

SECTION J – LIST OF DOCUMENTS, EXHIBITS, AND OTHER ATTACHMENTS

ATTACHMENT C

SMALL BUSINESS SUBCONTRACTING PLAN

FY 2024

**CONTRACTOR:** ALLIANCE FOR SUSTAINABLE ENERGY, LLC (ALLIANCE)  
NATIONAL RENEWABLE ENERGY LABORATORY (NREL)

**ADDRESS:** 15013 Denver West Parkway  
GOLDEN, COLORADO 80401

**SOLICITATION  
OR CONTRACT  
NUMBER:** DE-AC36-08GO28308

**ITEM/SERVICE:** Management and operation of the National Renewable Energy Laboratory (NREL) to lead renewable energy research and development and to be the nation's primary federal laboratory for renewable energy research.

The following, together with any attachments, is hereby submitted as a Subcontracting Plan to satisfy the applicable requirements in accordance with clause I.28 52.219-9 – Small Business Subcontracting Plan (Jun 2020) Alternate II (Nov 2016).

**I. FY 2024 GOALS**

A. The following percentage goals (expressed in terms of a percentage of total planned subcontracting dollars) apply to the contract period Year Sixteen: For each year of performance, revised goals will be negotiated and included in the contract by modification.

1. The total estimated dollar value of all planned subcontracting (to all types of business concerns) under this contract is \$271,248,257 and **100%**.

(i) **Large Business Concerns:** The total estimated dollar value and percent of planned subcontracting with large business (all businesses concerns classified as "other than small"). (% of 1. Above):

\$157,323,989 and **58%**

(ii) **Small Business Concerns:** The total estimated dollar value and percent of planned subcontracting with small business concerns include Small, Small Disadvantaged, Women-Owned Small, HUBZone, and Service-Disabled Veteran-Owned Businesses (SB/SDB/WOB/HZ/ SDVOB/VOB) concerns. (% of 1. Above):

**\$113,924,268** and **42%**

This amount is included in the amount shown under A.1., above, as a subset.

- (iii) **Small Disadvantaged Business Concerns:** The total estimated dollar value and percent of planned subcontracting with small-disadvantaged businesses (SDB) (% of 1. Above):

\$32,549,791 and 12%

\*Items (iii) through (vii) meet DOE guidelines issued in Policy Flash 2008-19. This amount is included in the amount shown under A.1., above, as a subset.

- (iv) **Women-Owned Small Business Concerns:** The total estimated dollar value and percent of planned subcontracting with small women-owned businesses (WOB) (% of 1. Above):

\$18,987,378 and 7%

This amount is included in the amount shown under A.1., above, as a subset.

- (v) **HUBZone Small Business Concerns:** The total estimated dollar value and percent of planned subcontracting with HUBZone small businesses (HZ) (% of 1. Above):

\$8,137,448 and 3%

This amount is included in the amount shown under A.1., above, as a subset.

- (vi) **Service-Disabled Veteran-Owned Business Concerns:** The total estimated dollar value and percent of planned subcontracting with service-disabled veteran-owned businesses (SDVOB) (% of 1. Above):

\$8,137,448 and 3%

This amount is included in the amount shown under A.1., above, as a subset.

- (vii) **Veteran-Owned Business Concerns:** The total estimated dollar value and percent of planned subcontracting with veteran-owned businesses (VOB) (% of 1. Above):

\$8,137,448 and 3%

This amount is included in the amount shown under A.1., above, as a subset.

- B. A description of all the types of products and/or services that will be acquired under this contract is necessary to determine how the subcontracted dollars are to be spent.

1. The principal products and/or services to be obtained in support of this plan are those that are generally associated with a diverse research and development environment. Small business concerns will generally supply a major portion of the goods and services, as well as construction related spend.

## II. METHODS USED TO DEVELOP SUBCONTRACTING GOALS

### Background Information

Alliance established the above subcontracting goals based on the small business' performance history, the proposed budget, the availability of small businesses in our region, and our commitment to execute the proposed subcontracting strategy embodied by this Plan.

**FY 2020** After monitoring the procurement base for FY19 with the exclusion of MPO awards and significant increase from an aggressive SB goal of 59%, the Alliance proposed a slight decrease and still aggressive SB goal of 57% for FY 2020 with all other subcategories remaining the same; Women Owned Business and Small Disadvantaged Business at 7% and HUBZone and Service-Disabled Veteran-Owned business at 3%.

**FY 2021** Alliance proposed the aggressive SB goal of 57% remain the same with all other subcategories remaining the same; Women Owned Business and Small Disadvantaged Business at 7% and HUBZone and Service-Disabled Veteran-Owned business at 3%.

**FY 2022** Alliance proposed the aggressive SB goal of 57% remain the same and adding Veteran Owned Business to the socio-economic categories with a 3% goal. All other socio-economic subcategories remain the same; Women Owned Business and Small Disadvantaged Businesses at 7% and HUBZone and Service-Disabled Veteran-Owned business at 3%.

**FY 2023** Alliance proposed the aggressive SB goal of 56% with all other subcategories remaining the same; Women Owned Business and Small Disadvantaged Business at 7% and HUBZone and Service-Disabled Veteran-Owned business at 3%. Areas newly implemented include an official roll out of self-service supplier catalog and SBPM review of purchases under the SAT.

### FY 2024 Small Business Goal Objectives

The Alliance for Sustainable Energy, LLC is initiating a subcontract for a \$180M+ congressional line item construction project planned for execution in FY 2024 and incrementally funded throughout FY 2026 that, when combined with additional Inflation Reduction Act large construction spend, will temporarily but significantly impact the Alliance's ability to demonstrate our aggressive commitment to using small business, resulting in a lower proposed small business utilization goal for FY 2024 than the previous three-year average. As a result, for FY 2024 Alliance proposes a 42% SB goal as this is both aggressive and achievable considering the unusually high spend relating to the large construction projects in progress this fiscal year. Further, to help demonstrate our aggressive commitment to using small business, Alliance proposes increasing our SDB goal from 7% to 12%. All remaining socio-economic goals will remain the same with a WOB goal of 7%, HUBZone, VOB and SDVOB goals of 3%

**Indirect costs:** Indirect costs have not been included when establishing Alliance subcontracting goals. Instead, goals are based on the total anticipated subcontract and purchase order award dollars.

In determining the proportionate share of indirect costs allocated to each small business category (SB, SDB, WOB, HZ, SDVOB, VOB), NREL’s reporting system can isolate each small business concern by dollar amount.

**Mentor-Protégé Program**

To demonstrate Alliance’s commitment for meeting the FY 2009 objectives, a Mentor-Protégé Program was successfully implemented, and to date, sixteen (16) Mentor Protégé Agreements have been awarded. The most recent Mentor Protégé Agreements are:

Protégé	Agreement Execution Date	Technical Champions and Mentoring Areas
<b>Agreement No. MP 23-17</b> <b>Full Scope Civil</b>	<b>July 2023</b>	<b>Group:</b> Site Operations <b>Champions:</b> Matt Bournonville & Randy Fransua <b>Mentoring areas:</b> Identifying opportunities for enhancing technical capabilities; enhancing business development capabilities, assistance in networking
<b>Agreement No. MP 23-18</b> <b>Circuit Media</b>	<b>July 2023</b>	<b>Group:</b> Transportation Engagement & Outreach <b>Champions:</b> Wendy Dafoe, Mollie Putzig, Kim Lopez and Katy Salverson <b>Mentoring areas:</b> Developing knowledge and expertise in the areas of procurement and contracts and technical assistance. Assistance in networking.
<b>Agreement No. MP 22-16</b> Converge Strategies, LLC	April 2022	<b>Group:</b> Cyber Security & Resilience <b>Champions:</b> Eliza Hotchkiss & Todd Labosky <b>Mentoring areas:</b> To assist protégé in identifying, developing and promoting the capabilities, experience and technical expertise that will help foster growth and business development for security, technical and business services.

Efforts continue to find a minimum of one (1) qualified small business protégé in FY 2024 that not only has expertise in product and service types of subcontracting, but also for any technology-based small businesses that complement NREL’s mission in specialized areas related to science and technology, renewable energy, and energy efficiency.

**III. METHODS USED TO IDENTIFY POTENTIAL SOURCES FOR SOLICITATION**

The Alliance is proactive and committed to maintaining a Program that offers a fair and equitable opportunity to small (SB), small disadvantaged (SDB), women-owned (WOB), HUBZone (HZ), service-disabled veteran-owned (SDVOB) and Veteran-Owned (VOB) business concerns to compete

for potential sources of supplies, services, research and development, and science and technology-based areas using resources including but not limited to the following:

- Electronic access to the [www.sam.gov](http://www.sam.gov) website, which the General Services Administration (GSA) maintains to seek critical information regarding identification, classification, certifications, and NAICS code information.
- Electronic access to NREL Small Business ([www.nrel.gov](http://www.nrel.gov)) database. Small businesses that are interested in doing business with Alliance/NREL have an opportunity to register pertinent information about their company. In return, NREL staff utilizes the database as a resource for finding appropriate vendors to fulfill their subcontracting needs.
- Access to the Battelle Family of Labs, Acquisition of Community Practices (ACOP) group (procurement directors and small business program managers) and other government and federal agencies within the Department of Energy in order to obtain small business data.
- Collaborative participation between Innovation, Entrepreneurship Center and the Small Business Partnerships office which will identify small technology-based businesses that are experienced in renewable energy and energy efficiency technologies and that could be potential small business sources.
- Collaborative participation between Acquisition Services and the Small Business Partnerships office in order to obtain various search techniques that can identify the appropriate small business mix to satisfy work effort objectives.
- Assistance in educating small business concerns on how to do business with Alliance/NREL, including but not limited to:
  - Assistance in navigating the NREL website
  - Assistance with the NREL small business database
  - Assistance with contact information in specialized areas
  - Assistance with the scheduling process regarding one-on-one visits to NREL
- Virtual participation in local, regional, and national trade fairs, conferences, and special events organized to assist small business concerns that request information on how to obtain business opportunities with NREL.
- Participate in local, state, regional, and national trade associations, business development organizations, small business councils, chambers of commerce, etc. to demonstrate commitment to the minority and small business community. NREL's participation with and support of various organizations include but are not limited to
  - Mountain Plains Minority Supplier Development Council (MPMSDC), with granted access to the council's database
  - National Minority Supplier Development Council (NMSDC)
  - Opportunity Council (OC) f/k/a Rocky Mountain Small and Disadvantaged Business Opportunity Council (SADBOC), with granted access to the council's directory

- Colorado Women’s Chamber of Commerce (CWCC), with granted access to chamber resources
- Women’s Business Enterprise Council – West (WBEC), with granted access to WBEC resources
- Small Business Development Centers, as applicable
- Local Chambers of Commerce, as applicable

The success of the Small Business Partnerships office is centered on teaming with key organizations within the lab that adopt NREL’s Diversity Plan to the fullest extent. Fostering solid relationships with Acquisition Services, Public Affairs, Human Resources, and Technology Transfer creates a dynamic work force supporting minority and small business entities.

Additionally, proactive relationships with the Office of Small Disadvantage Business Utilization (OSDBU), Small Business Administration (SBA), and other DOE laboratories and government agencies provide insight into the best practices of small business subcontracting activities. In addition, these relationships foster NREL’s ability to enhance subcontracting goals that meet NREL’s mission and operation. The Small Business Subcontracting Plan for NREL will be reviewed and approved annually by the DOE GO Contracting Officer.

**IV. SMALL BUSINESS PROGRAM ADMINISTRATION**

While the prime responsibility for administration of the Small Business Subcontracting Plan rests with the Innovation Partnering & Outreach directorate, the Acquisition Services Office Director will help provide subcontracting opportunities for minority and small business concerns. Rexann Dunn, the Small Business Partnerships Manager, is responsible for the day-to-day implementation of the Plan.

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**Small Business Partnerships Manager (SBPM) Duties**

The SBPM has the general overall responsibility for Alliance’s Small Business Program and Small Business Subcontracting Plan. The Innovation Partnering & Outreach directorate office provides leadership for the Small Business Program, and champion outreach activities for small businesses opportunities, with a focus on lab needs including supplies, services, research and development, and other science-based technologies. The SBPM will oversee and manage the following activities:

- Administering the Alliance Small Business Subcontracting Plan, including monitoring performance relative to the requirements outlined in the Plan, and negotiating aggressive but practical small business goals and mentor-protégé activities.
- SBPM approval required for acquisitions under the SAT not awarded to small businesses.
- SBPM included in process and approval in ASIQ.
- Reviewing and overseeing the approval process of all Individual, Master, and Commercial Subcontracting Plans with a subcontract dollar value of more than \$750,000 (\$1,500,000 for construction), excluding small business concerns. Additionally, through the period of performance of the subcontract, monitoring performances relative to proposed goals outlined in Plan.
- Searching, developing, and maintaining mailing lists for SB, SDB, WOB, HZ, SDVOB and VOB concerns from various databases and other viable resources.
- Ensuring procurement/solicitation packages, which are structured to permit participation of SB, SDB, WOB, HZ, SDVOB and VOB concerns to the maximum extent possible.
- Ensuring inclusions of SB, SDB, WOB, HZ, SDVOB and VOB concerns with capabilities that coincide with solicitations requiring their products and services.
- Attending Acquisition Services preplanning meetings to help identify small business subcontracting opportunities.
- Participating in Acquisition Services semi-annual assessment reviews to help ensure compliance with stakeholder requirements including applicable laws, regulations, terms and conditions of subcontracts / purchase orders, ethics and good business practices.
- Reviewing and approving monthly awarded action report prepared by Acquisition Services.
- Ensuring that proper documentation is provided if selection is not awarded to SB, SDB, WOB, HZ, SDVOB and VOB—a situation that would require Acquisition Services Subcontract Administrators to document the procurement file with a completed “If not, why not” form, when applicable.
- Holding periodic training sessions through either email or scheduled meeting to educate staff on Alliance/NREL’s commitment to the small business community.
- Coordinating contractors’ activities prior to and during conduct of a federal agency compliance reviews.
- Attending and/or arranging for NREL staff to attend small business opportunity workshops, minority business enterprise seminars, trade fairs, and other outreach activities.

- Supporting Alliance/NREL's commitment to small business by fostering working relationships within the local community through involvement with various small and minority organizations, small business councils, and chambers of commerce. This may include serving as a board director, volunteer when needed, or doing committee work, presentations, and participating in panels.
- Maintaining sociable, yet professional, relationships within the minority and small business communities supporting respective activities such as:
  - OSDBU personnel at DOE Headquarters
  - Local and regional SBA Directors, Administrators, and Counterparts
  - Presidents and Directors of local small business councils, chambers of commerce, and other organizations
  - Small Business and Diversity Program Managers working for local, regional, and national large businesses concerns, DOE laboratories, and other government and federal agencies.
  - Board of Director colleagues
  - Presidents and CEOs within the minority and small business communities
- Reviewing, preparing, and submitting the following monthly, quarterly, semi-annual, and annual reports as applicable:
  - Monthly small business status reports to DOE GO Small Business Program Manager and appropriate Alliance/NREL Management Team
  - Semi-annual and annual Mentor-Protégé progress reports to OSDBU
  - Semi-annual and annual subcontracting goal reports into the Electronic Subcontracting Report System (eSRS)
  - Other types of reports upon request

## **V. EQUITABLE OPPORTUNITIES AND OUTREACH EFFORTS**

NREL's Small Business Partnerships and the Acquisition Services office work in unison to ensure that small, disadvantaged, women-owned, HUBZone, and service disabled-veteran owned businesses have an equitable opportunity to compete for subcontracts that may include but are not limited to the following activities:

- Virtual participation in local, regional, and national trade fairs, conferences, and special events organized to assist small business concerns that request information on how to obtain business opportunities with NREL.
- Participate in local, state, regional, and national trade associations, business development organizations, small business councils, chambers of commerce, etc. to demonstrate commitment to the minority and small business community. NREL's participation with and support of various organizations include but are not limited to
  - Mountain Plains Minority Supplier Development Council (MPMSDC), with granted access to the council's database
  - National Minority Supplier Development Council (NMSDC)



- Opportunity Council (OC) f/k/a Rocky Mountain Small and Disadvantaged Business Opportunity Council (SADBOC), with granted access to the council's directory
  - Colorado Women's Chamber of Commerce (CWCC), with granted access to chamber resources
  - Women's Business Enterprise Council – West (WBEC), with granted access to WBEC resources
  - Small Business Development Centers, as applicable
  - Local Chambers of Commerce, as applicable
- Host a virtual or in-person event to increase local awareness and participation from small businesses at NREL.

**Outreach Efforts to Obtain Sources:**

**Mentor-Protégé Program:** Implemented in FY 2009, Alliance/NREL's mentoring program is part of a DOE initiative to encourage and assist small businesses in efforts to enhance their performance capabilities in becoming successful subcontractors for Alliance/NREL, DOE, and other federal agencies. The lab's mentoring opportunities are not only limited to seeking small businesses that have skills in product and service areas but to also search for small technology-based companies that have expertise in science and technology with a particular focus on transferring renewable energy and energy efficiency technology to the marketplace. Furthermore, the program is intended to foster long-term relationships that will increase the extent, variety, and complexity of opportunities for small business and to ensure they continue to have a meaningful role in the future.

Alliance/NREL encourage small businesses to inquire about the qualifications they would require to become a Protégé. If applicable, the Small Business Partnerships office will assist in finding appropriate champions who agree to mentor the small business.

**Inreach/Outreach Team Approach:** Small Business Partnerships routinely work with the Acquisition Services office and other programs and organizations within the lab to help foster a variety of small business opportunities at the lab. Throughout the year, NREL staff is asked to attend outreach activities such as trade shows, luncheons, networking, seminars, and, on occasion, panel participation.

Technical programs are encouraged to have an annual objective to subcontract with at least one small, disadvantaged, women-owned, HUBZone, or service-disabled veteran-owned business to support Alliance/NREL's mission and its commitment to small business concerns.

**Commitment to Minority and Small Businesses:** NREL continues to have a significant presence within the small business community. The Small Business Partnerships Manager is available for committee work, panel presentations, and holding leadership positions, e.g., serving on boards of directors for various chambers of commerce, small business councils, and organizations.

**Outreach Participation:** Participate in local, regional, and national small and minority business procurement conferences, trade fairs, and other functions for matchmaking opportunities and to locate additional small business sources.

**Outreach Source Information:** Seek source information from various resources including but not limited to the following:

- NREL Small Business database
- Databases including but not limited to:
  - SAM – System for Award Management
  - Minority Supplier Development Council
  - Women’s Business Enterprise Council
  - US Department of Veterans Affairs
  - SBA - Dynamic Small Business Search (DSBS)
  - Small Business Development Centers
  - GSA
- Prior to Acquisition Services submitting Request for Proposal(s) (RFP), seek source information from any of the above mailing lists, or other various mailing lists, as well as other reference material to identify small, small disadvantaged, women-owned, HUBZone, and service-disabled veteran-owned business entities.
- Monitor monthly small business reports to determine if small, small disadvantaged, women-owned, HUBZone, service-disabled veteran-owned, and veteran-owned businesses are meeting negotiated goals outlined in NREL’s Small Business Subcontracting Plan.
- Utilize source lists from various chambers of commerce, small business councils, and organizations such as the Mountain Plains Minority Supplier Development Council, Opportunity Council, and Colorado Women’s Chamber of Commerce.
- Utilize source lists from the Battelle Family of Labs.
- Seek source information from large businesses and other government entities.

**VI. INTERNAL EFFORTS TO GUIDE AND ENCOURAGE SUBCONTRACT/PURCHASING PERSONNEL AND NREL STAFF**

Throughout this Plan, Alliance has demonstrated commitment to small business, illustrating its internal efforts to achieve subcontracting goals. The following recaps Alliance best business practices to better guide staff subcontracts with small businesses:

- Establish, maintain, and utilize SB, SDB, WOB, HZ, SDVOB and VOB source lists, guides, and other data for soliciting subcontracts.
- Ensure NREL SB representative is present at Acquisition Services at pre-planning solicitation meetings to determine small business opportunities.
- Hold quarterly training and meetings with acquisition services’ staff and other organizational groups regarding Alliance Plan and commitment to small business.

- Monitor activities to review and evaluate compliance with this Plan.
- Make sure that Alliance/NREL requirements are clear and precise before sending out solicitations.
- When practical, arrange pre-proposal conferences to make sure SB, SDB, WOB, HZ, SDVOB and VOB concerns understand all requirements that are outlined in the RFP.
- Make challenging and reasonable recommendations to NREL staff concerning strategies for maintaining and/or exceeding the approved small business goals.
- Maintain a vendor/supplier database that allows firms to enter their business into the NREL Small Business Vendor Database via the internet. This database allows companies to list their capabilities and the goods/services they provide. This database is available not only to subcontract administrators, but all NREL staff, and is easily searched by vendor name, type of business, type of goods/services, state, NAICs code, and keywords.

## **VII. SUBCONTRACTING PLAN FLOWDOWN**

Alliance/NREL require that with all subcontracts, except for those awarded to small business concerns, in excess of \$750,000 (\$1,500,000 for construction) and commercial item/services awards, subcontractors must adopt and comply with requirements stated in FAR 52-219-9 – Small Business Subcontracting Plan. (Alliance Prime Contract Clause I-28 – Utilization of Small Business Concerns (Nov 2016)). Alliance/NREL understand that this requirement cannot be altered.

To support Alliance’s commitment to small business we will do our best to ensure that subcontractors use small businesses as their lower-tiers.

## **VIII. REPORTS AND SURVEYS**

Alliance/NREL will stay in compliance and assures the following:

- As required, will cooperate in any studies or surveys that may be required by DOE or the U.S. Small Business Administration (SBA).
- Provide the data on first-tier small business subcontract transactions under the contracts, as described in the MOSRC Guide via the Microsoft Excel spreadsheet co-located at <https://max.gov> in the MOSRC Collaboration Center. The spreadsheet will be submitted to HQProcurement Systems @hq.doe.gov.
- Upon request, will submit periodic reports showing compliance with the Subcontracting Plan.
- Will electronically submit (eSRS) a semi-annual individual Subcontract Report (ISR), during the subcontract performance for the periods ended March 31 and September 30, based on the government’s fiscal year (October 1 through September 30).

Will electronically submit an annual Summary Subcontract Report (SSR) for the twelve months ended September 30, at the close of each government fiscal year.

The ISR and SSR electronic submissions shall be made through the Electronic Subcontracting Reporting System (eSRS) at [www.esrs.gov](http://www.esrs.gov). Alliance/NREL will insure accurate and complete reports.

- Will ensure that large business subcontractors with subcontracting plans agree to submit ISRs and SSRs or any other version as determined necessary by NREL to comply with DOE internal procedures and practices.

REPORTING PERIOD	REPORT DUE	DUE DATE
October 1 – March 31	ISR	April 30
April 1 - September 30	ISR	October 30
October 1 – September 30	SSR	October 30

Addresses for submitting ISR and SSR: These will be submitted electronically to:

- the DOE GO Contracting Officer.

## IX. RECORDS AND PROCEDURES

The Alliance will maintain the necessary records and procedures to demonstrate compliance with the requirements and goals outlined in this subcontracting plan. These records will include, but are not limited to the following:

- Source documentation for SB, SDB, WOB, HZ, SDVOB and VOB concerns received from:
  - SBA DSBS/[sam.gov](http://sam.gov)/NREL's internal small business database
  - Office of Small Disadvantaged Business Utilization database ([OSDBU.gov](http://OSDBU.gov)).
  - Mountain Plains Minority Supplier Development Council (MPMSDC)
  - Opportunity Council (OC)
  - Colorado Women's Chamber of Commerce (CWCC)
  - Local Chambers of Commerce
  - Local Small Business Administration (SBA)
  - Women's Business Enterprise Council – West (WBEC West)
  - Other organizations or sources
- Source documentation received on each subcontract solicitation resulting in an award of more than the Simplified Acquisition Threshold referenced in FAR 2.101 and indicating whether SB, SDB, WOB, HZ, SDVOB and VOB concerns were solicited, and if not, why not; and if applicable, reasons why an award was not made to a small business concern.

- Source documentation gathered from various small and minority business procurement conferences, trade fairs, or other events.
- Source documentation regarding internal training for procurement buyers along with support and technical staff to encourage, educate, and promote small business opportunities at NREL.

**This FY 2023 Small Business Subcontracting Plan was submitted by:**

**SIGNED:** Rexann Dunn Digitally signed by Rexann Dunn  
Date: 2024.01.10 12:23:17 -07'00'

**TYPED/PRINTED NAME:** Rexann Dunn

**TITLE:** Small Business Partnerships Manager

**DATE:** \_\_\_\_\_

**TELEPHONE NO.:** 303-275-4322

**SIGNED:**  DocuSigned by:  
*W.T. Farris*  
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**TYPED/PRINTED NAME:** William Farris

**TITLE:** Associate Lab Director, Innovation Partnering & Outreach

**DATE:** 1/11/2024

**TELEPHONE NO.:** 303-275-3069

**PLAN ACCEPTED BY:** \_\_\_\_\_

Peter G. Luft  
Contracting Officer  
US Department of Energy – Golden Field Office

DOE GO Contracting Officer

Date: \_\_\_\_\_