



# WAI Overview

Steve Moore, President/CEO

WM Symposia, March 6, 2017

*"Addressing the Small Business Barriers in Contracting with DOE"*





# Introduction

WAI is a mature small business recognized as an industry leader in managing complex nuclear waste management and environmental cleanup projects.

- ❖ 20 years of excellent performance in our core capabilities
- ❖ Nuclear Facility Management and Operations
- ❖ Nuclear Waste Management and Processing
- ❖ Environmental Remediation
- ❖ Environmental Consulting Services
- ❖ DOE Prime Contractor experience at multiple sites.

DOE's 2014 8(a) and 2015 Small Business of the Year



# Project and Office Locations

WAI manages projects across the U.S. and currently has offices at many of the major DOE cleanup sites.

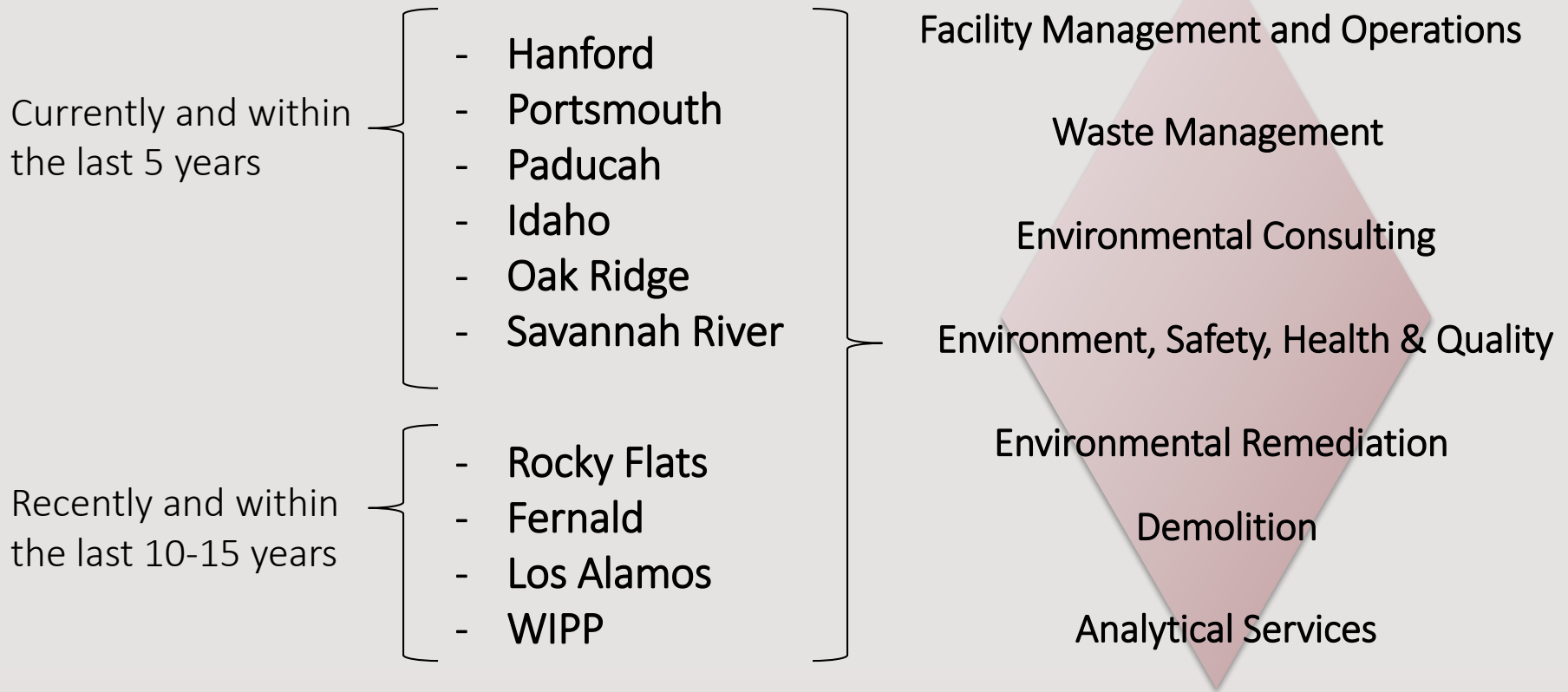


The WAI headquarters office is located in Ohio, within driving distance of four DOE sites.



# Major DOE Project Successes

WAI currently performs or has recently performed work at the following DOE sites:







# Exceptional Performance & Key Leadership

## Current performance with core DOE EM client:

- Exceptional CPARs rates
- 96% - 98% Award Fee Scores from DOE PPPO
- Re-won work at TWPC in Oak Ridge with improved performance
- 98% Award Fee Scores at ERDF in Hanford
- \$280M in awarded contract backlog through 2020.

## *Key staff with recognized DOE experience (**owners in bold**):*

- |                     |                |                       |
|---------------------|----------------|-----------------------|
| - Charlie Anderson  | - Fred Heacker | - <b>Steve Moore</b>  |
| - Bill Melvin       | - Matt Miller  | - Glenn Henderson     |
| - Sue Kohn          | - Rick Coriell | - <b>Jim Gardner</b>  |
| - Jennifer Chandler | - Doug Halford | - <b>Doug Collins</b> |



# Hanford Site: 222-S Laboratory

In 2015, WAI won a prime DOE contract to operate, manage and maintain the Analytical Services function of the Hanford 222-S Laboratory, which performs up to 25,000 analyses on as many as 10,000 tank waste samples annually.





## Hanford Site: ERDF

As a managing partner of WAI-Stoller Disposal Operations, WAI has managed and operated the 107-acre Environmental Restoration Disposal Facility since 2013 under a DOE prime contract that runs through September 2019.







## Oak Ridge: TWPC

WAI has managed TWPC since 2009 with our initial contract ending in 2015 at more than \$300M. When WAI won the re-bid in 2016, the size standard required teaming.







# Portsmouth and Paducah: Decontamination & Demolition

WAI has been providing waste management, remediation, safety and health, industrial hygiene and construction support to DOE and the prime contractors at the Portsmouth and Paducah sites since 2000.



*These multiple task orders have resulted in excess of \$300M in revenue to date.  
Support will continue through 2021 at an anticipated value of \$20M per year.*



# Portsmouth: Facility Support Services

As the managing partner of WEMS, WAI performed facilities support services at PORTS from March 2010 through April 2016. Size standard required the team to change for the re-bid that we won in April 2016.



*Our performance on this \$130M contract to provide facilities maintenance, physical security, IT and cyber security received exceptional CPARs and 96% to 98% Award Fee Scores.*



## Idaho: ESER

WAI manages all wildlife, off-site monitoring, and reporting for the Idaho National Lab under its prime contract for the Environmental Surveillance, Education and Research program.







# Categories of Small Businesses

- No interest in being a prime contractor to DOE and typical specialized or regionally based.
- Staff augmentation or staffing focused. (Admin services, Engineering, surge support, etc.)
- Technology or project execution focused. (robotics, decon services, general remediation or new construction, etc.)
- DOE Prime contractor and major Tier 2 subcontract execution. (all the above and at the prime contract level with DOE)
- Current Make Up – varies from site to site and size of business. SBs can range from a few million \$ to \$200M-\$300M/year in revenue. Fewer than 10 SBs in DOE Prime category.



# Barriers to SB Contracting

- **Clear Direction** - DOE recently created a lot of confusion within the contracting community about the role of SBs on unrestricted DOE Prime contracts. SBs as team members vs. SB competition post award. DOE should not make a distinction and allow contractors to develop the best offers to DOE.
- **Clear Commitment** - meaningful SB participation and tracking to Award Fee Scores. DOE needs to hold large businesses accountable for achieving SB goals established by DOE.
- **Prime Opportunities** - DOE needs to develop enough prime contract opportunities to maintain a robust SB community. SBs are currently managing complex projects and facilities across the DOE complex and these opportunities need to increase.
- **Consolidation** – M/A activity is reducing the number of large SBs with recent and relevant experience within DOE.



## What DOE could do

- DOE needs a comprehensive plan that addresses all categories of small businesses. It's not a one-size-fits-all plan but all the groups are important to the complex-wide needs.
- EFCOG and ECA should be included in developing the plan and addressing all stakeholder concerns.
- Address site-specific SB issues during the pre-proposal and industry day process.
- Help educate communities and large businesses about the scope and complexity of work that is currently being managed by SBs for DOE.





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