

<b>AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT</b>		1. CONTRACT ID CODE	PAGE OF PAGES 1   20
2. AMENDMENT/MODIFICATION NO. P00010	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)
6. ISSUED BY Strategic Petroleum Reserve Project SPRO U.S. Department of Energy 900 Commerce Road East US 492 New Orleans LA 70123	CODE 892435	7. ADMINISTERED BY (If other than Item 6) SPRO U.S. Department of Energy SPRO 900 Commerce Road East US 492 New Orleans LA 70123	CODE 01601
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) STRATEGIC STORAGE PARTNERS, LLC. Attn: Janet M. Rodriguez 1200 BRICKYARD LN STE 202 BATON ROUGE LA 708028084		(X) 9A. AMENDMENT OF SOLICITATION NO.	
		9B. DATED (SEE ITEM 11)	
		X 10A. MODIFICATION OF CONTRACT/ORDER NO. 89243525CCR000073	
		10B. DATED (SEE ITEM 13) 04/03/2025	
CODE SJ65WNKH1WA4	FACILITY CODE		

**11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS**

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers  is extended.  is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning \_\_\_\_\_ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or electronic communication which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by letter or electronic communication, provided each letter or electronic communication makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

**12. ACCOUNTING AND APPROPRIATION DATA (If required)**

See Schedule

**13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.**

<input type="checkbox"/>	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
<input type="checkbox"/>	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
X	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: See Block 14
<input type="checkbox"/>	D. OTHER (Specify type of modification and authority)

**E. IMPORTANT:** Contractor  is not  is required to sign this document and return 1 copies to the issuing office.

**14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)**

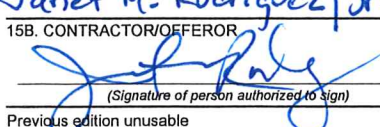
UEI: SJ65WNKH1WA4

Pursuant to the authority of Clauses G.1 DOE-G-2001 Contracting Officer Authority, H.68 Work Authorization, and H.21 DOE-H-2050 Incorporation of Small Business Subcontracting Plan, the following changes are incorporated:

A. Reference Section B - Supplies or Services and Prices/Costs, Paragraphs B.3 and B.5: Tables are revised to incorporate Fiscal Year 2026 Work Authorization Directive revisions. As a result, the current contract value is increased by \$6,102.00 from \$1,451,323,152.00 to \$1,451,329,254.00. Total contract value is increased by \$6,102.00 from \$2,617,210,621.00 to \$2,617,216,723.00. (See attached revised Section B.)

Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) Janet M. Rodriguez / Sr. Contracts Manager	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Kelly M. Gele
15B. CONTRACTOR/OFFEROR  (Signature of person authorized to sign)	15C. DATE SIGNED 6-9-26
16B. UNITED STATES OF AMERICA  (Signature of Contracting Officer)	16C. DATE SIGNED

Previous edition unusable

**CONTINUATION SHEET**

REFERENCE NO. OF DOCUMENT BEING CONTINUED  
89243525CCR000073/P00010

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NAME OF OFFEROR OR CONTRACTOR  
STRATEGIC STORAGE PARTNERS, LLC.

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>B. Reference Section J, Attachment B - Work Authorization Directives: Fiscal Year 2026 Work Authorization Directives Revision 1 dated February 24, 2026, for the period November 24, 2025, through September 30, 2026, are hereby incorporated by reference. (See attached revised Section J, Attachment B.)</p> <p>C. Reference Section J, Attachment D - Fiscal Year 2026 Small Business Subcontracting Plan: The Small Business Subcontracting Plan for the period November 24, 2025, through September 30, 2026, is hereby incorporated. (See attached Section J, Attachment D.)</p> <p>All other terms and conditions remain unchanged. Payment: VIPERS <a href="https://vipers.doe.gov">https://vipers.doe.gov</a> Any questions, please contact by call/email 888-251-3557 or <a href="mailto:payments@hq.doe.gov">payments@hq.doe.gov</a> Period of Performance: 11/24/2025 to 11/23/2030</p>				

**PART I-THE SCHEDULE**

**SECTION B**

**SUPPLIES OR SERVICES AND PRICES/COSTS**

**PART I-THE SCHEDULE**

**SECTION B**

**SUPPLIES OR SERVICES AND PRICES/COSTS**

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**SECTION B**

**SUPPLIES OR SERVICES AND PRICES/COSTS**

**B.1 DOE-B-7001 SERVICE BEING ACQUIRED (SEP 2017)**

The Contractor shall provide the personnel, facilities, equipment, materials, supplies, and services (except when such facilities, equipment, materials, supplies and services as are furnished by the Government) necessary to perform the requirements and work set forth in this contract and shall perform such requirements and work in a quality, timely, and cost-effective manner.

(End of Clause)

**B.2 DOE-B-7002 OBLIGATION OF FUNDS AND FINANCIAL LIMITATIONS (SEP 2017)**

The amount presently obligated by the Government with respect to this contract is specified in the Section I Clause entitled “DEAR 970.5232-4 – Obligation of Funds”. Other financial limitations are also specified in the Section I Clause entitled “DEAR 970.5232-4 – Obligation of Funds.”

(End of Clause)

**B.3 DOE-B-2002 COST-PLUS-AWARD-FEE CONTRACT: TOTAL ESTIMATED COST AND AWARD FEE (OCT 2014)**

(a) This is a Cost-Plus-Award-Fee type of contract. The total estimated cost and award fee are as follows:

Fiscal Year	Estimated Costs	Available Award Fee	TOTAL
Transition Period	\$499,992	\$0	\$499,992
FY2026 (partial)	\$224,520,992	\$8,616,006	\$233,136,998
FY2027	\$388,139,487	\$10,325,049	\$398,464,536
FY2028	\$261,274,652	\$9,383,553	\$270,658,205
FY2029	\$244,501,905	\$9,349,695	\$253,851,600
FY2030	\$252,343,826	\$9,504,284	\$261,848,110
FY2031 (partial)	\$31,526,728	\$1,343,085	\$32,869,813
<b>TOTAL Base Period Contract Value</b>	<b>\$1,402,807,582</b>	<b>\$48,521,672</b>	<b>\$1,451,329,254</b>

Fiscal Year	Estimated Costs	Available Award Fee	TOTAL
FY 2031 (partial)	\$181,570,600	\$7,735,176	\$189,305,776
FY 2032	\$217,998,567	\$9,181,093	\$227,179,660
FY 2033	\$223,012,534	\$9,286,289	\$232,298,823
FY 2034	\$228,141,822	\$9,389,416	\$237,531,238
FY 2035	\$233,389,084	\$9,452,102	\$242,841,186
FY 2026 (partial)	\$35,322,958	\$1,407,828	\$36,730,786
TOTAL Option Period Contract Value	<b>\$1,119,435,565</b>	<b>\$46,451,904</b>	<b>\$1,165,887,469</b>
<b>TOTAL (Base + Option)</b>	<b>\$2,522,243,147</b>	<b>\$94,973,576</b>	<b>\$2,617,216,723</b>

<sup>1</sup>Fiscal Year Total reflects actual costs and earned award fee.

- (b) Payment of fee will be made in accordance with DEAR 970.5215-1 – Total Available Fee: Base Fee Amount and Performance Fee Amount.

(End of Clause)

**B.4 DOE-B-2014 OPTION TO EXTEND THE TERM OF THE CONTRACT: ESTIMATED COST, FEE AND PERIOD OF PERFORMANCE (OCT 2014)**

- (a) In accordance with the clause at FAR 52.217-9, Option to Extend the Term of the Contract, the Government may unilaterally extend the contract period of performance (as set forth in Section F, Deliveries) to require the Contractor to perform the work set out by Section C, Description/Specs/Work Statement of the contract. In the event that the Government elects to exercise its unilateral right to extend the term of the contract pursuant to this clause and FAR 52.217-9, all terms and conditions of the contract will remain in full force and effect.
- (b) The Contracting Officer will consider factors set forth in FAR 17.207, Exercise of Options, in determining whether to exercise an option to extend the term of the contract. The Government is concerned with ensuring that the Contractor’s performance meets, or exceeds, the performance requirements of the contract in a cost-effective manner. Accordingly, the Contracting Officer will consider the Contractor’s performance as part of the determination to exercise any option to extend the contract term.
- (c) The Estimated Cost, Fee, and Period of Performance of each option to extend the term of the contract are set forth above in B.3.

(End of Clause)

**B.5 DOE-B-7004 TOTAL AVAILABLE FEE (SEP 2017) (REVISED)**

- (a) The transition activities shall be performed on a cost-reimbursement basis up to the amount specified in the Section H Clause entitled “Activities During Contract Transition,” and no fee shall be paid for these activities. The estimated transition costs are

**\$499,992.**

(b) The annual fee base is estimated in accordance with DEAR 970.1504-1, including estimated exclusions, adjustments, and classification factors. In the event the annual fee base deviates by more than plus or minus 10% for any fiscal year from the annual fee base set forth in Column B of the chart below, a new total available award fee for the fiscal year will be calculated by multiplying the maximum available fee for the revised annual fee base by the percentage set forth in Column D below.

(c) All fee for this contract is performance based. There is no base fee for this contract. The Available Award Fee will be negotiated annually (or any other period as may be mutually agreed to between the parties) between the Contractor and the Government. The Available Award Fee will be equal to or less than the Total Available Award Fee offered set forth in Column E. The Available Award Fee shall be established considering the level of complexity, difficulty, cost effectiveness, and risk associated with specific objectives/incentives defined in the Performance Evaluation and Measurement Plan (PEMP). Higher or lower levels of complexity, difficulty, cost effectiveness, and risk will correspondingly allow a higher or lower available award fee. In the event the parties are unable to reach agreement on the Available Award Fee amount, the Government reserves the right to unilaterally establish the Available Award Fee amount.

The total available award fee for the base period of the contract and the option period, if exercised, are shown below.

Base Contract Period:

A	B	C	D	E
Fiscal Year	Annual Fee Base	Maximum Available Fee	Fee Percent	Total Available Award Fee
FY2026 (partial)	\$214,622,270	\$10,770,008	80%	\$8,616,006
FY2027	\$378,080,524	\$12,906,312	80%	\$10,325,049
FY2028	\$246,019,099	\$11,729,441	80%	\$9,383,553
FY2029	\$230,406,390	\$11,687,119	80%	\$9,349,695
FY2030	\$237,817,310	\$11,880,355	80%	\$9,504,284
FY2031 (partial)	\$28,721,307	\$1,678,857	80%	\$1,343,085

Option Contract Period:

A	B	C	D	E
Fiscal Year	Annual Fee Base	Maximum Available Fee	Fee Percent	Total Available Award Fee
FY2031 (partial)	\$165,413,455	\$9,668,971	80%	\$7,735,176
FY2032	\$198,599,862	\$11,476,366	80%	\$9,181,093
FY2033	\$203,167,659	\$11,607,862	80%	\$9,286,289
FY2034	\$207,840,515	\$11,736,770	80%	\$9,389,416
FY2035	\$212,620,847	\$11,815,128	80%	\$9,452,102
FY2036 (partial)	\$32,179,728	\$1,759,785	80%	\$1,407,828

(d) The Total Available Fee that may be earned by the Contractor in each period for any additional extensions of the period of performance beyond the ten (10) years listed in the tables above shall be subject to negotiation between the Parties consistent with the Department of Energy Acquisition Regulation (DEAR) in effect at the time the fee is negotiated

(e) At the end of each fiscal year, there shall be no adjustment in the amount of the maximum available award fee based on differences between any estimate of cost for performance of the work and the actual cost for performance of the work. Fee is subject to adjustment only –

1) Under the provisions of Section I Clause entitled “DEAR 970.5243-1 – Changes”, or other contract provisions; or

2) For a +/- 10 percent change in the estimated fee base as indicated in Column B above.

(f) Any adjustment in the amount of the total available award fees under the provisions of paragraph (e) for the fees specified in paragraph (b) and (c) above, or negotiation of fee under paragraph (d) above, will be in accordance with the fee policy then in effect, utilizing the adjusted estimated fee base and maintaining the same fee ratio proposed (i.e., proposed vs. maximum) by the Contractor during the contract competition and reflected in the current contract.

(End of Clause)

#### **B.6 DOE-B-7005 ALLOWABILITY OF SUBCONTRACTOR FEE (SEP 2017)**

If the Contractor is part of a consortium, joint venture, and/or other teaming arrangement, the team shall share in this contract fee structure and separate additional subcontractor fee for teaming partners shall not be considered an allowable cost under the contract. If a subcontractor, supplier, or lower-tier subcontractor is a wholly owned, majority owned, or affiliate of any team member, any fee or profit earned by such entity shall not be considered an allowable cost under this contract unless otherwise approved by the Contracting Officer.

(End of Clause)

The subcontractor fee restriction in the paragraph above does not apply to members of the Contractor’s team that are: (1) small business(es); (2) protégé firms as part of an approved mentor-protégé relationship; (3) subcontractors under a competitively awarded firm-fixed-unit-price subcontract; or (4) subcontractors providing “commercial products” and/or “commercial services” as defined in FAR Subpart 2.101, Definitions, if the subcontract price is fair and reasonable.

**B.7 DOE-B-7006 PROVISIONAL PAYMENT OF PERFORMANCE FEE (SEP 2017)**

The Contractor may, subject to the approval of the Contracting Officer, be paid provisional performance fee payments consistent with the provisions of the Section I Clause entitled, "DEAR 970.5232-2 – Payments and Advances". The Contractor shall promptly refund to the Government any amount of provisional performance fee paid that exceeds the amount of performance fee earned.

(End of Clause)

**PART III – LIST OF DOCUMENTS, EXHIBITS, AND OTHER ATTACHMENTS**

**SECTION J**  
**LIST OF ATTACHMENTS**

**ATTACHMENT B - WORK AUTHORIZATION DIRECTIVES**

The Fiscal Year 2026 Work Authorization Directives dated November 24, 2025, for the period November 24, 2025, through September 30, 2026, are hereby incorporated by reference.

The Fiscal Year 2026 Work Authorization Directives Revision 1 (Life Extension 2, Fill Maintenance Program, and Technical Support and Management only), dated February 24, 2026, for the period November 24, 2025, through September 30, 2026, are hereby incorporated by reference.

Published WADs are located at:

[https://sprdoe.sharepoint.com/sites/PROC\\_ASD/WADS/Forms/WADS.aspx](https://sprdoe.sharepoint.com/sites/PROC_ASD/WADS/Forms/WADS.aspx)

PART III – LIST OF DOCUMENTS, EXHIBITS, AND OTHER ATTACHMENTSSECTION JLIST OF ATTACHMENTS

## ATTACHMENT D - SMALL BUSINESS SUBCONTRACTING PLAN

**10.0 SMALL BUSINESS SUBCONTRACTING PLAN [L.8(K)]**

**Date:** April 16, 2026

**Company Name:** Strategic Storage Partners, LLC

**Address:** 850 S Clearview Pkwy, New Orleans LA 70123

**UEI Number:** SJ65WNBKH1WA4

**Subcontracting Plan Contact:** Julia Avery, Small Business Program Manager (SBPM)

**Phone:** 504.275.8102

**Email:** [julia.avery@spr.doe.gov](mailto:julia.avery@spr.doe.gov)

**Contract Number:** 89243525CCR000073

**Contract Name:** Management and Operation of the Strategic Petroleum Reserve

**Services:** Management and Operations

**Estimated Contract Value:** \$266,699,982

**Period of Performance:** November 24, 2025 – September 30, 2026

**10.1 Overview**

Strategic Storage Partners, LLC (SSP) is committed to creating long-term, sustainable relationships with small businesses through strategic sourcing, set-asides, joint ventures, outreach activities, and our mentor protégé relationships.

SSP focuses on diverse supplier recruitment, supplier development, mentoring, outreach, and benchmarking metrics through comprehensive reporting. This strategy ensures that SSP not only complies with all government regulations and commercial requirements, but that we offer small, small disadvantaged, women-owned, HUBZone, veteran-owned, and service-disabled veteran-owned small businesses opportunities to grow and succeed. Everyone has a responsibility to engage in and promote the commitment of this plan.

In accordance with FAR 19.000(b) and 19.702(b)(3), application of this plan is limited to goods and services acquired inside the United States and its territories.

This is an **Individual Plan**. It has been developed specifically for this contract and covers the entire contract period. The goals are based on majority JV member APTIM's forecasted subcontracting and supplies for the life of the contract.

**10.2 Subcontracting Goals**

Separate dollar and percentage goals are outlined below (**Figure 10-1**), in terms of percentage of planned subcontracting and total contract value, applicable to the Fiscal Year 2026 Contract Period (November 24, 2025, through September 30, 2026). The goals are for the utilization of small business (SB), small, disadvantaged business (SDB), women-owned small business (WOSB), HUBZone small business (HUBZone), veteran-owned small business (VOSB), and service-

disabled veteran-owned small business (SDVOSB). We demonstrate that we can meet and exceed small business goals on federal contracts.

Estimated Direct Commitments	Amount	Percent of Subcontract Dollars
Total to be Subcontracted	\$166,718,314	100%
Total to Large Business Subcontractors	\$83,359,157	50%
Total to Small Business Concerns	\$83,359,157	50%
Total to Small Disadvantaged Business Concerns	\$8,335,916	5%
Total to Women-Owned Small Business Concerns	\$8,335,916	5%
Total to HUBZone Small Business Concerns	\$5,001,549	3%
Total to Veteran-Owned Small Business Concerns	\$8,335,916	5%
Total to Service-Disabled Veteran-Owned Small Business Concerns	\$8,335,916	5%

**Figure 10-1. Planned Subcontracting by Business Size.**

### 10.3 Anticipated Subcontracted Services

A description of the team subcontractors identified to support this proposal, anticipated services, business sizes and Unique Entity Identifier (UEI) numbers are detailed in **Figure 10-2**. These subcontractors have signed teaming agreements with SSP that will augment our capabilities and support the achievement of small business goals. We will also solicit to our SBA-Approved Protégé firm(s) if an opportunity arises for the services they provide.

Company	Business Size	Services	UEI Number
Cavern Solutions, Inc.	LB	Drilling, Workovers, Engineering, Cavern Integrity	Q735HRSNG6E5
DexteriTech Solutions – Next Gen, LLC	SB, SDB, VOSB, SDVOSB	Cyber Security/IT Consulting	PYMEW12MFFH7

**Figure 10-2. Principal Supplies and Services to be Procured.**

SSP’s first supply chain priority is to evaluate all incumbent subcontractors. We have a team that assesses subcontractors’ past performance, including quality, price, delivery, safety, and current business size certifications. Following the initial vetting process, we conduct market research using our internal database comprised of approved firms and SBA’s Small Business Search (SBS) database to identify and qualify additional firms.

Due to the large scope and duration of this contract, we have identified additional products and services that could be procured (see Figure 10-3). Using our internal database of approved firms and SBA’s SBS has allowed us to understand the diversity of firms available to bid this work.

Products/Services	Business Sizes
Equipment Rental	SB, WOSB, HUBZone, VOSB, SDVOSB
Surveying	SB, SDB, VOSB, SDVOSB
Non-destructive Testing	SB, SDB, VOSB
Groundskeeping	SB, SDB, WOSB, VOSB, SDVOSB
Information Systems/Network	SB, VOSB, SDVOSB
ADP Equipment/Supplies	SB, LB
Calibration Services	SB, VOSB
Casing Maintenance	SB, LB
Corrosion Control	SB, WOSB, VOSB, SDVOSB
Downhole Tools/Fishing	SB, LB
Painting	SB, SDB, VOSB, SDVOSB
Diving Services	SB, LB
Fuel Oil & Lubricants	SB, LB
Aviation	SB, LB
Oil Sampling & Analysis	SB, VOSB, SDVOSB
Inspection & Testing	SB, SDB, VOSB, SDVOSB
Electrical & Mechanical Repairs	SB, SDB, VOSB, SDVOSB
Welding	SB, SDB,
Gas Services (Nitrogen Integrity Tests)	SB, LB
Tank Cleaning	SB, VOSB, SDVOSB
Pipeline Pigging	SB, VOSB, LB
Janitorial	SB, SDB, WOSB, HUBZone, VOSB, SDVOSB
Construction	SB, SDB
Environmental Inspections	SB, SDB, WOSB, HUBZone, VOSB, SDVOSB
Security Services	SB, SDB, ANC
Material Consulting	SB, LB
Engineering	SB, SDB, WOSB, VOSB
Drones	SB, SDB, WOSB, HUBZone, VOSB, SDVOSB

Figure 10-3. Additional Supplies and Services that May be Procured.

### 10.4 Method to Develop Subcontracting Goals

SSP developed these subcontracting goals using a multi-step process based on experience with projects of similar nature and magnitude. SSP ensures identified goals are a high priority throughout the contract.

**Step 1:** Project Manager (PM) and Subcontracts Manager (SM) evaluate the Statement of Work and determine key project elements to be subcontracted. SSP may award work to SBs if it provides best value to the government. For work that will be subcontracted, portions will be set aside and targeted to SBs based on the SB goals proposed for this effort.

**Step 2.** PM and SM worked with the SBLO to prepare a potential bidders list, which identifies specific SB sources, consisting of a blend of existing suppliers and vetted service providers. We take advantage of SSP JV Members ‘past working relationships with SB subcontractors in the geographic service areas of the contract to identify and engage qualified SBs. All potential bidders are pre-qualified or reviewed to determine competence, ability and capacity.

**Step 3.** PM, SM and SBLO analyze subcontracting data (**Figure 10-4**) to understand trends and highlight socioeconomic categories we need to target. Having this information allows us to plan outreach and set-asides accordingly. We also invite SB firms to provide virtual presentations to our project teams and regularly participate in one-on-one matchmaking to expand the diversity of our subcontractor pool.

Business Size	2022	2023	2024
Small Business (SB)	\$127,374,451 / 83.8%	\$202,153,937 / 92.7%	\$75,823,357 / 87.7%
Other Than Small Business (OTSB)	\$24,552,345 / 16.2%	\$16,015,828 / 7.3%	\$10,615,940 / 12.3%
Small Disadvantaged Business (SDB)	\$32,614,846 / 21.5%	\$29,128,544 / 13.4%	\$23,086,534 / 26.7%
Women-Owned Small Business (WOSB)	\$15,077,344 / 9.9%	\$11,608,949 / 5.3%	\$16,476,046 / 19.1%
Historically Underutilized Zone Small Business (HUBZone)	\$4,491,677 / 3%	\$1,548,054 / 0.71%	\$2,170,365 / 2.5%
Veteran Owned Small Business (VOSB)	\$3,954,231 / 2.6%	\$5,351,312 / 2.5%	\$6,014,071 / 7%
Service-Disabled Veteran Owned Small Business (SDVOSB)	\$41,512,579 / 1%	\$2,574,817 / 1.2%	\$2,190,214 / 2.5%

**Figure 10-4. APTIM’s 3-Year Past Performance on US Federal Contracts.**

## 10.5 Method to Identify Sources

Goals were established based on a make/buy analysis of the required scope of services, past performance on similar contracts, our SB team members able to support this contract, and the DOE FY24 goals. For additional services not identified in **Figure 10-2** we will solicit strategically to ensure firms are included that meet the SB categories necessary for goal attainment. For example, SSP can take advantage of APTIM’s long-standing relationship with HUBZone small business suppliers like JRM Equipment LLC, where we have placed 200 purchase orders worth approximately \$14M. Additionally, if drones are used to support M&O at SPR, we have

proactively identified two firms in the Gulf Coast. Both firms are in Texas, one being a SB, SDB, WOSB, HUBZone and the other a SB, WOSB, VOSB, SDOVSB.

SSP subcontracting objectives for this solicitation are two-fold:

- Use our approved subcontractor databases and the SBA’s SBS to provide subcontracting opportunities to existing and new small business firms of all socioeconomic categories.
- Ensure our customer is given a high-quality, diverse team with the expertise to efficiently and effectively execute the contract.

SSP performs the following activities to identify additional potential resources:

- Use existing SB firms who have past performance for similar services, by searching our approved subcontractor database.
- Contact the Small Business Specialist, Office of Small Disadvantaged Business Utilization, Small Business Administration (SBA), Small Business Development Center, Apex Accelerators and National Veterans Small Business Coalition for sources.
- SSP's website features a 'Doing business with SSP' tab that includes our solicitation forecast, an overview of services, and a link to our vendor portal where businesses can register their SB status and capabilities for sourcing by our buyers.

Bid evaluations are made considering the technical qualifications, price, quality, timeliness, and small business socioeconomic classifications. Selections are based on the best overall offerings of the interested bidders. Where equal in technical terms and cost effectiveness, the SB firms are given preference over large business concerns.

Potential firms are vetted and prequalified prior to engagement on procurements. SBs that certify they are HUBZone and SDVOSB are validated using SAM.gov.

## **10.6 Indirect Costs**

Indirect costs **have not** been included in the dollar and percentage subcontracting goals stated above in **Figure 10-1**.

## **10.7 Small Business Subcontracting Plan Administrator**

SSP’s SBLO administers the Subcontracting Plan in coordination with the PM and SM. The SBLO is responsible for the Small Business Subcontracting Program, including the development, preparation, and execution of individual subcontracting plans. The SBLO’s specific duties are detailed below and include:

- Assist in the development and approval of bidder lists.
- Ensure inclusion of SBs of various socioeconomic categories are included in solicitations for products or services they can provide.
- Attend SB conferences and participate in matchmaking.
- Conduct training for purchasing personnel pursuant to the intent of Public Law 95-507.
- Monitor goals and regularly communicate utilization.

- Prepare and submit Individual Subcontract Reports (ISRs), and Summary Subcontract Reports (SSRs) using SAM.gov.
- Coordinate compliance reviews by federal agencies.
- Provide input for procurement personnel’s annual employee evaluations based on their demonstrable commitment and achievement of Small Business Subcontracting Program goal accomplishments.
- Make a good faith effort to comply with all terms outlined in the Subcontracting Plan herein.

The SBLO is also responsible for working with the subcontracting staff to ensure that the contract meets or exceeds its SB goals. These specific duties include:

- Develop and maintain bidder lists of SBs representing all socioeconomic business sizes from all sources.
- Ensure that procurement packages are structured to allow SBs of all socioeconomic categories to participate to the maximum extent possible.
- Assure inclusion of SB concerns in solicitations for products/services they provide.
- Review solicitations to remove statements that might restrict or prohibit SB participation.
- Ensure periodic rotation of potential subcontractors on bidders' lists.
- Ensure we document justification for not selecting low bids submitted by SB concerns.
- Maintain records of solicitations and subcontract award activity.
- Ensure that the Contracting Officer or their representative is notified in writing, if required, of any substitutions of firms that are not SB, SDB, WOSB, HUBZone, VOSB or SDVOSB for the firms listed in the subcontracting plan.

### **10.8 Identifying Potential Sources and Outreach**

SSP will comply with FAR 52.219-9(d)(8) by making the following efforts to ensure that SB concerns of all socioeconomic categories have an equitable opportunity to compete for subcontracts:

- Search existing database of approved SB subcontractors.
- Attend and participate in matchmaking at SB conferences, industry days, and virtual events.
- Use existing SBA-approved protégé firms.
- Initiate searches through the SBA’s SBS.
- Establish and maintain contact with local SBA offices to assist with identifying firms.
- Post subcontracting opportunities on SBA’s Subnet.
- Issue RFPs restricted to qualified SB bidders to increase opportunities for diverse subcontractors on our contracts.

Small business partners are often identified through our attendance at SB conferences, including those listed in **Figure 10-5**.

<b>Conferences</b>	<b>Locations</b>
SAME National Small Business Conference	New Orleans, LA
National 8a Small Business Conference	Atlanta, GA
USACE Louisville District Small Business Industry Day	Louisville, KY

Mid-Atlantic Regional DOD Small Business Council	Virtual
USACE Tulsa District Small Business Industry Day	Tulsa, OK
DOE Small Business Forum & Expo	Minneapolis, MN
Veteran Edge Conference	Dallas, TX
SAME Joint Engineering and Training Conference	Louisville, KY
USACE Kansas City Industry Day	Kansas City, KS
ETEBA Business Opportunities & Technical Conference	Knoxville, TN
DOE & Sandia National Laboratories Mentor Protégé Forum	Albuquerque, NM
Navy Gold Coast Small Business Procurement	San Diego, CA
Department of Homeland Security Vendor Outreach	Virtual
National HUBZone Conference	Chantilly, VA
VETS25	Orlando, FL

**Figure 10-5. Small Business Outreach Attended.**

1. SSPs outreach plays a significant role in helping identify SBs for participation on our contracts and provides an equitable point of entry for interested entities. The conferences listed above were helpful in meeting new SBs that have the capabilities, geographic reach, and past performance needed to successfully support federal opportunities in our economically competitive environment. SSP ensures it will maximize opportunities for small businesses to support us in delivering an excellent product for DOE.
2. The following internal efforts are made to guide and encourage buyers:
  - Attend conferences and matchmaking sessions and conduct SB training.
  - Monitor activities to evaluate subcontracting plan compliance.
  - Present Small Business Advocate Awards to internal employees that provide mentoring to SB firms, have exceptional SB use on their projects, attend outreach events, and share their success stories. The winner receives a certificate and Small Business Advocate jacket.

To effectively implement this subcontracting plan to the extent consistent with efficient contract performance, SSP:

- Hosts a Small Business Compliance Review with the project team at the beginning of the contract to provide the SB goals, named team subcontractors, their respective services, and business classifications.
- The SBLO, PM, and SM review the performance against the SB Subcontracting Plan and develop contract-specific methods to implement to ensure we meet or exceed goals.
- The SBLO works with the project team and procurement personnel, prior to RFPs being sent to subcontractors, to provide SB recommendations.
- Assists SB concerns by providing time for the preparation of bids and an economically feasible scope of work to facilitate SB participation.

- Counsels and discusses subcontracting opportunities with representatives of SB concerns.
- Reviews the competence, ability, experience, and capacity of SBs relevant to the contract's requirements.
- Provides notice to subcontractors concerning penalties and remedies for misrepresentations of SB status for the purpose of obtaining subcontracts that are to be included as part of a goal contained in this subcontracting plan.

### **10.9 Flow-Down Requirements**

SSP agrees that the clause entitled “Utilization of Small Business Concerns” at FAR 52.219-8 will be included in all subcontracts that offer further subcontracting opportunities, and all subcontractors (except SB concerns) who receive subcontracts more than \$900,000 (\$2,000,000 in construction) will be required to adopt and comply with a subcontracting plan like this one. Such plans are 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 is determined on a case-by-case basis depending on the supplies/services involved, the availability of potential SB firms, and prior experience. Once approved and implemented, plans are monitored through the submission of semi-annual reports, and, as time and availability of funds permit, periodic visits to the subcontractor’s facilities to review applicable records and subcontracting program progress.

### **10.10 Reports, Studies, and Surveys**

SSP agrees to:

- Cooperate in studies or surveys as may be required.
- Submit periodic reports so that the Government can determine the extent of compliance by SSP with the subcontracting plan.
- Include subcontracting plan data for each order when reporting subcontracting achievements for IDIQ contracts with individual subcontracting plans where the contract is intended for use by multiple agencies.
- Submit the ISR and/or the SSR using SAM.gov.
- Ensure that its subcontractors with subcontracting plans agree to submit the ISR and/or the SSR using eSRS.
- Provide its prime contract number, UEI number, and the e-mail address of the Offeror’s official responsible for acknowledging receipt or rejecting the ISRs to all first-tier subcontractors with subcontracting plans so they can enter this information into eSRS when submitting their ISRs.
- Require that each subcontractor with a subcontracting plan provide the prime contract number, its own UEI number, and the e-mail address of the subcontractor’s official responsible for acknowledging receipt of or rejecting the ISRs, to its subcontractors with subcontracting plans.

SSP maintains records to comply with the requirements and goals in this subcontracting plan, including:

- Identifying and documenting the other sources utilized for developing our bidders list if SBA’s SBS or SAM was not used.

- Documenting organizations contacted to locate sources that are SB, SDB, WOSB, HUBZone, VOSB and SDVOSB firms.

On a subcontract-specific basis, SSP maintains records for each solicitation resulting in an award more than the Simplified Acquisition Threshold (SAT) of \$350,000 indicating: whether SB concerns were not solicited and if not, why not; whether SDB concerns were solicited, and if not, why not; whether WOSB concerns were solicited, and if not, why not; whether HUBZone SB concerns were solicited, and if not, why not; whether VOSB concerns were solicited, and if not, why not; whether SDVOSB concerns were solicited, and if not, why not; and if applicable, the reason that the award was not made to a SB.

SSP maintains records to support all competitive subcontracts in which a SB concern received a set-aside or price evaluation preference. Upon determination of the successful subcontract offeror and prior to award of the subcontract, SSP informs each unsuccessful small business offeror in writing of the name, location, and business size of the successful offeror.

We assign each subcontract the NAICS code and corresponding size standard that best describes the principal purpose of subcontract, which subcontractors must certify and sign prior to subcontract award execution.

Additionally, we maintain:

- Records of any outreach efforts to contact trade associations, business development organizations, and matchmaking at conferences to locate small business firms.
- Records of internal guidance and encouragement provided to buyers through:
  - Workshops, seminars, and training
  - Internal incentive program for buyers who support the small business community.
  - Monitoring performance to evaluate compliance with the program's requirements.

### **10.11 Good Faith Effort**

SSP complies with FAR 52.219-9(d)(12) and makes a good faith effort to acquire articles, equipment, supplies, services, or materials, or obtain the performance of construction work from the SB concerns that were used in preparing the bid or proposal, in the same or greater scope, amount, and quality used in preparing and submitting the bid or proposal. Responding to a request for a quote does not constitute use in preparing a bid or proposal.

#### **a. Assurances Offeror will Provide Written Explanation if Items are not Procured as Described**

SSP complies with FAR 52-219-9(d)(13) and provides the Contracting Officer with a written explanation if we fail to acquire articles, equipment, supplies, services, or materials or obtain the performance of construction work as required by FAR 52-219(d)(12). This written explanation is submitted to the Contracting Officer within 30 days of contract completion.

**b. Assurances Offeror will not Prohibit Subcontractors from Discussing Payment or Utilization Issues with the CO**

SSP pledges to not prohibit a subcontractor from discussing with the Contracting Officer any material matter pertaining to payment to or utilization of a subcontractor as required by FAR 52-219(d)(14).

**c. Assurances Offeror will Pay its Subcontractors on Time and in Compliance with Contract Terms and Conditions**

SSP pledges to pay our SB subcontractors on time and in accordance with the terms and conditions of the underlying subcontract and notify the contracting officer when we make either a reduced or untimely payment to a SB subcontractor as defined by FAR 52.242-15.

FAR 19.702 requires SSP to establish and use procedures to ensure the timely payment of amounts due pursuant to the terms of all subcontracts with SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB concerns.

PLAN SUBMITTED BY:

Date: April 16, 2026

**JULIA AVERY**  
(Affiliate)

Digitally signed by JULIA  
AVERY (Affiliate)  
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PLAN CONCURRED BY:

**LESLIE BOURGEOIS**  
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\_\_\_\_\_  
Leslie Bourgeois  
Small Business Program Manager

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Date

PLAN ACCEPTED BY:

**KELLY GELE**  
Digitally signed by  
KELLY GELE  
Date: 2026.05.05  
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\_\_\_\_\_  
Kelly Gele  
Contracting Officer

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Date