

**Mission Support Alliance, LLC
2490 Garlick Boulevard
Richland, WA 99354**

**Subcontracting Plan for Small Business Concerns
Pursuant to FAR 19.7
FAR Clause 52.219-9 and
Public Laws 95-507, 99-661, 106-50, and 100-108**

Update: March 10, 2020

In accordance with Public Law (P.L.) 95-507, P.L. 99-661, Section 1207, P.L. 106-50, P.L. 100-180, Section 806 and FAR Clause 52-219-9 (Small Business Subcontracting Plan); Mission Support Alliance LLC is using the following subcontracting plan:

Name of Contractor:	Mission Support Alliance, LLC.
Address:	2490 Garlick Blvd. Richland, WA 99354
Contract Number:	DE-AC06-09RL14728
Item/Service:	Infrastructure and site services for DOE-RL, DOE-ORP, and associated contractors at the Hanford Site
Contract Price:	\$4,601,973,857.04
Estimated Value of Materials/ Subcontracts:	\$2,020,968,992.87
Period of Contract Performance:	Transition & Basic Period – May 26, 2009, through May 25, 2014 Option Period 1 – May 26 2014 through May 25, 2017 Option Period 2 – May 26, 2017 through May 25, 2019 Extension – May 26, 2019 through May 25, 2020
Type of Plan:	Individual Contract Plan – (All elements developed specifically for this contract and applicable to the full term of this contract)

POLICY

It is the policy of Mission Support Alliance, LLC. (MSA) to provide Small Business Concerns (SB), Small Business Concerns Owned and Controlled by Socially and Economically Disadvantaged Individuals (SDB); Woman-Owned Small Business Concerns (WOSB); Historically Underutilized Business Zones (HubZone); Veteran-Owned Small Business Concerns (VOSB); and Service-Disabled Veteran-Owned Small Business Concerns (SDVOSB), the maximum practical opportunity to compete for subcontracts to the extent consistent with the operational environment, efficient performance, and requirements of the statement of work. MSA will use its best efforts in carrying out this policy.

1.0 INTRODUCTION

In accordance with MSA's Small Business Subcontracting Policy, we will maximize the participation of small business concerns supporting this contract with specific emphasis on the local Tri-Cities and Mid-Columbia small business community. The small business community possesses several distinct advantages that many larger organizations do not as a result of the necessity to survive in a very competitive environment. In order to grow and succeed, small business concerns must be flexible and innovative while performing safer, faster, better, and cheaper. These attributes translate into a competitive advantage that we intend to use to enhance performance, reduce cost, and improve schedule in support of the Mission Support Contract (MSC).

We will meet the goals in this plan by working closely with DOE-RL and the small business community in the Tri-Cities area to develop partnerships that translate into meaningful participation for small businesses throughout the life of the MSC. Our small business program features the following:

- A commitment to meet or exceed all small business goals,
- Technically challenging and meaningful work opportunities,
- A full commitment to use local business concerns on the contract, and
- A mentoring plan to enhance existing skills as required to support development and growth through participation in DOE and SBA's 8(a) Mentor-Protégé Programs.

Note: For the purpose of this Small Business Subcontracting Plan, the term "small business concerns," includes Small Business Concerns (SB); Small Business Concerns Owned and Controlled by Socially and Economically Disadvantaged Individuals (SDB); Woman-Owned Small Business Concerns (WOSB); Historically Underutilized Business Zones (HubZone); Veteran-Owned Small Business Concerns (VOSB); and Service-Disabled Veteran-Owned Small Business Concerns (SDVOSB).

2.0 MISSION SUPPORT ALLIANCE LLC SB SUBCONTRACTING GOALS

We have estimated the total value of subcontracting dollars for the Mission Support Contract based on our estimated cost to perform the scope of work. **Figure 2-1** shows our goals expressed in terms of percentages of *total planned subcontracted dollars* and dollar values for the MSC Contract for the use of SB, SDB, WOSB, VOSB, SDVOSB, and HubZone concerns over the life of the contract and the total dollar of planned subcontracting. In accordance with Prime Contract clause H.21 (b), MSA will award 25 percent of total contract value to our small business partners by the end of year two of the contract and maintain the 25 percent throughout the life of the

contract. In accordance with Prime Contract clause B.10, MSA will provide annual updates by December 31st of each year.

Figure 2-1. Subcontracting Goals: Our approach maximizes the participation of small business concerns in supporting Hanford MSC requirements.

SMALL BUSINESS CONTRACT SUMMARY								
							Total Contract	
Proposal Contract Value							\$3,059,369,580	
Type	Dollars						%	
Large Business	\$819,984,479						50	
Small Business	\$819,984,479						50	
Total Dollars Available for Subcontracting (does not include subcontract costs for affiliates of the Prime) years 1-10							\$1,639,968,958	100
Components								
SDB	\$163,996,896						10	
WOSB	\$111,517,889						6.8	
HUBZone	\$44,279,162						2.7	
VOSB	\$32,799,379						2.0	
SDVOSB	\$32,799,379						2.0	
SMALL BUSINESS BREAKOUT FOR TEN YEARS								
	YEAR 1		YEAR 2		YEAR 3		YEAR 4	
Type	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Large Business	\$72,811,314	50	\$78,695,529	50	\$77,957,098	50	\$77,839,639	50
Small Business	\$72,811,314	50	\$78,695,529	50	\$77,957,098	50	\$77,839,639	50
Components								
SDB	\$14,562,263	10	\$15,739,106	10	\$15,591,420	10	\$15,567,928	10
WOSB	\$9,902,339	6.8	\$10,702,592	6.8	\$10,602,165	6.8	\$10,586,191	6.8
HUBZone	\$3,931,811	2.7	\$4,249,889	2.7	\$4,209,683	2.7	\$4,203,341	2.7
VOSB	\$2,912,453	2.0	\$3,147,821	2.0	\$3,118,284	2.0	\$3,113,586	2.0
SDVOSB	\$2,912,453	2.0	\$3,147,821	2.0	\$3,118,284	2.0	\$3,113,586	2.0
	YEAR 5		YEAR 6		YEAR 7			
Type	Dollars	%	Dollars	%	Dollars	%		
Large Business	\$110,900,105	50	\$84,000,727	50	\$86,867,436	50		
Small Business	\$110,900,105	50	\$84,000,727	50	\$86,867,436	50		
Components								
SDB	\$22,180,021	10	\$16,800,145	10	\$17,373,487	10		
WOSB	\$15,082,414	6.8	\$11,424,099	6.8	\$11,813,971	6.8		
HUBZone	\$5,988,606	2.7	\$4,536,039	2.7	\$4,690,842	2.7		
VOSB	\$4,436,004	2.0	\$3,360,029	2.0	\$3,474,697	2.0		
SDVOSB	\$4,436,004	2.0	\$3,360,029	2.0	\$3,474,697	2.0		
	YEAR 8		YEAR 9		YEAR 10			
Type	Dollars	%	Dollars	%	Dollars	%		
Large Business	\$77,548,834	50	\$76,135,225	50	\$77,228,571	50		
Small Business	\$77,548,834	50	\$76,135,225	50	\$77,228,571	50		
Components								
SDB	\$15,509,767	10	\$15,227,045	10	\$15,445,714	10		
WOSB	\$10,546,641	6.8	\$10,354,391	6.8	\$10,503,086	6.8		
HUBZone	\$4,187,637	2.7	\$4,111,302	2.7	\$4,170,343	2.7		
VOSB	\$3,101,953	2.0	\$3,045,409	2.0	\$3,089,143	2.0		
SDVOSB	\$3,101,953	2.0	\$3,045,409	2.0	\$3,089,143	2.0		

Figure 2-2. Small Business Contract Summary Extension: Our approach maximizes the participation of small business concerns in supporting Hanford MSC requirements through the MSC 8 month extension.

SMALL BUSINESS CONTRACT SUMMARY EXTENSION		
October 1, 2019 through May 25, 2020		
	Contract Value	
Proposal Contract Value	\$259,892,381	
Type	Dollars	%
Large Business	\$57,165,928	46.8
Small Business	\$64,983,491	53.2
Total Dollars Available for Subcontracting (does not include subcontract costs for affiliates of the Prime) years 1-10	\$122,149,419	100
Components		
SDB	\$12,214,942	10
WOSB	\$8,306,160	6.8
HUBZone	\$3,298,034	2.7
VOSB	\$2,442,988	2.0
SDVOSB	\$2,442,988	2.0

We are confident we can achieve our proposed small business subcontracting goals based on:

- Our past successes in meeting and exceeding our SB subcontracting goals,
- The oversight and advocacy provided by our Small Business Liaison Officer, and
- Our plan for enhancing skills as necessary to position small business concerns to increase their level of participation and assume more responsibility.

3.0 PRINCIPAL TYPES OF SUPPLIES AND SERVICES TO BE SUBCONTRACTED

There are a variety of technically challenging and complex opportunities available to small businesses across the program. We intend to choose cost-effective small businesses to work in accomplishing the MSC statement of work and the general performance requirements. Figure 3-1 lists the principal categories of subcontracting opportunities available for small business concerns. Each checkmark on the chart represents a small business type (e.g., SDB, WOSB) that is already included in our database of Pre-Qualified SB concerns. As additional opportunities are identified, the listing will be expanded.

Additionally, MSA has selected several “best of class” companies that will add strategic value to the MSC and our team. Our selected major small business partners shown in Figure 3-2 possess first-hand knowledge of the Hanford site and/or the DOE operational arena. These small business partners have substantial relevant experience and outstanding capabilities to support the MSC mission.

4.0 METHODOLOGY FOR DETERMINING SUBCONTRACTING GOALS

To establish the subcontracting goals and commitments, we considered the following:

- The MSC scope of work and forecasted probable acquisition needs,
- The types of subcontractors that we will have assigned to the MSA from the incumbent contractor,
- The incumbent performance related to SB goals vs. actual,
- The geographic location and population of small business concerns that can support our requirements,

- Qualified local SB concerns licensed in Washington state and operating in the Tri-Cities and Mid-Columbia areas,
- Our knowledge of small businesses that have worked on DOE projects at Hanford, AND
- Our approach to promoting and utilizing small business.

Subcontracting goals for this contract are both realistic and attainable and will utilize small business concerns in a variety of meaningful and complex work on the project.

5.0 METHODOLOGY FOR IDENTIFICATION OF SUPPLIERS

MSA continually identifies and reviews potential sources of supplies and services for MSC. In developing this list, we:

- Identified the SB concerns with excellent ESH&Q performance records that have worked on or are currently working on the Mission Support Contract
- Assessed Alliance partners’ proprietary Supplier Information Systems for qualified sources that have worked similar projects
- Analyzed external databases such as the System for Award Management (SAM) for local qualified suppliers,
- Assessed Washington state Small Business Administration (SBA) sources,
- Obtained source lists from minority and other organizations such as:
- National Association of Minority Contractors
- National Minority Supplier Development Council
- Obtained source lists from local Procurement Technical Assistance Center.

Types of Supplies and Services Available for Subcontracting	SB	SDB	WOSB	VOSB	SDVOSB	HUBZone
Protective Forces	✓	✓	✓	✓	✓	
Information Security	✓	✓	✓	✓	✓	
Personnel Security	✓	✓	✓			✓
Nuclear Materials and Control Account	✓	✓		✓	✓	
SAS Program Management	✓	✓	✓	✓	✓	
Site Training & HAMMER	✓	✓	✓	✓		✓
Fire and Emergency Response	✓	✓	✓	✓	✓	✓
Radiological Assistance Program	✓	✓	✓		✓	
Environmental Regulatory Management	✓	✓	✓		✓	
Environmental Surveillance	✓	✓	✓			
Laboratory/analytical Services	✓		✓			
Biological Controls	✓	✓	✓			✓
Motor Carrier and Fleet Services	✓	✓	✓	✓		✓
Facilities Services	✓	✓	✓	✓	✓	✓
Calibrations Services	✓	✓	✓			
Roads and Grounds	✓	✓			✓	✓
Electric Trans. /Distribution. & Energy	✓	✓	✓	✓		
Sanitary Waste Management & Disposal	✓	✓			✓	✓
Land-Use Planning and Management	✓	✓		✓		
Long Term Stewardship	✓	✓		✓		
Property Systems Acquisition	✓	✓	✓			
Materials Management	✓	✓	✓		✓	
Mail and Courier Services	✓	✓	✓	✓	✓	✓
Reproduction Services	✓	✓	✓	✓	✓	

Types of Supplies and Services Available for Subcontracting	SB	SDB	WOSB	VOSB	SDVOSB	HUBZone
Multi-Media Services	✓	✓	✓			✓
Telephone, Radio, and Pager Services	✓	✓	✓	✓		✓
Network Services	✓	✓	✓		✓	✓
Information Services	✓	✓	✓	✓	✓	✓
Records Management	✓	✓	✓		✓	✓
Long Term Records Storage	✓		✓		✓	
Portfolio Planning, Analysis & Asses.	✓	✓	✓	✓	✓	
Risk Management	✓	✓	✓	✓		
Quality Assurance	✓	✓	✓			
Beryllium	✓	✓	✓			
Staff Augmentation	✓	✓	✓	✓	✓	✓
Construction Services	✓	✓	✓		✓	✓
Janitorial Services	✓	✓				
Catering Services	✓	✓	✓			
Laboratory Supplies and Equipment					✓	✓
Janitorial Supplies		✓	✓			✓
Safety Supplies					✓	
Electronic Supplies	✓	✓	✓			✓
Hand Tools	✓	✓	✓		✓	✓
HVAC and Plumbing Supplies	✓	✓	✓	✓	✓	
Computer Hardware	✓	✓	✓	✓	✓	✓

Figure 3-1. Principal Categories and Subcontracting Opportunities. Our approach includes technically complex and meaningful opportunities for pre-qualified small business concerns which have experience working in support of DOE organizations.

Subcontractor	Type	DOE Experience	Local Small Business	Primary Responsibility
Akima Facilities Management (End 2/29/2020)	SDB Native American	✓	✓	Warehousing; Property Systems Management, Janitorial
HPM (End 9/30/2018)	WOSDB	✓	✓	Beryllium; Safety Program, Quality Assurance
Westech International	WOSB HUBZone	✓	✓	Correspondence Control; Records Management

Figure 3-2. Major Small Business Subcontractors. Our major small business subcontractors bring to MSC extensive experience with DOE and Hanford projects.

6.0 INDIRECT COSTS

Indirect costs have not been included in the dollar and percentage subcontracting goals stated in this plan.

7.0 SUBCONTRACTING PLAN ADMINISTRATION

Ms. Haley Taylor serves as the MSA Small Business Liaison Officer (SBLO) to execute the MSC Small Business Program and ensure that we identify meaningful opportunities for small business participation early in the program. This approach allows MSA leadership to set the expectations for the entire organization by demonstrating a commitment to the success of our Small Business Program. The SBLO duties and responsibilities include the following:

- Act as the program advocate for small business participation,
- Develop and maintain source lists of small and minority subcontractors and supplier,
- Inform and assist MSA buyers in locating and using appropriate SB concerns as sources of supply,
- Develop policies and procedures to promote MSA buyers structure procurement packages to permit SB concerns the maximum practicable opportunity to participate; ensure solicitations are structured to permit maximum SB participation,
- Identify elements of work or task orders that can be set aside for SB concerns,
- Participate in make-or-buy decisions and identify maximum practicable opportunities for SB,
- Review solicitations to identify and remove any statements, clauses, etc. which may restrict or prohibit small and minority business concern participation,
- Verify that proper documentation is provided by buyers if selection is not made to small business,
- Verify that subcontracts contain the flow-down clauses pertaining to SB concerns required by the prime contract; verify that lower-tier large business subcontracts submit small business plans when applicable, and monitor for compliance with those plans,
- Verify that appropriate Environmental, Safety, Health, & Quality requirements are flowed down to subcontracting plan and foster support; assist in development of seminars that cover P.L. 95-907,
- Mentor SBs currently under subcontract, enhancing their ability to provide timely, cost effective quality services,
- Oversee implementation of established Mentor-Protégé Agreements,
- Monitor SB performance against established metrics,
- Maintain an effective outreach program by sponsoring and attending regional procurement conferences, business opportunity workshops, minority business enterprise seminars, trade fairs, match-making events and other one-on-one venues,
- Establish and maintain an MSA Small Business web site on the MSC-IMS portal where interested businesses can obtain information on up-coming solicitations and pre-qualification procedures,
- Maintain a good working relationship with Washington Small Business Administration representatives and the DOE-RL Small Business Program Manager,
- Coordinate contractor's activities prior to and during conduct of Federal agency compliance reviews,
- Participant in establishment of subcontract goals and monitor achievement of proposed goals,
- Conduct periodic reviews with the Project Manager and key staff to review progress toward achieving small business goals, and make program adjustments as necessary to meet goals,
- Prepare and submit semi-annual (Individual Subcontracting Report) and annual (Summary Subcontract Report) subcontract reports electronically using the Electronic Subcontract Reporting System (ESRS), and
- Prepare and forward to MSA parent organizations progress reports toward achievement of goals under the MSC program.

8.0 EFFORTS TO ENSURE OPPORTUNITIES FOR SMALL BUSINESS CONCERNS

We use proven approaches in utilizing our small and minority business partners in fulfilling project requirements. Our comprehensive small business strategy ensures that we provide small businesses the maximum practicable opportunity to participate in support of MSC. We will take the following steps to ensure maximum opportunity for small business:

- **Small Business Advocate:** MSA has established a dedicated individual to advocate for the small businesses looking for information on doing business with the MSA and assists prospective suppliers in completing vendor registration as well as SAM. In addition to providing them with other resources inside/outside the Hanford Site, MSA's Small Business Advocate participates in various outreach activities. MSA's Small Business Advocate assists the MSA buyers in selecting sources locally and regionally as well as establishing the correct NAICS for solicitations.
- **MSA Procurement Policy:** Issue and promulgate policy statements in support of this effort, developing written procedures, work instructions, and specific assignments in support of our small business program
- **Internal Training.** Train MSA personnel regarding support for small and minority business concerns. In light of the continuing changes in Federal legislation concerning SB programs, **it is essential to refresh** continuing education with current laws and implementing regulations. This training is available to all our subcontractor personnel.
- **Small Business Metrics.** We will take an active role in promoting small business within our own program environment. To keep our program personnel educated and focused on SB participation and performance, we will display *MSC SB Metrics* status in our program office. The Contract Specialists are responsible for ensuring the proper North American industry Classification (NAICS) code and socioeconomic category/size standard are selected within their procurements.
- **Small Business Counseling.** Counsel and discuss procurement opportunities with representatives of small and minority business concerns; provide notice to such firms of penalties and remedies for misrepresentation of small business category status for the purpose of obtaining a subcontract that is to be included in a goal of the MSA Subcontracting Plan. Assist small business concerns by counseling them on how to do business with the MSA and allowing sufficient time for small businesses to respond to solicitations; where small business source lists are excessively long, make a reasonable effort to allow all small business concerns an opportunity to compete over a period of time
- **Make-or-Buy Decisions.** Provide adequate and timely consideration of small and minority business concerns in all make-or-buy decisions where applicable.
- **Local Small Business Participation.** At the conclusion of make-or-buy decisions, MSA will make every effort to target local small businesses for all solicitations for the Mission Support Contract where potential local sources are available.
- **Procurement Forecast.** We will maintain a procurement forecast against which we determine whether or not there are local/regional small business concerns available to support our requirements. Advanced planning is critical to identifying potential gaps and to take appropriate steps to identify additional vendors when necessary.
- **Subcontractor/Supplier Information Center.** MSA has established a *Subcontractor/Supplier Information Center* on the MSC-IMS web site to provide the local small business community immediate access to our SB organization, business opportunities and initiatives. The Subcontractor/Supplier Information Center is our written link to our SB teammates and the SB community providing valuable program information including includes procurement planning, forecasts and awards, active

solicitations, registration for subcontracting opportunities, procurement forms and documents, training opportunities, points of contact, upcoming seminars and workshops and links to other websites.

- **Maintain Minority Business Source Lists.** Retain source lists of qualified potential small and minority business concerns compiled and updated utilizing the source identification system provided by the System for Award Management (SAM), National Minority Purchasing Council Vendor Information Services, and the Minority Business Development Agency in the Department of Commerce.
- **Procurement Initiatives.** MSA will utilize several special procurement processes to streamline procurement actions and enhance SB participation to include: 1) awarding ODCs and purchased services to local suppliers; 2) utilizing a robust purchase card program to improve the efficiency of its purchasing activities; 3) utilizing DOE-authorized preference programs including HUBZone, SDVOSB, Mentor-Protégé, and discretionary SB set-asides to direct awards to local SB at fair market prices; 4) issuing purchase orders using existing Basic Ordering Agreements (BOA) negotiated by the DOE Integrated Customer Purchasing Team and other Government-wide Acquisition Vehicles where applicable.
- **Outreach Initiatives.** Maintain an active outreach program by sponsoring and attending local/regional and national small and minority procurement conferences, seminars and trade fairs to locate additional qualified small business sources. MSA will continue our involvement in the local community by participating in development councils, and presentations to local organizations.
- **Small Business Advisory Council.** MSA will work with DOE and other site Prime Contractors to operate an effective Small Business Advisory Council for Hanford and the Tri-Cities, to strengthen Hanford's relationship with the community.
- **Small Business Training Series.** MSA will provide small business training series that emphasizes skills that enhance development and contribute to the ongoing success of the respective small businesses.
- **Mentor-Protégé Relationships.** MSA has completed six DOE-HQ approved formal Mentor Protégé Agreements for FY2010 through FY2017 (HPM Corporation, Westech International, Integrated Science Solutions, Inc. (ISS), HukariAscendent, Inc., Indian Eyes, LLC., and I-3 Global, Inc.) As required, reports were submitted to DOE-HQ and DOE-RL.

9.0 SUBCONTRACTING PLAN FLOWDOWN

MSA will ensure that the clause as stated in FAR 52.219-8, "Utilization of Small Business Concerns," is in all subcontracts that offer further subcontracting opportunities. In addition, all subcontractors, except small business concerns, that receive subcontracts in excess of \$650,000 or in the case of a contract for the construction of any public facility of \$1.5 million or more, must adopt and comply with a plan similar to the plan required by FAR 52-219.9, "Small Business subcontracting Plan."

10.0 PERIODIC REPORTS AND COOPERATION IN SURVEYS

MSA will: (i) cooperate in studies or surveys as may be required by the contracting agency or the Small Business Administration, (ii) submit periodic reports to determine the extent of the compliance of the MSA with the Subcontracting Plan, (iii) submit the Subcontracting Report for Individual Contracts (ISR) and the Summary Subcontracting Report (SSR), and (iv) ensure that our large business subcontractors agree to also submit ISR's and SSR's. All ISRs and SSRs reports will be reported electronically using the Electronic Subcontract Reporting System (ESRS).

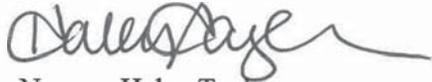
11.0 MAINTENANCE OF RECORDS

MSA will maintain records which will demonstrate procedures that have been adopted to comply with the requirements and goals set forth in this plan. These records include:

- Company source lists of potential suppliers/subcontractors who are qualified Small, Small Disadvantaged, Veteran-Owned Small Business, Service-Disabled Veteran-Owned Small Business, and Women-Owned Business concerns. Such lists will be compiled and updated from company sources and the source identification system provided by the Small Business Administration's Central Contractor Registration Database and input derived from the customer.
- List of organizations contacted for Small, HubZone, Small Disadvantaged, Veteran-Owned Small Business, and Women-Owned Small Business concerns.
- Records on each subcontract solicitation resulting in an award of more than \$50,000 must reflect the following:
 - Whether a small business concern was solicited; and if not, why.
 - If applicable, the reasons for the failure of solicited small, HubZone Small, Small Disadvantaged, Veteran-Owned small business, Service-Disabled Veteran-Owned small business and Women-Owned small business to receive the subcontract award.
 - Records to support other outreach efforts, e.g., contacts with minority and small business trade associations, contacts with business development organizations, and attendance at small and minority business procurement conferences and trade fairs.
 - Records to support internal activities to guide and encourage buyers through:
 - Workshops, seminars, training programs, incentive awards, or
 - Monitoring of activities subcontract award data including the name, address, and business size of each subcontractor.
- On a subcontract-by-subcontract basis, records to support subcontract award data including name and address of subcontractor and small business type.

12.0 SIGNATURE

Mission Support Alliance, LLC



Name: Haley Taylor

Title: MSA Small Business Liaison Officer

PLAN UPDATE ACCEPTED BY:

Typed Name: Timothy E. Corbett

Title: Contracting Officer, Richland Operations Office

U.S. Department of Energy