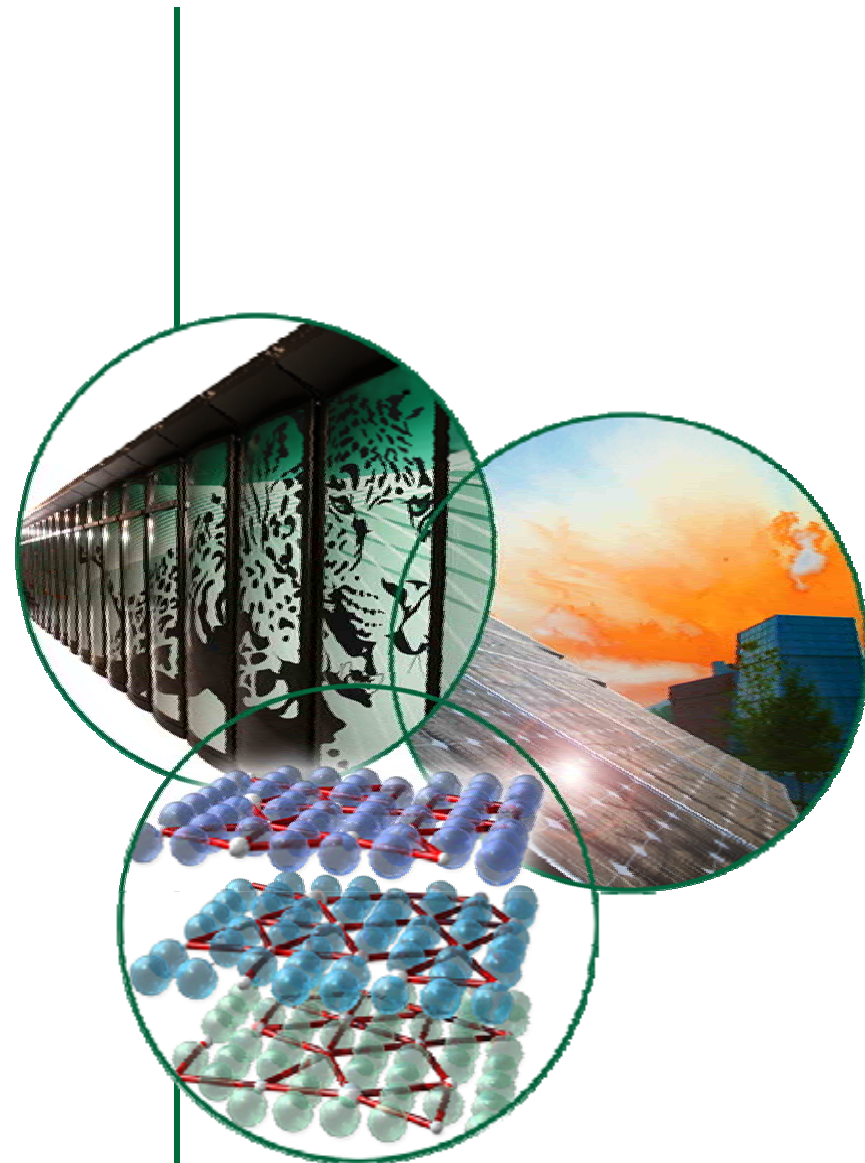


Doing Business with Oak Ridge National Laboratory

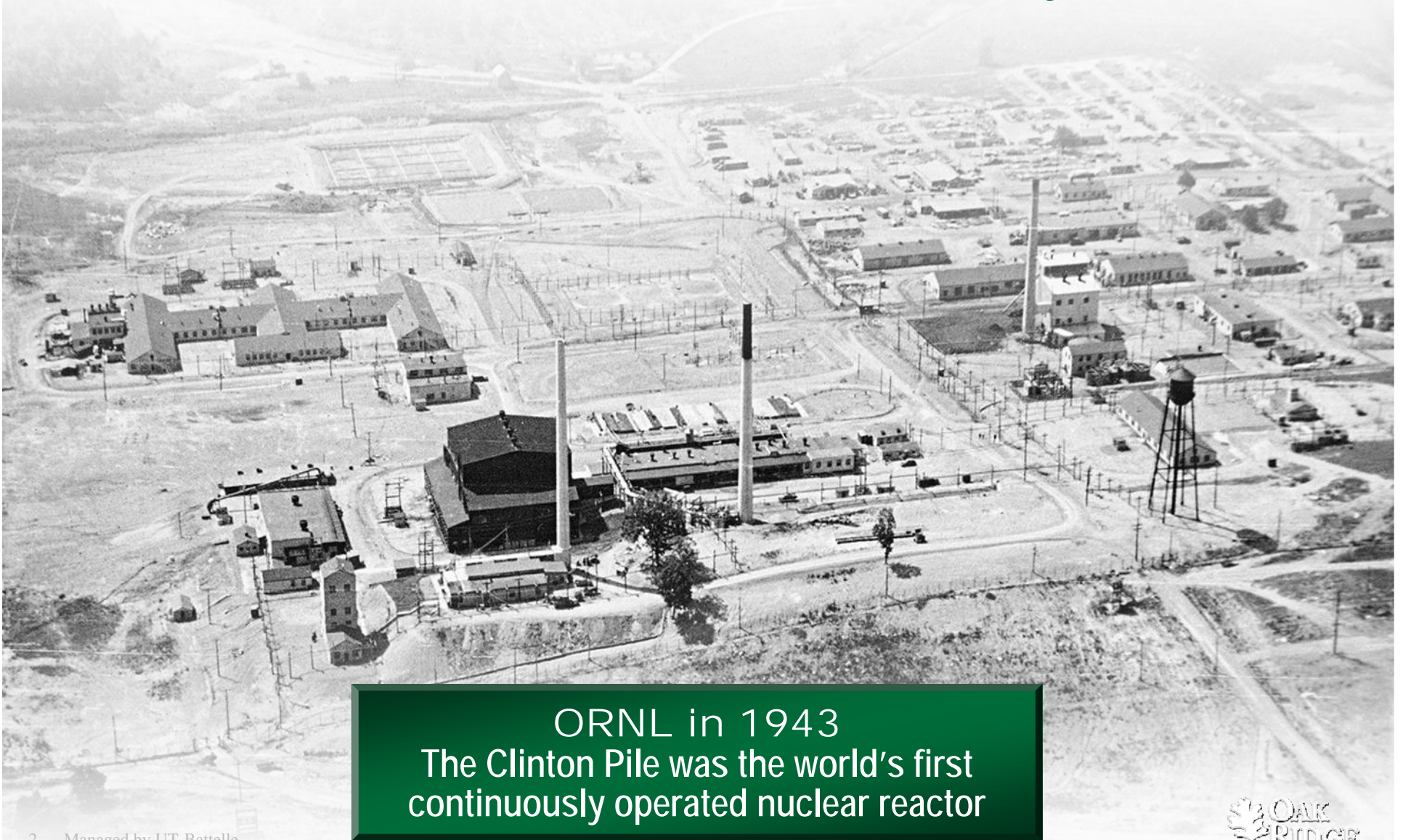
Presented at the 35th WM09 Symposia

Keith S. Joy
ORNL Small Business Programs Manager

Phoenix, AZ
March 4, 2009



Oak Ridge National Laboratory evolved from the Manhattan Project



ORNL in 1943
The Clinton Pile was the world's first
continuously operated nuclear reactor

Today, ORNL is DOE's largest science and energy laboratory



- \$1.3B budget
- 4,350 employees
- 3,900 research guests annually
- \$350 million invested in modernization
- World's most powerful open scientific computing facility
- Nation's largest concentration of open source materials research
- Nation's most diverse energy portfolio
- Operating the world's most intense pulsed neutron source
- Managing the billion-dollar U.S. ITER project

UT-Battelle has managed ORNL since April 2000



Limited Liability
Company



**The University of Tennessee
Knoxville, Tennessee**



**Battelle
Columbus, Ohio**



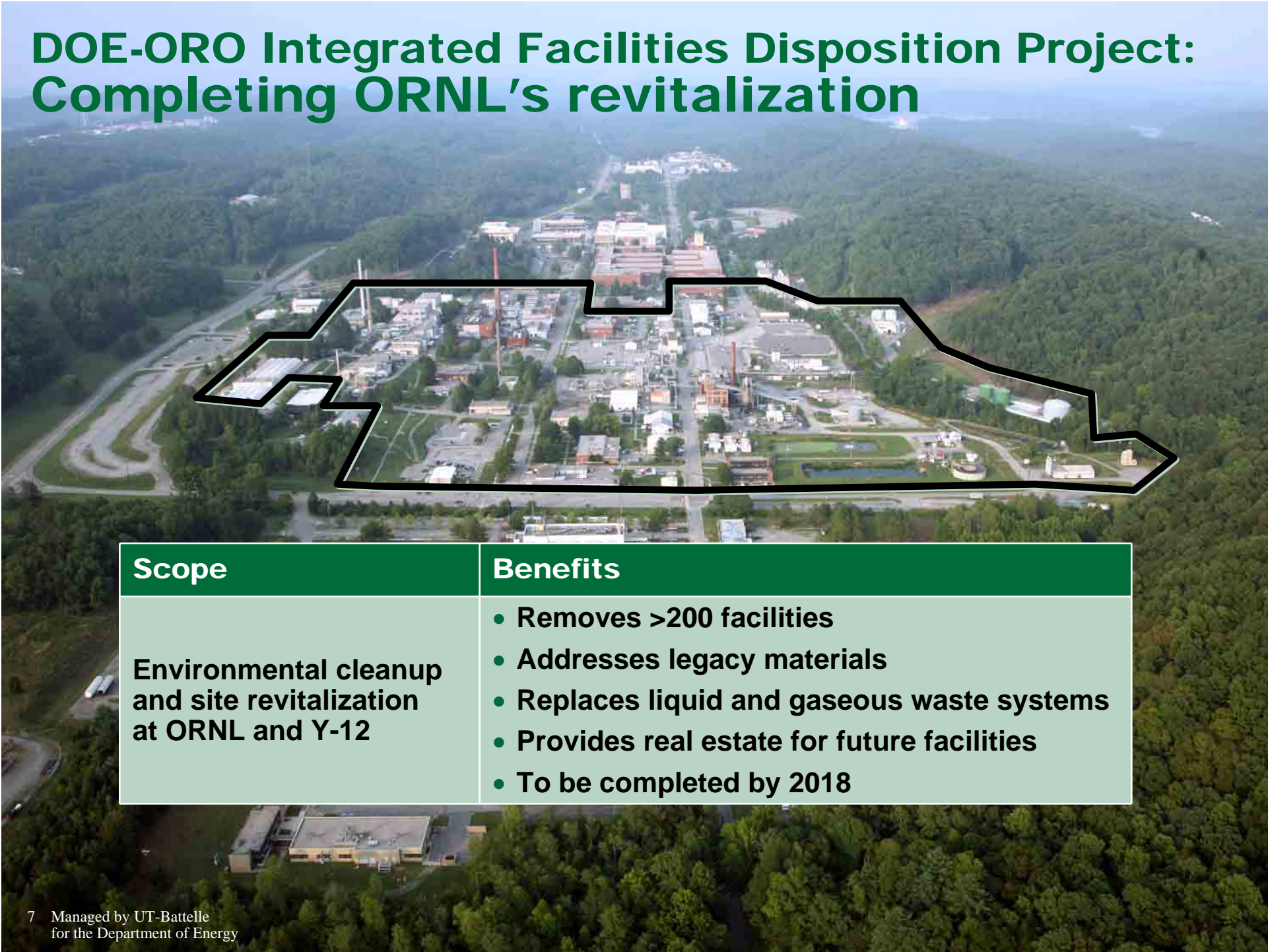
We have made great progress in modernizing the Laboratory



ORNL's Main Campus



DOE-ORO Integrated Facilities Disposition Project: Completing ORNL's revitalization



Scope	Benefits
Environmental cleanup and site revitalization at ORNL and Y-12	<ul style="list-style-type: none">• Removes >200 facilities• Addresses legacy materials• Replaces liquid and gaseous waste systems• Provides real estate for future facilities• To be completed by 2018

Our environmental and waste management strategy relies on effective partnerships with outside contractors & small businesses

We use contract support in the areas of:

- Waste management planning, characterization, and preparation of required waste documentation
- Environmental compliance support, including as field-deployed environmental protection officers
- Pollution prevention planning, reporting, and project implementation
- Operation of a Lab-wide waste tracking system
- Off-site analysis of waste & environmental samples
- Off-site waste treatment & disposal services
 - Hazardous waste transportation, treatment & disposal
 - Low-level radioactive waste transportation, treatment, & disposal (via a DOE-wide contract, where possible)
 - Mixed waste transportation, storage, treatment, & disposal (via a DOE-wide contract, where possible)

Oak Ridge National Laboratory (ORNL) Small Business Program Office Mission

- **Advocate for Small Business**
- **Point of Contact**
- **Communicating Contracting Opportunities**
- **Managing the ORNL Mentor/Protégé Program**
- **Promoting partnerships with Minority Educational Institution/HBCU**



Steps in Doing Business with ORNL

- Register your business in the Central Contractor Registration (CCR) database at www.ccr.gov.
- Visit the ORNL Small Business web site at www.ornl.gov/smallbusiness.
- Register your business in the Supplier Information Database in the website.
- Send your capability documents to the Small Business Office.

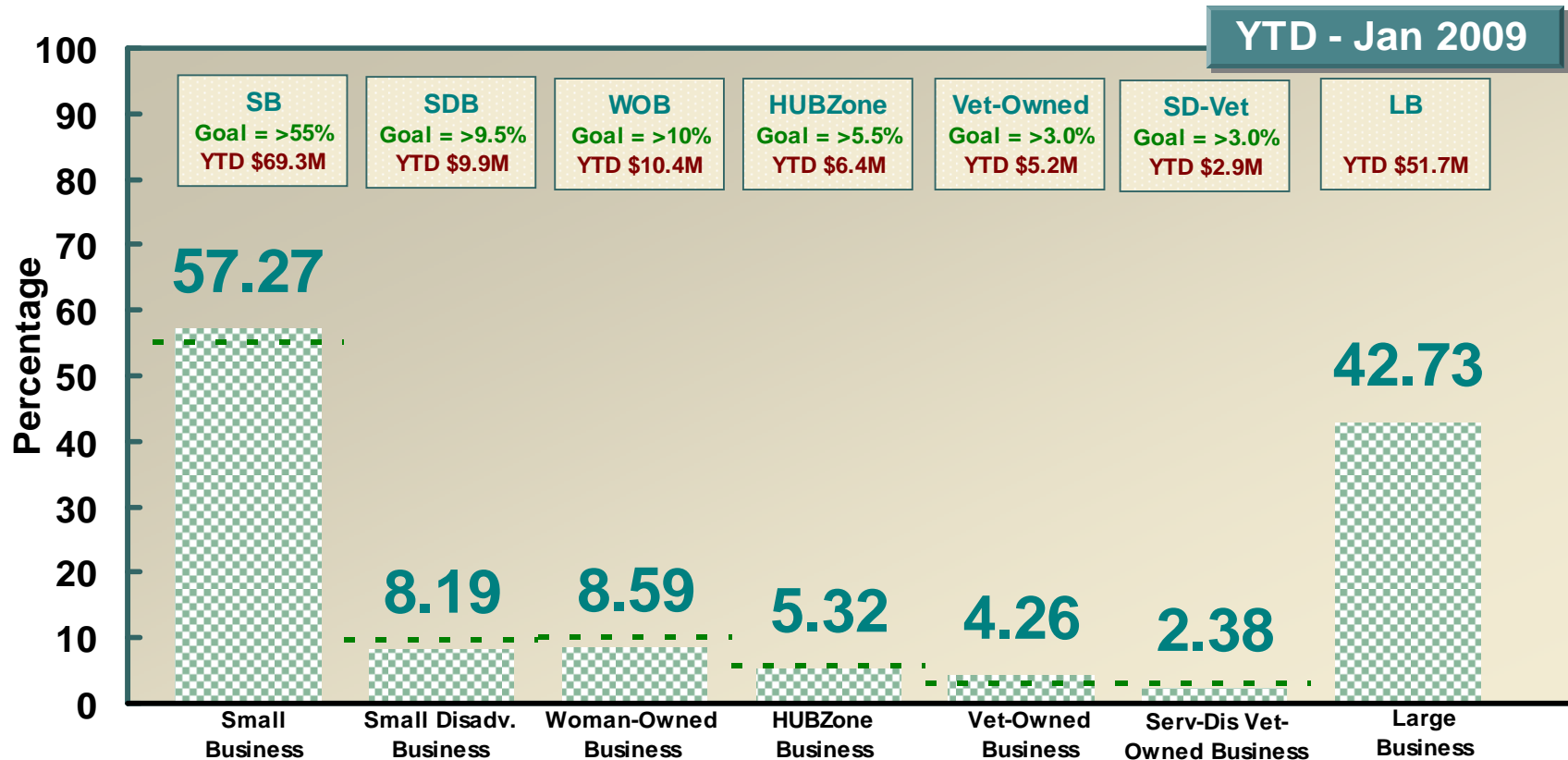


Steps in Doing Business with ORNL - continued

- **Make an appointment to visit the Small Business Office (optional).**
- **Visit our web site for Upcoming Subcontracting Opportunities.**
- **Keep in touch with the ORNL Small Business Programs Manager.**



% Subcontract Dollars Placed with SB Firms - FY 2009 (BSC Metric)



FY 2009 YTD	Historical Data:	FY 00*	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09
SB Base	SB=Small Business	54.57	48.41	49.22	54.10	62.70	50.79	57.84	58.47	62.94	
\$121.1M	SDB=Small Disadvantaged Business	9.77	7.55	6.42	6.24	9.23	7.09	10.54	9.26	11.13	
Educ Base	WOB=Small Woman-Owned Business	8.51	7.45	12.21	8.80	10.31	7.86	11.35	12.33	14.62	
\$21.7M	HUBZone=Historically Underutilized Business Zones	0.05	0.24	0.37	1.97	4.42	3.21	7.35	6.74	6.96	
Total Proc	Vet-Owned=Veteran-Owned Small Business	N/R	0.32	0.82	1.19	3.00	1.49	4.07	3.52	6.12	
\$277.0M	SD-Vet=Service-Disabled Veteran-Owned Small Business	N/R	0.037	-0.001	0.028	0.140	0.115	1.652	1.023	2.540	

Base for SB, SDB, WOB & HUBZone %s Excludes Foreign, GOVT, INTG, IGT & Affiliates and Includes P-Cards.

2SELA/SE Combined.xls

Data Source: 2096 & Proc Stats 2. * UT-Battelle contract started April 1, 2000. 6 months of data only. Base revised in FY05 & FY07.

2/2/2009

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Recent Recognition for Small Business Support

2008 DOE Small Business Program Manager of the Year Award



2007 SBA's Francis Perkins Vanguard Award



2007 DOE FMC Small Business Innovation Award

**Voice of the ORNL Customer Survey Results
Challenges and Suggestions
Concerning Winning Contracts**

Small Business Challenge	Example	Suggestion
Lack of Thoroughness in Reading Contracts; Not Paying Attention to Detail	Ex. Invoicing Contracts Division instead of Accounts Payable; Inaccuracies due to not reading details	Read contract more than once. Know the specifics. Be accurate in order to prevent delays.
Lack of Thoroughness in Submitting Proposals	Ex. Excluding necessary documents and contact information; Informal	Read the contract more than once. Create a checklist of items to be submitted and check off as items are completed. Pay attention to detail.
Not Realizing Capabilities and Limits	Ex. Bidding on contracts that are too big to bond; Not employing enough personnel to complete contract satisfactorily	Bid on smaller dollar amount contracts. Be a subcontractor to an ORNL contractor first. Do NOT say you can do something you cannot!
Attitude	Ex. Having high expectations due to the business' status (WOSB, SDVOSB, SDB, etc.); "You need me to help meet your goals" attitude	Emphasize your competitive edge over other companies. Goals are in place as a support system - they should not be the #1 selling point.
No Prior Experience with ORNL	Ex. No proven track record with ORNL; Losing contracts to contractors with more experience with ORNL	Be a subcontractor for an ORNL contractor first to build a track record.
Lack of Business Knowledge	Ex. Being very technically skilled but lacking understanding of the business side; Signing contracts without understanding the details; Not understanding the importance of timeliness in submitting necessary documents	Educate yourself on the business side as well as on the technically side; Take online tutorials on business (check out the Small Business Programs Office website - http://www.ornl.gov/adm/smallbusiness/index.shtml for online tutorials in Small Business University)
Inadequate Breakdown of Cost Proposal	Ex. Quoting prices as a lump sum rather than a rate	Itemize all costs associated with the contract (including direct labor, other direct costs, overhead, etc.). Quote prices in a rate/hour so that buyers can gauge the reasonableness of the price.
Impatience	Ex. Lack of understanding that awarding contracts takes time	Know procurement opportunities before contacting the Contracts Division. Be patient and keep trying.
Poor Tracking of Deliverables; Not Tracking Deliverables of Subcontractors	Ex. Submitting information such as insurance, payroll, etc. to Contracts Division late or not at all; Not obtaining deliverables from subcontractors	Keep a tracking list (such as an Excel spreadsheet) with the necessary deliverables and their due dates. Follow the tracking list and submit deliverables to the Contracts Division on time. Call the Contracts Division if a deliverable will be late.



Concerning Performance Contracts

Small Business Challenge	Example	Suggestion
Communication	Ex. Not communicating with the customer enough about the progress and details of the contracts; Not setting up a debriefing meeting	Check in with your customer often. Have a reliable point of contact. When not performing a contract, periodically touch base with them so they keep you in mind for future opportunities. (But do not be pushy.)
Inadequate Project Management	Ex. Not managing subcontractors effectively; Falling behind schedule; Being reactionary	Be proactive. Follow up with customers for informal feedback and correct problems ahead of time. Turn contracts around as quickly as possible. Choose subcontractors wisely.
Poor Infrastructure and Accounting System	Ex. Insufficient cash flows; Needing payment before the standard 30 day period ends	Install an accounting software that can be understood and used correctly. Keep better track of cash flows using the software.
Damaging or Destroying Relationships with ORNL Staff	Ex. Burning bridges with Lab staff; Losing a contract and complaining about it; Leaving a bad taste with customers	Foster relationships with Lab staff. Be positive and gracious - make the customers want you to perform more contracts for them.
Gradually Adhering to Safety Standards	Ex. Not following safety rules immediately; Not following protocol	Know all safety standards before reporting to the job site. Comply with safety rules <i>immediately</i> .
Subcontractor Agreements	Ex. Not having a defined agreement with subcontractors about the details and responsibilities	If you are "teaming" with subcontractors, create a defined set of terms during the solicitation phase in case you are awarded the contract.
Inflexibility	Ex. Not adapting to modifications in the contract	Be open to modifications. Recognize that changes are bound to happen, especially in long-term contracts.

Top Ten Reasons Proposals Don't Win

- ✓ Didn't follow the proposal instructions
- ✓ Did not return the requested forms
- ✓ Did not address the "Evaluation Criteria" in the RFP
- ✓ Technical proposal just regurgitated the SOW
- ✓ Did not adhere to page limit (too wordy)
- ✓ Did not state the assumptions or basis for the proposed cost
- ✓ Poor Safety record
- ✓ Lack of understanding regarding the work
- ✓ Lack of documented past performance
- ✓ Cost/Price

Oak Ridge National Laboratory

MANAGED BY UT-BATTELLE FOR THE DEPARTMENT OF ENERGY

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