4.a	✓		✓					
8.3.15 Manage, Track, and Maintain the Light and Heavy-Duty Vehicle Fleet	4.a	✓	✓	✓	✓				
8.3.16 Manage, Track, and Maintain, and Appropriately Store and Dispose Regulated and Hazardous Materials	4.a	✓	✓	✓	✓				
8.3.17 Maintain ES&H and Quality Programs Supporting OCRWM Field Activities	4.a	✓	✓	✓	✓				
8.3.18 Support Lead Laboratory and Design Field Testing and Data Collection Activities	4.a	✓	✓	✓	✓				✓
8.3.19 Support Public Outreach Tours	4.a	✓							
8.3.20 Oversee and Management M&O Site Personnel, including Craft labor	4.a								
9.0 Construction Mobilization	4.b								
9.1 General	4.b	✓	✓	✓	✓	✓	✓	✓	
9.2 Construction Mobilization Activities	4.b								
9.2.1 Requirements of M&O Construction	4.b								

Subcontracted Supplies and Services									
Contract Line Items	L- Section	Small Business (General)	Mentor Protégés	SDB	WOSB	HZSB	VOSB	SDVOSB	Large Business (LB)
9.2.2 Requirements for Construction Mobilization Strategy	4.b								
9.3 M&O Developed Facilities and Features	4.b								
9.3.1 Lower Muck Yard	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.2 Roads	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.3 Power	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.4 Water	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.5 Communications	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.6 Concrete Batch Plant Facility	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.7 Aggregate Sources	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.8 Material Receipt and Laydown Yards	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.9 Explosives Control Area	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.10 Waste and Hazardous Material Management and Sanitary Sewer Systems	4.b	✓	✓	✓	✓	✓	✓	✓	
9.3.11 Security Fencing	4.b	✓	✓	✓	✓	✓	✓	✓	
9.4 OCRWM Developed Facilities and Features	4.b	✓	✓	✓	✓	✓	✓	✓	
9.4.1 Offsite Prime Power	4.b								
9.4.2 Site Access Road	4.b								
9.4.3 Crest Road	4.b								
9.4.5 Gate 510	4.b	✓							
10.0 Construction Management Support	4.c								
10.1 General	4.c	✓	✓	✓	✓	✓	✓	✓	
10.2 Site Construction Management	4.c								
10.3 Performance Confirmation Program Support	4.c								
10.4 Construction Oversight Plan	4.c								
10.5 Construction Inspection Services	4.c	✓	✓	✓	✓	✓	✓	✓	
10.6 Consolidated Construction Status Report	4.c								
10.7 Other Construction Reports	4.c								
10.8 Construction Review Participation	4.c	✓	✓	✓	✓	✓	✓	✓	
10.9 Labor Relations Support	4.c	✓	✓	✓	✓	✓	✓	✓	
11.0 Construction Support Operations	4.c								
11.1 General	4.c	✓	✓	✓	✓	✓	✓	✓	
11.2 Support Services	4.c	✓	✓	✓	✓	✓	✓	✓	
11.3 Fleet maintenance Capability	4.c	✓	✓	✓	✓	✓	✓	✓	
11.4 Construction Material Services	4.c	✓	✓	✓	✓	✓	✓	✓	
11.4.1 Batch Plant Facility Operation	4.c	✓	✓	✓	✓	✓	✓	✓	
11.4.2 Aggregate Sources	4.c	✓	✓	✓	✓	✓	✓	✓	
12.0 Repository Operations	4.c								
12.1 Support OCRWM and OCRWM Repository Operations Contractor in Development of CD-4 Documentation	4.c	✓	✓	✓		✓	✓	✓	
12.2 Prepare Initial Set of Operational Procedures for All Facilities within Scope of Contract	4.c	✓	✓	✓		✓	✓	✓	
12.3 Perform Overall Cold Startup and Isolated Throughput Testing of Each Facility	4.c	✓	✓	✓		✓	✓	✓	
13.0 Offsite Support Facilities and Operations	4.c								
13.1 General	4.c								

Subcontracted Supplies and Services									
Contract Line Items	L- Section	Small Business (General)	Mentor Protégés	SDB	WOSB	HZSB	VOSB	SDVOSB	Large Business (LB)
13.2 Offsite support Facility Strategy Development	4.c	✓	✓	✓					
13.2.1 Identification of Options for Offsite Housing for Construction of the Repository	4.c	✓	✓		✓				
13.2.2 Identify and Coordinate Location of Offsite Material Staging Yards to Support Construction	4.c	✓	✓	✓		✓	✓	✓	
13.2.3 Develop Strategies and Coordinate with OCRWM and Nye County for Other Offsite Facilities	4.c	✓							
14.0 Other Offsite Work Locations	4.c	✓	✓		✓				
15.0 OCRWM Headquarters Support	4.c								✓
15.1 Provide Support in Budget Development and Presentation	4.c	✓	✓		✓				✓
15.2 Support for Response to Congressional and OCRWM Requests	4.c	✓	✓		✓				✓
15.3 Support policy Development	4.c	✓	✓		✓				✓
15.4 Support in Communications with Participants in the Nuclear Waste Generation Through Disposal Process	4.c	✓	✓		✓				✓
15.5 Support in the Analysis of Policy Issues	4.c	✓	✓		✓				✓
15.6 Support in Licensing Strategy Development	4.c	✓	✓		✓				
15.7 Support in Maintenance of TSLCC Estimate	4.c	✓							
15.8 Support in Processing and Verification of Utility Fee Payment Data and Develop Quarterly Revenue Projections	4.c								
15.9 Support for TAD Development	4.c	✓							✓
15.10 Support for Waste Acceptance Functions	4.c								
16.0 Transportation Program Support	4.c	✓							✓
16.1 Nevada Rail Line Project	4.c	✓		✓					✓
16.1.1 Develop Design and Perform all Route Characterization Activities	4.c	✓		✓					
16.1.2 Perform CM Support Services	4.c	✓		✓					✓
16.2 National Transportation project	4.c	✓		✓					
16.2.1 Cask Fleet	4.c	✓		✓					✓
16.2.2 Rolling Stock and Rail Equipment Fleet	4.c	✓		✓					✓

- I. A description of the method used to develop the subcontracting goals for small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), women-owned small business (WOSB), and large business (LB) concerns (i.e., explain the method and state the quantitative basis (in dollars) used to establish the percentage goals, in addition, how the areas to be subcontracted to small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small

business (HUB), small disadvantaged business (SDB), women-owned small business (WOSB), and large business (LB) concerns were determined --include any source lists used in the determination process). 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 Las Vegas area
- State and regional SBA resources
- Regional minority purchasing councils' listings for SDB entities in the Las Vegas area
- Veteran service organizations
- Trade associations for small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB entities
- Dun & Bradstreet procurement planning directory.

In addition, USA-RS 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 USA-RS will also use this approach.

J. Indirect costs have been have not been included in establishing the dollar and percentage subcontracting goals stated above. (check one)

K. NA

3. Program Administrator

Name, title, position within the corporate structure, and duties and responsibilities of the employee who will administer the contractor's subcontracting program.

Name: Tony Fountain

Title/Position: Senior Vice President, Operations

Address: 2131 S. Centennial Ave, Aiken, SC 29803

Telephone: 803-502-9910

Duties: Has general overall responsibility for the contractor's subcontracting program, i.e., developing, preparing, and executing subcontracting plans and monitoring performance relative to the requirements of this particular plan. These duties include, but are not limited to, the following activities:

- A. Developing and promoting company-wide policy initiatives that demonstrate the company's support for awarding contracts and subcontracts to small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) concerns are included on the services they are capable of providing;
- B. Developing and maintaining bidder's lists of small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) concerns from all possible sources;
- C. Ensuring periodic rotation of potential subcontractors on bidder's lists;
- D. Ensuring that procurement "packages" are designed to permit the maximum possible participation of small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) concerns within State Purchasing laws and regulations;
- E. Make arrangements for the utilization of various sources for the identification of small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB), concerns such as ccr.gov Dynamic Small Business Search system, the National Minority Purchasing Council Vendor Information Service, the Office of Minority Business Data Center in the Department of Commerce, Women Business Enterprise Council Vendor Information Service, and the facilities of local small business, small disadvantaged business (minority), women associations, and contact with Federal agencies' Small Business Program Managers;
- F. Overseeing the establishment and maintenance of contract and subcontract award records;
- G. Attending or arranging for the attendance of company counselors at Small Business Opportunity Workshops, Minority and Women Business Enterprise Seminars, Trade Fairs, Procurements Conferences, etc;
- H. Ensure small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) concerns are made aware of subcontracting opportunities and how to prepare responsive bids to the company;
- I. Conducting or arranging for the conduct of training for purchasing personnel regarding the intent and impact of Public Law 95-507 on purchasing procedures;

- J. Monitoring the company's performance and making any adjustments necessary to achieve the subcontract plan goals;
 - K. Preparing, and submitting timely, required subcontract reports;
 - L. Coordinating the company's activities during the conduct of compliance reviews by Federal agencies;
 - M. Reviewing solicitations to remove statements, clauses, etc., which may tend to restrict or prohibit small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) concerns participation, where possible.
 - N. Ensuring that the bid proposal review board documents its reasons for not selecting low bids submitted by small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) concerns.
 - O. Ensuring the establishment and maintenance of records of solicitations and subcontract award activity.
 - P. Ensuring that historically Black colleges and universities and minority institutions shall be afforded maximum practicable opportunity (if applicable).
 - Q. Other duties - NA
4. Equitable Opportunity
- The contractor agrees to ensure that small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) concerns will have an equitable opportunity to compete for subcontracts. The various efforts include, but are not limited to, the following activities:
- A. Outreach efforts to obtain sources:
 - (i) Contacting small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) trade associations (to the extent known, identify specific small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) trade associations).
 - (ii) Contacting small business development organizations (to the extent known, identify specific small business development organizations).
 - (iii) Attending small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) procurement conferences and

- trade fairs (to the extent known, identify specific procurement conferences and trade fairs and dates).
- (iv) Potential sources will be requested from SBA's ccr.gov Dynamic Small Business Search system and other electronic medium.
 - (v) Utilizing newspaper and magazine ads to encourage new sources.
- B. Internal efforts to guide and encourage purchasing personnel:
- (i) Presenting workshops, seminars, and training programs;
 - (ii) Establishing, maintaining, and using small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) source lists, guides, and other data for soliciting subcontracts; and
 - (iii) Monitoring activities to evaluate compliance with the subcontracting plan.
- C. Additional efforts:
- Requesting sources from the SBA's ccr.gov Dynamic Small Business Search system and other electronic medium
 - Participating in other efforts or activities to expand the socioeconomic database for this contract
 - 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
 - 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
 - Responding either verbally or in writing to each request received from firms that desire an opportunity to compete for purchase order/subcontract business
 - Maintaining computerized list of small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB within the procurement system supplier database
 - Posting written solicitations on USA-RS's website to maximize exposure to small business, SDB, WOSB, VOSB, SDVOSB and HUBZone SB
 - 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
 - Requiring each purchasing manager and buyer to participate in as least one small business event each year

- Requiring key management personnel to seek leadership positions with local small business organizations
- Contributing resources and actively participating in local small business and minority organizations.
- 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
- 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
- Including the clause: "Utilization of Small Business Concerns" on each purchase order/subcontract action \$100,000 and above placed in furtherance of the contract
- Communicating lessons learned to develop the capabilities and quality of services provided by small business suppliers and subcontractors currently working at Hanford
- Selecting and qualifying small business concerns to perform specific scopes of work
- Implementing an ongoing in-reach program that provides small business access and exposure to key project planners and managers
- Developing a comprehensive small business source list, that includes past performance that is easily accessible and useful to acquisition personnel
- Conducting internal workshops, seminars, and training programs to ensure that internal customers and acquisition personnel are acquainted with our policies and prime contract requirements.
- USA-RS will identify and participate in outreach events and will keep a tally list by fiscal year including:
 - DOE Annual Small Business Conference
 - Regional shows sponsored by the SBA, Las Vegas Business Partnership and other organizations.

5. Flow-Down clause

The contractor agrees to include the provisions under FAR 52.219-8, "Utilization of Small Business Concerns, in all subcontracts that offer further subcontracting opportunities. The contractor will also require all subcontractors, except small business concerns, that receive subcontracts in excess of \$500,000 (\$1,000,000 for construction) to adopt a plan that complies with the requirements of the clause at FAR 52.219-9, "Small Business Subcontracting Plan." (See FAR 19.708 (b)).

Such plans will be reviewed by comparing them with the provisions of Public Law 95-507, and assuring 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 small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) 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.

6. Reporting and Cooperation

USA-RS agrees to (1) cooperate in any studies or surveys as may be required by DOE or other state or federal agencies; (2) submit periodic reports such as utilization reports, which show compliance with the subcontracting plan; (3) submission of Standard Form (SF) 294, "Subcontracting Report for Individual Contracts," and SF-295, "Summary Subcontract Report," in accordance with the instructions on the forms; and (4) ensuring that large business subcontractors with subcontracting plans agree to submit Standard Forms 294, 295, and if applicable, OF-312.

<u>Reporting Period</u>	<u>Report Due</u>	<u>Due Date</u>
Oct 1 – Mar 31	SF-294	04/30
Apr 1 – Sep 30	SF-294	10/30
Oct 1 – Sep 30	SF-295	10/30
Oct 1 – Sep 30	OF-312	10/30

7. Record Keeping

The following is a recitation of the types of records the contractor will maintain to demonstrate the procedures adopted to comply with the requirements and goals in the subcontracting plan. These records will include, but not be limited to, the following:

- A. If the prime contractor is not using the ccr.gov Dynamic Small Business Search system as its primary source for small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) concerns, list the nAMES of guides and other electronic data systems identifying such vendors;
- B. Organizations contacted in an attempt to locate small business (SB), veteran-owned small business (VOB), service-disabled/veteran-owned small business (SDVOB), HUBZone small business (HUB), small disadvantaged business (SDB), and women-owned small business (WOSB) sources;
- C. On a contract-by-contract basis, records on all subcontract solicitations over \$100,000 which indicate for each solicitation (1) whether small business concerns were solicited, and if not, why not; (2) whether veteran-owned small businesses were solicited, and if not, why not; (3) whether service-disabled/veteran-owned businesses were solicited, and if not, why not; (4) whether HUBZone small businesses were solicited, and if not, why not; (5) whether small disadvantaged business concerns were solicited, and if not,

why not; (6) whether women-owned small businesses were solicited, and if not, why not; and (7) reason for failure of solicited small business, veteran-owned small business, service-disabled/veteran-owned small business, small disadvantaged business, women-owned small business, or HUBZone small business concerns to receive the subcontract award;

- D. Records to support other outreach efforts, e.g., contacts with small disadvantaged business (minority), small business, veteran-owned small business, service-disabled/veteran-owned small business, women-owned small business, HUBZone small business trade associations, attendance at small business, small disadvantaged business (minority), service disabled and veteran-owned small business, women-owned small business procurement conferences and trade fairs;
- E. Records to support internal guidance and encouragement, provided to buyers through (1) workshops, seminars, training programs, incentive awards; and (2) monitoring of activities to evaluate compliance; and
- F. On a contract-by-contract basis, records to support subcontract award data including the name, address and business size of each subcontractor. **(This item is not required for company or division-wide commercial plans.)**
- G. Additional records:
 - USA-RS's procurement and contract management database system.

8. Procurement And Contract Management Systems

In order to effectively implement this plan to the extent consistent with efficient contract performance, USA-RS 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 and 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.

9. Mentor-Protege Program


USA-RS 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 as well as the parent companies of our major subcontractors, Shaw and AREVA. In addition, within the first 60 days following contract award, USA-RS plans on entering into DOE-sponsored mentor-protégé agreements with four businesses as shown below and are exclusive to USA-RS. In addition, we have included a copy of the mentor-protégé agreement that we have executed with each Protégé as evidence of commitment, knowledge and support of the DOE Mentor-Protégé application process. All of these protégés are listed below along with their mentor affiliation.



YMP Identified Protégés and Existing Parent Protégés			
Protégés	Affiliation	SB Type	Capability
YMP Designated Protégés			
Columbia Engineers and Constructors, Inc.	USA-RS	VOSB	Engineering, performance assessment, ESH&Q, construction management, and equipment fabrication
Image Associates, Inc.	USA-RS	WOSB	Communications and community outreach
JanTec, Inc.	USA-RS	WOSB	Facility O&M, logistics and supplies, environmental reporting and administrative
Link Technologies, Inc.	USA-RS	8(a), SDB	Systems integration, software development, engineering, and project controls
Existing Parent Protégés			
Terranear PMC, Inc.	URS WD	8(a), SDB	Environmental remediation and compliance, radiological waste management, design and construction management
EMAX Laboratories	Shaw	WOSB, SDB	Comprehensive environmental laboratory services
Gram, Inc.	Shaw	SDB	Environmental permitting and remediation, waste management, risk assessment, modeling, and GIS
Cavanaugh Services Group	AREVA	8(a), SDB	Project management and transportation services for radioactive, hazardous and industrial disposal
Porter House	AREVA	8(a), VOSB	Project management, environmental, waste management, radiation protection, and training



This subcontracting plan was submitted by:

Signed:  _____
Typed Name: Doug Cooper _____
Title: General Manager _____
Date Prepared: July 21, 2008 _____
Phone No.: 225-200-0183 _____

Approved: _____
Agency: _____
Typed Name: _____
Title: _____
Date Prepared: _____
Phone No.: _____