

**PART III**

**SECTION J - LIST OF DOCUMENTS, EXHIBITS  
AND OTHER ATTACHMENTS**

**APPENDIX C**

**SMALL BUSINESS, SMALL DISADVANTAGED AND WOMEN-OWNED  
SMALL BUSINESS SUBCONTRACTING PLAN**

(See attached)

**BECHTEL JACOBS COMPANY  
OAK RIDGE ENVIRONMENTAL MANAGEMENT  
ACCELERATED CLOSURE PROJECT**

**SUBCONTRACTING PLAN FOR UTILIZATION OF  
SMALL BUSINESS, SMALL DISADVANTAGED, WOMEN-OWNED  
HISTORICALLY UNDERUTILIZED BUSINESS ZONES,  
VETERAN-OWNED/SERVICE DIS-ABLED VETERAN OWNED  
SMALL BUSINESS SUBCONTRACTING PLAN**

Name of Prime Contractor: Bechtel Jacobs Company LLC  
Address: Hwy 58  
P.O. Box 4699  
Oak Ridge, TN 37831-4699  
Telephone Number: (865) 241-1288  
Contract or Solicitation DE-AC05-98OR22700  
Number:  
Period of Performance: October 1 , 2003 – September 30, 2008  
Place of Performance: Oak Ridge, Tennessee

**A. Introduction**

This subcontracting plan documents Bechtel Jacobs approach to involving small, small disadvantaged, women-owned, historically underutilized business zones, veteran-owned, and service-disabled veteran owned small business concerns (SB/SDB/WOSB/HUBZone/VO/SDVOSB) in the execution of the Accelerated Closure Project, hereinafter referred to as (ACP).

Bechtel Jacobs supports the Department of Energy's (DOE's) strong, long-term commitment to diversity. Bechtel Jacobs believes that diversity is much more than affirmative action in the workplace. It is a belief that, when transformed into action, provides an organization with comparative advantages over other organizations, both in the workplace and in the business community. For the Bechtel Jacobs' organizations, it is an operating principle of management, with which Bechtel Jacobs has demonstrated success. Diversity in subcontracting provides a vital link to the local community, strengthens the economy, creates new opportunities, is cost effective, and represents best business practice.

Bechtel Jacobs has a well-established record of involving small business concerns in meaningful roles both in government and commercial contracting. Building on this experience and success has resulted in the institutionalizing of diversity and SB/SDB/WOSB/HUBZone/VO/SDVOSB participation and development in project execution, while setting challenging and aggressive goals. Bechtel Jacobs will extend this approach to the ACP.

## **B. Statement of Policy and Commitment**

In the execution of ACP, Bechtel Jacobs will comply with Public Law 95-507, FAR 52.219-8, 52.219-9, 52.219-16, and 52-219-29, all prime contract requirements, and current DOE policies and practices.

It is Bechtel Jacobs' policy to aggressively encourage the participation of SB/SDB/WOSB/HUBZone/VO/SDVOSB concerns, including the use of Historically Black Colleges and Universities, and Minority Institutions to the maximum extent practicable, consistent with efficient performance of the ACP. All procurements are subject to review for providing opportunities to include potential SB/SDB/WOSB/HUBZone/VO/SDVOSB suppliers and contractors, to develop good working relationships with them, and to encourage them to offer their products and services to the ACP.

### **(1) Small, Small Disadvantaged, Women-owned, Historically Underutilized Business Zones, Veteran-Owned and Service-Disabled Veteran Owned Small Business Concerns Participation**

This plan is proposed to be effective for the period beginning October 1, 2003 – September 30, 2008. The SB/SDB/WOSB/HUBZone/VO/SDVOSB goals will be negotiated on an annual fiscal year basis. Revised goals will be based on fiscal year funding and scope. The plan will be updated annually based on the mutual agreement of the parties to the contract. In addition, other provisions or requirements of this plan may be negotiated and updated on an annual basis.

The following provides our small, small disadvantaged, women-owned, historically underutilized business zones, veteran-owned, and service-disabled veteran owned small business subcontracting plan as a percent of the total planned and available subcontracting effort. These goals will be negotiated on an annual basis.

### **(2) Potential Subcontract Opportunities for Small, Small Disadvantaged, and Women-Owned, HUBZone, Veteran-Owned/Service-Disabled Veteran Owned Small Businesses**

The principal types of subcontracting opportunities that will be made available for SB/SDB/WOSB/HUBZone/VO/SDVOSB concerns consist of the categories listed in Table A. The categories shown are for general work categories only. As additional outsource opportunities are identified, the subcontracted efforts list will be expanded and the goal percentages will be revised accordingly. Opportunities, which are directed or for which there is only a single supplier are not considered available and are therefore not included in these goals.

### **(3) Method Used to Develop Subcontracting Goals**

We established subcontracting goals based on the best available information for forecasting acquisitions and our commitment to execute the proposed Bechtel Jacobs' subcontracting strategy. The information was analyzed based on available ACP information, projected estimates, and potential requirements based on our experience in the environmental restoration industry. These goals are considered to be realistic and attainable.

Table A

Subcontracted Efforts	Small Business	Small Disadvantaged Business	Women-Owned Small Business
Site Landlord Services	X	X	X
Deactivation Services	X		
Remedial Investigation Services	X		
Remedial Action Services	X	X	X
Decontamination and Decommissioning Services	X	X	X
Demolition Services	X	X	X
Technical Support Services	X	X	X
Administrative Support Services	X	X	X
Public Relations Support Services	X	X	X
ES&H Support Services	X	X	X
Project Controls Support Services	X	X	X
Waste Management Services	X	X	X
Surveillance and Maintenance Services	X	X	X
Training Services	X	X	X
Architectural Services	X	X	X
Civil Survey Services	X		
Construction Services	X	X	X
Information Technology Services	X	X	X

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#### (4) Methods Used to Identify Potential Sources for Solicitation

We continually identify and review all potential sources of supplies and services, which include, but are not limited to, the following:

- Bechtel Jacobs Company LLC Supplier DataBase.
- Bechtel Jacobs' proprietary Supplier Information System (SIS), which includes past performance data, and our Major Subcontractors' supplier and contractor source lists.
- Historical reports and data that show products and services obtained by from SB/SDB/WOSB/HUBZone/VO/SDVOSB concerns by other associate contractors at all

ACP sites.

- Various directories and source lists such as the following:
  - Tennessee Minority Supplier Development Council
  - Local US Small Business Administration listings
  - National Hispanic Association of Construction Engineers
  - Local and regional Building and Construction Trades Councils
  - Listing of Historically Black Colleges and Universities and Minority Institutions
  - The National Association of Minority Contractors (NAMC)
  - MBISYS - National Minority Supplier Development Council databases
  - Dun & Bradstreet Procurement Planning Directory for Small Business Products and Services
  - National Minority Business Directory - Try Us!
  - "Minority Business Development Agency - Directory of Regional & District Offices and Funded Organizations," published by US Minority Business Development Agency
  - "National Directory of Minority-Owned Business Information System," published by Business Research Service, Inc.
  - "Minority and Women-Owned Business Information System," published by Source Publications, Inc.
  - "Minority-Owned High Technology Business Directory, published by Business Research Services, Inc.
- Bechtel Jacobs' Small Business fairs and forums designed to attract additional, new sources.

### **(5) Indirect Costs**

Indirect costs are not included in the goals under this plan.

### **(6) Administrator of Subcontracting Plan**

Freda H. Hopper, ACP Supplier Advocate Manager, is designated to administer this subcontracting plan. In the performance of her responsibilities under this plan, she will ensure that the following activities are managed in a timely and effective manner:

- Ensure source lists of potential SB/SDB/WOSB/HUBZone/VO/SDVOSB subcontractors for which the goals established herein are maintained.
- Seek out other SB/SDB/WOSB/HUBZone/VO/SDVOSB when the number of prospective sources is not adequate, through the use of mass media communication tools such as Internet bulletin board.
- Mentor existing small business concerns currently under subcontract, enhancing their ability to provide timely, cost-effective, and quality services.
- Advise and train project management personnel on the purposes of this plan and foster adequate support.
- Keep records describing performance against the goals established herein.

- Submit Standard Form (SF) 294, Subcontracting Report for Individual Contracts, and SF 295, Summary Subcontract Report, in accordance with the prime contract and instructions provided by the Contracting Officer.
- Verify that subcontracts issued contain the flow-down clauses pertaining to SB/SDB/WOSB/HUBZone/VO/SDVOSB concerns when required and maintain policies and procedures as required by the prime contract.
- Maintain liaison and a good working relationship with Small Business Administration representatives to obtain assistance and coordination in finding capable SB/SDB/WOSB/HUBZone/VO/SDVOSB.
- Maintain a close working relationship with DOE-OR to ensure Bechtel Jacobs' project objectives and activities are consistent with DOE-OR's program.
- Require lower-tier subcontractors to submit subcontracting plans pursuant to PL 95-507, and monitor for compliance with those plans.
- Make monthly reports to S. D. Liedle, Bechtel Jacobs Company President, and P. F. Clay, Bechtel Jacobs Company Vice President, concerning progress made toward achievement of goals under this program.

## **(7) Implementation**

The following additional functions will be performed to effectively implement this plan:

- Post on the internet 90-day "look ahead" schedules detailing SB/SDB/WOSB/HUBZone/VO/SDVOSB opportunities that are coming up.
- Package solicitations (including time for preparation, scope of work, quantities, specifications, and delivery schedules) to facilitate participation by SB/SDB/WOSB/HUBZone/VO/SDVOSBs in subcontracting opportunities and solicitation, bid, and proposal activities.
- Establish and maintain contacts with SB/SDB/WOSB/HUBZone/VO/SDVOSB trade associations and business development organizations.
- Conduct internal workshops, seminars, and training programs to ensure that internal customers and buyers are acquainted with Bechtel Jacobs's policy and prime contract requirements, and to ensure that externally, SB/SDB/WOSB/HUBZone/VO/SDVOSBs are familiar with requirements for doing business at the ACP sites.
- Maintain an effective outreach program by sponsoring and attending regional procurement conferences, trade fairs, and other functions where participation is expected to locate additional qualified sources.
- Implement an ongoing 'in-reach program that includes forums designed to give SB/SDB/WOSB/HUBZone/VO/SDVOSBs access and exposure to key people responsible for project planning and project management, and to provide them with

information and visibility to the ACP acquisition plan.

- Develop a comprehensive SB/SDB/WOSB/HUBZone/VO/SDVOSB project source list easily accessible to and utilized by individual buyers, which also includes past performance.
- Preselect and qualify SB/SDB/WOSB/HUBZone/VO/SDVOSB to perform specific scopes of work.
- Structure the program to help develop the capabilities and quality of services provided by SB/SDB/WOSB/HUBZone/VO/SDVOSB suppliers and subcontractors currently performing work on the site.

We will maximize participation of SB/SDB/WOSB/HUBZone/VO/SDVOSBs through set-asides for acquisitions of \$100,000 or less when such participation is cost effective and results in on time, quality goods and services. Purchases of \$10,000 or less may be awarded to SDB and WOSB concerns without securing competitive quotations. Assurances will be made that these awards are at fair market prices.

Bechtel Jacobs will utilize the authority of DOE Acquisition Letter 2000-02 dated April 20, 2000, to make noncompetitive awards of \$5 million or less for manufacturing and \$3 million or less for all other acquisitions to firms certified as 8(a) by the Small Business Administration.

As an approved participant in the DOE Mentor-Protégé program, we will seek opportunities for firms to execute appropriate portions of the Scope of Work.

Bechtel Jacobs will implement a local procurement preference program to benefit the local areas surrounding the ACP sites. This preference program will be designed to enhance the opportunities for SB/SDB/WOSB/HUBZone/VO/SDVOSB that generate economic activity in their areas.

### **(8) Subcontract Terms and Conditions**

Bechtel Jacobs incorporates the flowdown clause requirements of FAR 52.219-8 (Oct 2000) applicable to solicitations and subcontracts exceeding \$10,000 and \$500,000 respectively and will ensure that those subcontractors with awards of \$500,000 will adopt a similar plan. Mr. Robert E. Lynch will be responsible for the implementation and monitoring of this phase of the Subcontracting Plan.

### **(9) Reports, Studies, and Surveys**

Bechtel Jacobs will (i) cooperate in any studies or surveys as may be required, (ii) submit periodic reports in order to allow the Government to determine the extent of compliance by the offeror with the subcontracting plan, (iii) submit periodic reports in order to allow the Government to determine the extent of compliance by the offer with the subcontracting plan, (iv) submit Standard Form (SF) 294, Subcontracting Report for Individual Contracts and/or SF 295, Summary Report, in accordance with the instructions of the forms and the Contracting Officer, and (v) ensure that its subcontractors agree to submit Standard Forms 294 and 295.

**(10) Records**

Types of records that will be maintained to demonstrate procedures, which have been adopted to insure compliance with the requirements and goals of this subcontract plan, include:

- a. On a contract-by-contract basis, records to support award date including name and address of subcontractor as well as the size and type of business that received the award.
- b. On a contract-by-contract basis, records on all solicitations indicating whether Small, Small Disadvantaged, Women Owned Small, HUBZone, Veteran-Owned and Service-Disabled Veteran Owned Businesses were solicited and, if not, why not.
- c. Records to support other outreach efforts:
  - Contacts with minority and small business trade associations;
  - Contacts with business development organizations; and
  - Attendance at SB/SDB/WOSB/HUBZone/VO/SDVOSB procurement conferences and trade affairs.
- d. Records to support internal activities:
  - Workshops, seminars, training programs, etc.;
  - Monitoring activities to evaluate compliance.
- e. Small and Small Disadvantaged Business source lists maintained and exchanged through each Minority business publications (e.g., the "Minority Business Directory") are part of our reference material.

**(11) SB/SDB/WOSB/HUBZone/VO/SDVOSB Initiatives and Innovations**

Bechtel Jacobs will institute innovative programs to attract and assist SB/SDB/WOSB/HUBZone/VO/SDVOSB concerns and increase opportunities for such firms to participate in the ACP work. Such efforts are intended to broaden the available competitive base of suppliers and contractors and to assist small businesses in further developing their business, technical expertise, and ability to provide quality service to both the government and commercial sectors.

***Business Assistance Program***

Bechtel Jacobs will make available selected members of the Controller, Finance, Procurement, Cost, and Scheduling departments and other groups to provide counseling to small business representatives, both at Bechtel Jacobs own discretion and as requested by DOE-OR. Available counseling will include such areas as:

- Business and management techniques,
- Cost control and monitoring systems,
- Scheduling techniques,

- Finance and accounting,
- Resource identification,
- EM-M&I Employee Benefit Programs,
- Negotiation techniques,
- Labor relations counseling,
- Contracting under the FAR,
- Assistance in obtaining insurance and bonding for government and hazardous waste site projects,
- Business development practices, and
- Marketing and proposal services.

We will establish an aggressive program to provide business assistance to these firms, with the goal to enable them to develop in-house resources and capabilities to compete for larger and more complex work scopes at the ACP sites and in the commercial sector.

### ***Technical Assistance Program***

We will provide technical personnel and resources to small business contractors for guidance and training. Bechtel Jacobs' expertise in implementing efficient, cost-effective, safe, and environmentally sound techniques and methodologies will enable small businesses that participate in the technical assistance program to provide high-quality service at a lower cost and within scheduled requirements. Technical assistance will be provided in, but not limited to, the following areas:

- OSHA safety training for work on hazardous waste sites, in accordance with 29 CFR 1910.120 or 1926.65;
- Industrial safety and health;
- Technical training for specialized equipment, operations, and techniques;
- Radiation area work requirements;
- Prequalifying subcontractor-owned equipment for use on the ACP sites;
- Overviews of federal, state, and local regulations and DOE Orders that regulate a contractor's performance while working on the ACP sites; and

- Innovative construction techniques and practices.

The concept of technical assistance and technological transfer is not new to Bechtel Jacobs. We have developed formalized programs such as these for numerous domestic and overseas projects, both in the government and commercial sector. The ultimate goal of such initiatives is to help small emerging businesses achieve self-sufficiency, and to enhance their technical execution capabilities.

### **(12) Performance Against Plan**

Bechtel Jacobs understands DOE's emphasis on small business participation by inclusion of FAR Clause 52.219-16, which provides incentive for superior performance. The strategy for implementation of this plan has the full support and commitment of Bechtel and Jacobs senior management.

Signed: (original signed by Steve D. Liedle

Bechtel Jacobs Company

Name: S. D. Liedle

titles: President

Date:

Plan Accepted By: (original signed by Jeffrey R. Burgan), Contracting  
Officer

U. S. Department of Energy

Date:

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