



UCOR
URS | CH2M
Oak Ridge LLC

*Safely Delivering DOE's Vision for the
East Tennessee Technology Park Mission*

URS Small Business Overview and UCOR Mentor Protégé Relationships

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URS Corporation

- URS Corporation is a fully integrated engineering, construction and technical services organization.
- We support every stage of the project life cycle, offering:
 - program management
 - planning
 - design and engineering
 - systems engineering and technical assistance
 - information technology
 - construction and construction management
 - operations and maintenance, and
 - decommissioning and closure services

URS Corporation

- Through our network of offices in nearly 50 countries, we provide services to a broad range of clients including:
 - U.S. federal government agencies
 - national governments of other countries
 - state and local government agencies in the United States and internationally, and
 - private sector clients worldwide
- Our work is focused in five key market sectors: Federal, Oil & Gas, Infrastructure, Power, and Industrial.
- Our comprehensive skills and expertise are a valued resource to clients around the world.

URS Corporation and Small Business

- We utilize small businesses in all market segments.
- URS has seen a 1% growth each year over the last five years in its commitment of work to Women Owned Small Businesses – 13% in 2008 to 18% in 2013.
- That growth is the result of competitive awards to firms that reflect today's level of expertise in the Engineering and Construction marketplace.
- Sam Artis is the Director-Small Business Liaison Office for URS. He is located in Boise, Idaho.
- At the corporate level Sam deals with mentor protégé requirements for DOE, DoD, and SBA.

Mentor Protégé Relationships

- The mentor protégé relationship is a two way street that requires commitment and a great deal of work from both parties.
- Successful relationships have a technical champion on the URS side who nurtures the small business.
- We look for firms that complement our strengths, not those that perform the same type of work. We look for firms that can help us win business.
- Typically our protégés have worked with us before and we have a solid relationship prior to entering into a formal mentor protégé Agreement.

Mentor Protégé Relationships

- The stakes are high for the mentor and the protégé. At DOE facilities there is no room for error, especially regarding safety and environmental issues.
- When we enter into a relationship, we strive to get the agreement in place early in the project/contract life cycle to allow time for it to mature.
- The DOE market is all about business relationships and local concerns play a large role.
- URS has DOE contracts that expect that we keep business in the local regions. As a result, mentor protégé agreements tend to be regional in nature.

- URS | CH2M Oak Ridge (UCOR) is a partnership between URS, a worldwide leader in environmental work, and CH2M HILL, the United States' largest environmental company. Along with teaming subcontractor Restoration Services Inc. (RSI), UCOR is committed to the long-term success of cleanup operations at the Department of Energy (DOE) Oak Ridge Reservation.
- RSI is a successful graduate of the DOE Mentor Protégé Program, and was recognized as the 2011 DOE Women Owned Small Business of the Year.

East Tennessee Technology Park – Before Cleanup



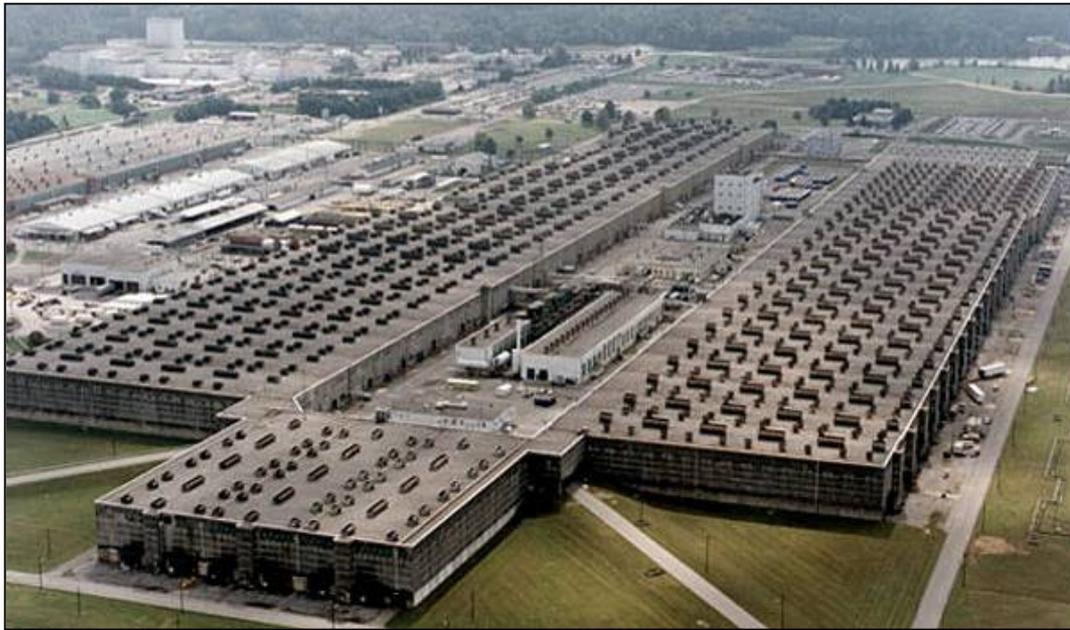
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East Tennessee Technology Park -- Today



Highest Profile Project: K-25 Demolition



- UCOR demolished the East Wing and North End of the former gaseous diffusion facility
- Building was 1 mile long from one end of its U-shaped structure to the other

Removal of Components



North End D&D



NaF Trap Removal from K-25 Building

- Five high-risk components that were located in the Tc-99 portion of the east wing
- Used to absorb uranium from the process system
- Each trap is about the size of a household water heater and weighs up to 800 pounds each
- All five were removed by crane through two holes that were cut in the roof



K-27 Building

- Uranium process facility, similar to the K-25 Building but smaller
- Shut down in 1964
- Pre-demolition activities are currently under way



K-27 Building Deteriorated Condition



UCOR Mentor Protégé Program

- UCOR Mentor-Protégé (MP) is designed to:
 - Encourage and assist small businesses and enhance their financial, technical, professional, and personnel capabilities to perform subcontracts
 - Motivate UCOR personnel to provide mutually beneficial developmental assistance
 - Foster long-term business relationships
 - Strengthen Protégés capabilities so they will be able to perform as prime contractors to the federal government

UCOR Mentor Protégé Program (Cont'd)

- UCOR MP Program Model is designed to provide critical developmental assistance to protégé companies in the fundamental principles of building solid, established successful businesses
- Four critical components of a successful business are:
 - Relationships
 - Training
 - Growth
 - Experience

UCOR Mentor Protégé Program (Cont'd)

- The orientation/start up meeting – educates the newly signed protégés concerning the requirements and activities of UCOR's MP Program
- Mentor (UCOR) Benefits
 - Increase the number and value of small business subcontracts
 - Fill critical voids in key operational/technical areas
- Protégés Benefit
 - Improve overall company efficiency and effectiveness
 - Increase technical and business capabilities
 - Expand client base
 - Improve financial management and stability

UCOR Mentor Protégé Program (Cont'd)

- Senior Management Sponsor is a key element of the MP of the UCOR Program
 - Participates in creating the delivery/activity milestone log that identifies types of development assistance to be provided
 - Develop and implement milestones and schedules to accomplish developmental assistance goals
 - Work with senior managers to identify and facilitate subcontracting opportunities
 - Coordinate and attend monthly progress meetings with the protégé

UCOR Mentor Protégé Program (Cont'd)

- UCOR has two Protégés
- Transportation, Operations and Professional Services, Inc. (TOPS) a woman owned small business headquartered in East Tennessee. TOPS was formed in 2010 to provide transportation and project management services for public agencies and private sector companies.
 - Major contributor to UCOR's success at K-25.
 - Safely hauled 19,000 loads of debris to our landfill.
 - UCOR's first Protégé.

TOPS K-25 Converter Disposal



Veterans Contracting Solutions Group, LLC (VCSG)

- UCOR's second protégé
 - Service Disabled Veteran owned Small Business (SDVOSB)
 - Specializing in
 - Civil Engineering.
 - Construction Management
 - Excavation/Grading/Clearing/Grinding
 - Hazardous Waste Removal
 - Site Restoration and Remediation
 - Largest effort to date was the Mercury Tank Removal Project

VCSG Mercury Contaminated Tank Removal and Disposal



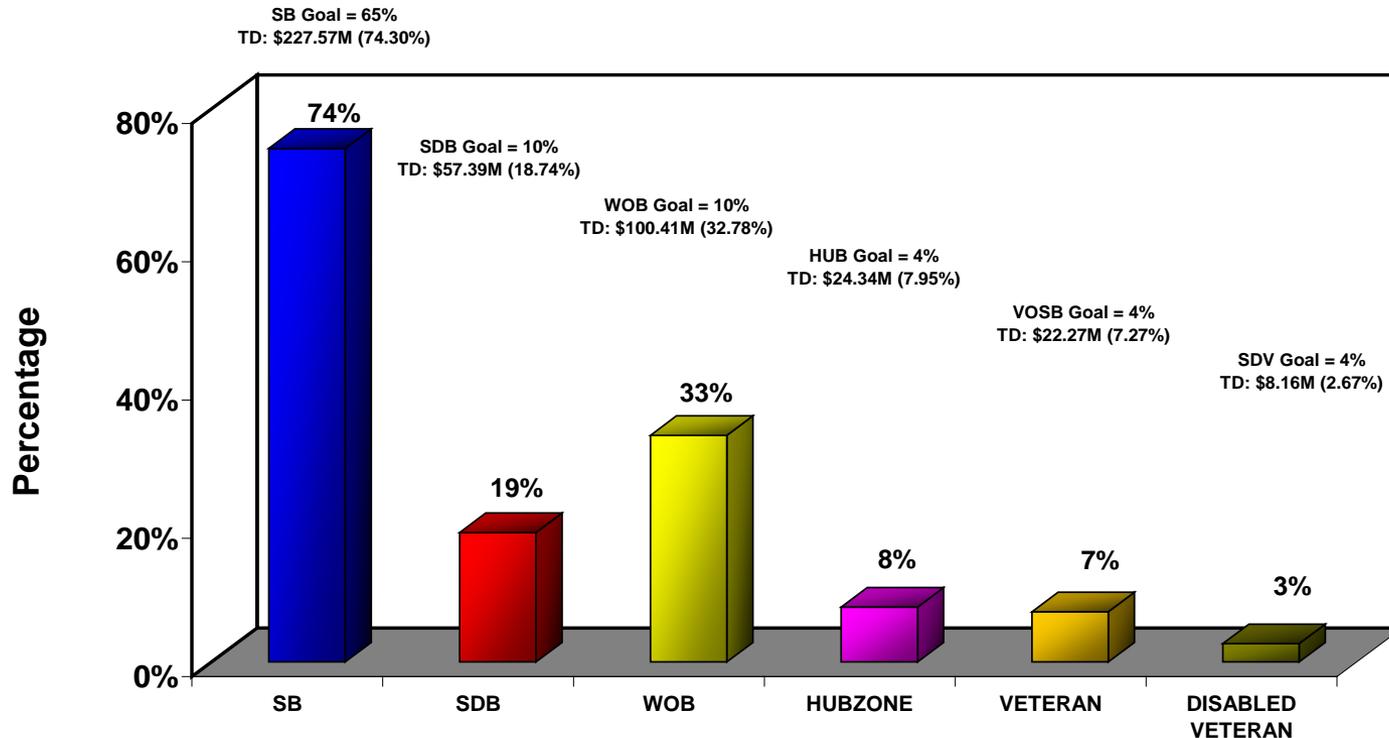
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Small Business – Statistics

Percent Subcontract Dollars Placed with Socioeconomic Firms Inception to Date

8/1/2011 - 4/30/2013



Stated as percentage of Net Dollars

BASE:

Large: \$78,129,616.57

Small: \$227,566,619.99

NET: \$306,275,649.15

UCOR's Small Business Program

- Attend local opportunity workshops, training and trade fairs as time permits.
- Provide monthly Small Business/Procurement training to the Subcontracts and Procurement group.
- Actively engage with the mentoring of both protégés.
- Ensure small businesses are made aware of subcontracting opportunities through our 90 day forecast.
- Produce a monthly SB Newsletter that provides information, training and upcoming news internally and externally.
- Monitor goals on a monthly basis and provide all reports in a timely manner.

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