



How to Sell to the Department of Defense

The Department of Defense (DOD) is eager to do business with reliable companies that can supply the products and services it requires. With the 2003 proposed defense budget at an all-time high and the DOD interested in doing business with commercial companies, particularly small, small disadvantaged and women-owned small businesses, now is the time to establish and keep a working relationship with military purchasing activities. But, where do you begin? Or, if you've sold to the military before, how do you maintain a good business relationship with the DOD to ensure repeat contracts? This Quick Start Guide on selling to the DOD will answer your questions and put you on the path to many successful government transactions.

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Selling to the Department of Defense

Contents

- 1 Introduction
- 1 Contracting Rules
- 1 Buying Process
- 2 Contracts
- 2 Registrations
- 4 Small Businesses
- 4 Responsibilities
- 5 Specifications
- 5 NAICS
- 6 Support Info
- 8 Subcontracting
- 8 Mailing Lists
- 8 R&D Contracts
- 9 Local Purchases
- 9 Marketing Resources
- 10 Agencies/Offices

Introduction

Competent, reliable companies provide the Department of Defense (DOD) with high-quality products and services that meet the current needs of the various DOD organizations. So, what do you need to do to sell to the DOD? This Quick Start Guide will lead you through the basic procedures, educate you on the current regulations and provide helpful information sources to which you can refer in preparation for setting up business with the DOD.

Besides doing business with the larger companies, defense purchasing agents and procurement officers are particularly interested in establishing contacts with small business firms, small disadvantaged business firms, and women-owned small business firms.

Once you've made the decision to establish a working relationship with the DOD, make an effort to learn how DOD conducts its business, and seek out the military purchasing offices that buy the products and services they can supply.

Truth be told, there are many similarities between your commercial business and selling your products or services to the various DOD organizations. The same basic principles you follow in selling within the commercial business field generally apply in dealing with DOD. Especially important are to: (1) learn both the needs and the buying practices of your potential customer, and (2) follow leads on where buying is done, and seek sales opportunities throughout DOD.

The intention of this guide is to provide firms that have little or no experience in selling to DOD with basic information about how DOD conducts its business, and with specific information for locating sales opportunities.

Contracting Rules

If you wish to be a successful DOD contractor, you need to have a working knowledge of the Federal Acquisition Regulation (FAR) and the DOD FAR Supplement (DFARS).

The FAR contains the basic contracting rules for all federal government agencies, and the DFARS offers additional rules unique to DOD. You can review both of these publications at any DOD purchasing or contract administration office, at any Small Business Administration (SBA) office, and at many local libraries (where they are known as Chapters 1 and 2 of Title 48 of the Code of Federal Regulations). You can also read the FAR and DFARS on multiple websites, including the OSD SADB site at www.acq.osd.mil/sadbu, under the "Links" setting. If you want to own your own copies, both are available on a subscription basis from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

Buying Process

Nearly 98 percent of DOD's purchase transactions are for \$100,000 or less. They account for less than 20 percent of DOD's procurement dollars; however, they total in the billions of dollars each year. The majority of these transactions are executed via simple acquisition procedures. Agencies submit either oral solicitations or very brief written requests for quotations to prospective suppliers in the local purchasing area. The winning quoter is awarded a purchase order, and compliance with the order (delivering the product or performing the service) constitutes contract acceptance and fulfillment.

Purchases over \$100,000 are made by sealed bidding by competitive proposals, or (in unusual circumstances only) by other-than-competitive procedures. Sealed bids are used when the government knows exactly what

Selling to the Department of Defense

it needs, while competitive proposals allow flexibility in defining the exact requirement or the terms and conditions of the procurement.

An invitation for bids (IFB), which contains all the information bidders need to respond, is issued under procurement by sealed bidding. To allow all bidders to compete equally, the IFB states the needs of the purchasing activity and defines the work in sufficient detail. It also identifies all factors to be considered in evaluating the bids. The government provides a standard form on which companies can submit bids and sets a specific time for bid opening. The public can attend the opening, and the responsible bidder whose bid offers the best value to the government is awarded the contract.

Competitive proposals are solicited when sealed bids are not appropriate. The purchasing office issues a request for proposals (RFP) and reviews the proposals it receives. Typically, the contracting officer will negotiate with suppliers that have submitted acceptable proposals, and will choose the best value contract for the government.

Contracts

Although the DOD usually uses fixed-price contracts to purchase products and services, they will use cost-reimbursement contracts when fixed-price contracts are not feasible. Most research and development (R&D) contracts fall under the cost-reimbursement category. Within cost-reimbursement contracts, fees are either fixed initially or can be adjusted according to an established formula in the contract. If there are unusual circumstances attached, a letter of intent may be used to authorize a contractor to start work before the final contract is executed.

Registration

The Central Contractor Registration (CCR) is the primary vendor database for the Department of Defense (DOD), NASA, Department of Transportation (DoT), and Department of Treasury. The CCR collects, validates, stores and disseminates data in support of agency missions.

Both current and potential government vendors are required to register in CCR in order to do be awarded contracts by the DOD, NASA, DoT and Treasury. Vendors are required to complete a one-time registration to provide basic information relevant to procurement and financial transactions. Vendors must update or renew their registration annually to maintain an active status.

CCR validates the vendor's information and electronically shares the secure and encrypted data with the federal agencies' finance offices to facilitate paperless payments through electronic funds transfer (EFT). Additionally, CCR shares the data with several government procurement and electronic business systems.

Be aware that any information provided in your registration may be shared with authorized government offices. Registration does not, however, guarantee business with the government.

According to the DFARS 204.7302, NASA, DoT and Treasury FAR Supplements prospective vendors **must** be registered in CCR prior to the award of a contract; basic agreement, basic ordering agreement, or blanket purchase agreement. FAR clause 52.232-33 requires registration for payment.

Prime contractors are not required to have their subcontractors register in

Selling to the Department of Defense

the CCR. If a prime's subcontractor wants to bid directly for contracts with the government, they should register in the CCR.

Before you register with the CCR, you will need to acquire a DUNS number. The Data Universal Numbering System (DUNS) number is a unique nine character identification number provided by the commercial company Dun & Bradstreet (D&B). Call D&B at (800) 333-0505 or (610) 882-7000 if you do not have a DUNS number. Requesting a DUNS number takes about 10 minutes and is free. You can also register for your DUNS number at Dun & Bradstreet's website (www.dnb.com/product/eupdate/requestOptions.html). Registration via the website may take a few days to complete.

If you already have a DUNS number, the D&B representative will advise you over the phone. You must have a different 9 digit DUNS for each physical location/different address in your company as well as each legal division that may be co-located.

To register with the CCR online, go to their website at www.ccr.gov. Click on "Start New Registration," then complete and submit the online registration form. If you already have the necessary information on hand, the online registration takes approximately 30 minutes to complete.

When you register via the web, a temporary confirmation number will be assigned to you so that your application can be saved in the event you are unable to complete it during your initial online session. It is important that you write down your temporary confirmation number, as you must have it, along with your DUNS number, to resume your application. Once your complete registration is submitted, the confirmation number becomes invalid. A Trading Partner Identification Number (TPIN) will replace it when the registration is active.

You will be unable to submit your registration online unless all of the mandatory information is provided. If your registration was submitted successfully, you will receive two letters via U.S. mail or E-mail. This first notice is to welcome you to CCR and will include a copy of your registration. Review the registration for accuracy.

The second notice contains your confidential Trading Partner Identification Number (TPIN). The TPIN is sent separately for security reasons. Receipt of your TPIN not only confirms that you are successfully registered in CCR, it is required to make or request any changes or updates to your active registration. The TPIN is your confidential password, to change your CCR information. The TPIN is not to be used on contracts or other government paperwork.

In addition to receiving these letters, you can verify the status of your registration on-line by visiting CCR's homepage (www.ccr.gov) and clicking on "Search CCR." When prompted, enter your DUNS number and click "Search." The registration status is located at the top of the page. You can also confirm your registration by calling the CCR Assistance Center at (888) 227-2423 or (269) 961-4725 internationally. The Interactive Voice Response (IVR) System for CCR Status allows a calling-party to check the status of their CCR registration based on entry of a DUNS number. Call (888) 352-9333, and select CCR from the Menu (Option 3).

Valid Statuses are: Registered/Active, Pending (registration is in process of being validated), Inactive (registration has been cancelled or expired) or Invalid (DUNS number is incorrect).

Selling to the Department of Defense

Small Businesses

The Small Business Association (SBA) at www.sba.gov manages the *PRO-Net* database of small business concerns. *Pro-Net* is an Internet-based database for and about small businesses used by federal government buying offices as well as many large DOD prime contractors. Determine if your firm qualifies for 8(a), SDB, or HUBZone certification while visiting the SBA website. In addition, this site provides information about other SBA resources including Small Business Development Centers, Service Corps of Retired Executives (SCORE), and Women's Business Development Centers.

It is national policy that a fair proportion of the products and services used by DOD shall be purchased from small, small disadvantaged and women-owned small businesses. Certain factors limit DOD's ability to contract with small business. Vast amounts of facilities and working capital are required to produce major weapons systems. In many cases, even the resources of large business can be strained by performance and cost risks. To offset these factors, DOD has implemented the Office of Small and Disadvantaged Business Utilization (OSDBU). Visit their website at www.acq.osd.mil/sadbu/ for details. Through the OSDBU, the DOD provides special personnel to assist small businesses. The program also assists small businesses in gaining DOD contracts by:

- Permitting offers on less than the total requirements and allowing the maximum time possible for preparation of offers.
- Setting aside procurements where there is a reasonable expectation that at least two responsible small businesses will offer the products of small business concerns at reasonable prices (most purchases under \$100,000 are reserved for competition among small business only).
- Setting aside a portion of procurement that would otherwise be too large for a total small business set-aside. Small business is then given the opportunity to receive a contract for the set-aside portion at the price of the non set-aside portion.
- Having the SBA review a small business' capability in the event the contracting officer determines it to be non-responsible.
- Encouraging large DOD contractors to subcontract with small, small disadvantaged and women-owned small businesses.

In addition to helping all small business firms, DOD provides special emphasis to increase participation by small disadvantaged business firms by contracting directly with the SBA, which will then subcontract the work to small businesses certified by the SBA as being socially and economically disadvantaged. DOD and SBA identify products and services that can be provided by small disadvantaged businesses that have an SBA-approved business development plan. The FAR (Subpart 19.8) provides detailed information on this procedure.

Responsibility

The DOD awards contracts only to contractors found to be responsible. The purchasing activity must evaluate the offerors in order to make a positive finding as to responsibility.

Getting accepted as a "responsible" contractor is not like getting on a qualified products list. You can't arrange for a survey at your convenience and wait until you are approved before submitting an offer. The

Selling to the Department of Defense

determination of responsibility is done only in connection with an offer when you are the apparent low or otherwise successful offeror. To be found responsible, you must be able to demonstrate that you (1) have, or are able to obtain, adequate financial resources; (2) are able to comply with the delivery requirements; (3) have a satisfactory record of performance; (4) have a satisfactory record of integrity and business ethics; (5) have, or are able to obtain, the necessary organization, experience, accounting and operational controls, and technical skills; (6) have, or are able to obtain, the necessary production, construction, and technical equipment and facilities; and (7) are otherwise qualified and eligible to receive an award under applicable laws and regulations.

Sometimes a contracting officer proposes to reject the apparent successful offer of a small business firm because of doubt as to whether the firm is sufficiently responsible to perform the contract. In that event, the case must be referred to the SBA. If the SBA determines that the small business firm is responsible, it issues a Certificate of Competency (CoC) to the contracting officer, who then must award the contract to the small business firm.

Specifications

The DOD has exact specifications for many of the products and services it buys repeatedly. You should be familiar with the types of specifications, and you should know how to obtain them. Specifications are comprehensive descriptions of the technical requirements for material, equipment, and services. In addition to its specifications, DOD uses standards that establish the engineering and technical limitations and applications of items, materials, processes, methods and engineering practices. Standards are used to ensure maximum uniformity in materials and equipment and to foster interchangeability of parts used in these products. Standards may be separately stated in a description of a need, but frequently they are also included in military specifications. Though use of military specifications and standards continues within DOD, there is increasing emphasis on maximizing the utilization of commercial specifications and standards.

Department of Defense Single Stock Point (DoDSSP) was created to centralize the control, distribution and access to the extensive collection of military specifications, standards and related standardization documents either prepared by or adopted by the DOD. The DoDSSP mission and responsibility was assumed by the Defense Automated Printing Service (DAPS) Philadelphia Office in October 1990. The responsibilities of the DoDSSP include electronic document storage, indexing, cataloging, maintenance, publish-on-demand, distribution, and sale of military specifications, standards, and related standardization documents and publications comprising the DoDSSP Collection. The DoDSSP also maintains the Acquisition Streamlining and Standardization Information System (ASSIST) management/research database.

NAICS

The North American Industry Classification System (NAICS pronounced Nakes) is a unique, all-new system for classifying business establishments. Adopted in 1997 to replace the old Standard Industrial Classification (SIC) system, it is the industry classification system used by the statistical agencies of the United States. It is the first economic classification system to be constructed based on a single economic concept. To learn more about the background, development and difference between NAICS and SIC, visit

Selling to the Department of Defense

the Census website at www.census.gov/epcd/www/naicsdev.htm.

You can get a complete list of 1997 NAICS hierarchy including codes and titles on the NAICS website under www.census.gov/epcd/naics/naicscod.txt. A spreadsheet containing the 6-digit NAICS codes is located at www.census.gov/epcd/naics/naics6digit.xls.

You can obtain data for a specific NAICS industry by going to the 1997 Economic Census website, www.census.gov/epcd/ec97/us/US000.HTM. This website provides data at the sector level. You may also click on the down arrow, under the heading "More data," and get data at the sub-sector and industry levels. You may also get data by state, or selected metro area by using the pull-down menus in the upper right hand corner of the page. You may also obtain data from the American Fact Finder website, www.factfinder.census.gov. In this site, look under the Economic Census tab at the bottom of the page. You can obtain a quick report by either industry or geography by clicking on the links listed. Beginning with the 1998 data year, the annual County Business Patterns reports provide employment, payroll, and number of establishments (but not sales/receipts). The CBP data can be found at www.census.gov/epcd/cbp/view/cbpview.html.

To find out the NAICS code for a specific activity, go to www.census.gov/epcd/www/naics.html and use the online keyword search tool. This tool also allows you to search for definitions of NAICS industries, and to view the correspondence between NAICS and SIC codes. It is located at www.census.gov/epcd/naics.framesrc.htm.

Support Info

If you want to do business with DOD, you should determine whether there is a DOD market for your products or services. While DOD purchases products and services to meet specific operational or inventory level requirements, the timing of the purchases depends on the federal government's budget process. In addition to the existence of the potential need and the specific purchase office you may sell to, you need to know when your products or services will be purchased.

Each DOD purchasing office has at least one small business specialist. These specialists can provide information about contracting and subcontracting opportunities with that office and at other DOD purchasing offices.

Every DOD purchasing activity maintains, in a public place, a bulletin board on which is displayed a notice or copy of each proposed contract action between \$10,000 and \$25,000. If it is impractical to post a copy of the proposed action, the bulletin board notice describes the action and tells where a copy may be examined. The action or notice is posted on the bid board on the date the solicitation is issued and is kept there for at least 10 days or until after quotations have opened, whichever is later.

DoDBusOpps.com and FedBizOpps.gov are complementary systems. They have similar missions, but they have difference scopes, and they are operated by different agencies. DoDBusOpps.com is sponsored by the Defense E-Business Program Office and offers a single point of entry for DOD. FedBizOpps.gov is sponsored by the General Services Administration (GSA) and provides a single point of entry for all government synopses and solicitations over \$25,000. FedBizOpps took over for CBDNet as the government-wide point of entry (GPE) in January 2002. Government buyers are now required to ensure that their notices for procurement opportunities

Selling to the Department of Defense

over \$25,000 are posted on FedBizOpps. DoDBusOpps supports this effort by sending the data for all Defense Department solicitations to FedBizOpps.

Another way to learn of proposed purchases is through the Commerce Business Daily (CBD). This paper, published every working day by the Department of Commerce, lists virtually every proposed DOD procurement estimated to exceed \$25,000. It lists major DOD prime contract awards that have potential subcontracting opportunities. It also contains information about DOD needs for R&D efforts in fields in which unsolicited proposals may be appropriate. Each issue of the CBD contains large amounts of information in highly condensed form. Explanatory notes are included only in the Monday edition. You may want to review a copy before subscribing, so you can determine its use for your particular needs. You can inspect the CBD at each DOD purchasing and contract administration activity and at all field offices of the SBA, the Department of Commerce, and GSA, and some local chambers of commerce and libraries. The CBD is also available electronically on the DOD website at www.acq.osd.mil/sadbu.

The purpose of DOD's Small Business Innovation Research Program (SBIR) and Small Business Technology Transfer (STTR) Programs is to harness the innovative talents of our nation's small technology companies for the benefit of the U.S. military and the U.S. economy.

DOD's SBIR program funds early-stage R&D projects at small technology companies—projects that serve a DOD need and have the potential for commercialization in private sector and/or military markets. The program is part of a larger federal SBIR program administered by 10 federal agencies.

As part of its SBIR program, the DOD issues an SBIR research solicitation twice a year, describing its R&D needs and inviting R&D proposals from small companies. Companies apply first for a six-month Phase I award of up to \$100,000 to test the scientific, technical and commercial merit and feasibility of a particular concept. If Phase I proves successful, the company may be invited to apply for a two-year Phase II award of up to \$750,000 to further develop the concept, usually to the prototype stage. Proposals are judged competitively on the basis of scientific, technical, and commercial merit. Following completion of Phase II, small companies are expected to obtain funding from the private sector and/or non-SBIR government sources to develop the concept into a product for sale in private sector and/or military markets.

In 1992, Congress established the STTR pilot program. STTR is similar in structure to SBIR but funds *cooperative* R&D projects involving a small business and a university, federally funded R&D center, or nonprofit research institution. DOD's STTR program is part of a larger federal STTR program administered by five federal agencies. DOD issues one STTR research solicitation each year.

To obtain hard copies of current and future DOD SBIR and STTR solicitations, place your name and address on the SBIR/STTR mailing list by calling (800) 382-4634 or by sending an e-mail message to sbirhelp@us.teltech.com. You can also access each solicitation electronically on the DoD SBIR/STTR Home Page at www.acq.osd.mil/sadbu/sbir, starting four to six weeks before the official opening date (i.e., before October 1 or June 1 for SBIR, and before December 1 for STTR).

The Procurement Technical Assistance (PTA) Cooperative Agreement

Selling to the Department of Defense

Program is a congressionally authorized DOD initiative designed to establish a network of assistance offices for business entities seeking to market their goods and/or services to federal, state and local governments. The Defense Logistics Agency awards cost sharing cooperative agreements for this purpose. Recipients of these agreements are state and local governments, private nonprofit and tribal organizations and Indian economic enterprises. Recipients provide technical expertise in such areas as identifying bid opportunities through bid matching, bid and proposal preparation, preaward surveys, quality assurance and accounting systems. Business firms interested in marketing their products and/or services to the federal, state and local governments should contact these centers. For more information on the program and a current list of cooperative agreement recipients, contact the Program Manager, Small and Disadvantaged Business Utilization, Headquarters, Defense Logistics Agency, 8725 John J. Kingman Rd., Ste. 2533, Rm. 1127, Fort Belvoir, VA 22060-6221; (703) 767-1650. Or visit the DLA PTA page at www.dla.mil/db/procurem.htm, or the DLA Small Business Page at www.dla.mil/ddas/.

Subcontracting

Through subcontracting, small businesses can participate in DOD purchasing even if prime contracts are not quite within reach. If you are considering being a subcontractor to a DOD prime contractor, keep in mind that you may have to work to very exacting specifications and under tight deadlines. Remember, too, that subcontractors have no contractual relationship with the government. Instead, you will need to disclose specific information about your company to the prime contractor so they can make the determination of responsibility that the government usually would.

If you are interested in pursuing DOD subcontracting opportunities, you can check the CBD for lists of awards of contracts in excess of \$100,000 that provide subcontracting opportunities. Additionally, DOD publishes *Subcontracting Opportunities with DoD Major Prime Contractors*. This annual directory lists all these prime contractors, their product lines, and the names and telephone numbers of their small business liaison officers. It is a major source of leads to subcontracting opportunities with DOD prime contractors and is available on the OSD SADBUs website at www.acq.osd.mil/sadbu.

Mailing Lists (SML)

The most common way to match your capabilities with the potential DOD market is to have your firm listed on the appropriate mailing lists (SML) of those activities with which you hope to contract. Nearly every DOD purchasing activity uses Standard Form 129, Solicitation Mailing List Application; however, this basic document almost always needs to be supplemented by other documents or listings useful only in the individual activity. You must submit a separate application to each activity to which you hope to sell, and each activity may have slightly different instructions for this information. The small business specialist at any activity will furnish the forms free and will help you with their preparation.

R&D Contracts

If you are interested in obtaining Research and Development (R&D) contracts, consider preparing an R&D brochure covering your organization and its capabilities. Obtaining an R&D contract requires a selling job to the technical personnel of the appropriate DOD purchasing activity. Your

Selling to the Department of Defense

brochure should establish quickly and succinctly your basic qualifications and field of work. At the very least, your brochure should identify jobs you have done or are doing; the type of work for which you are specially qualified, and the names and qualifications of key scientific and primary technical personnel on your staff or that are available to you. Remember, too, to describe your facilities and equipment. Be sure to document any government prime or subcontract work you have done, together with any DOD or other government agency security clearance you have. When you contact a DOD purchasing office, present your brochure to both contracting and technical personnel.

Occasionally, you can create your own contracting opportunities by submitting unsolicited proposals to perform R&D work, or to introduce a new or improved item that may be of interest to DOD. Besides learning about DoD R&D needs from advance notices in the CBD, you can obtain this information via informal contacts with agency personnel. To be considered, an unsolicited proposal must offer a unique and innovative concept to the government. Your proposal should contain an abstract of the proposed effort, the method of approach, and the extent of the effort. Include a proposed price or estimated cost. If the proposal includes any proprietary data you wish to protect against disclosure to third parties, mark such data with a restrictive legend.

Local Purchases

Military installations are authorized to make local purchases and to contract for various services. Local purchases are made if the purchase is small (\$100,000 or less), if the items are not centrally procured or stocked, if the items are to be used locally, or if the products or services are required for maintenance and repair of buildings of the installation or for equipment stored at the installation. Such products and services can include office supplies, spare parts for automobiles, tools and equipment, some perishable food items for troop meals, laundry and dry cleaning, refuse collection, job-lot printing, and repair and maintenance.

Typically, local purchases are made from sources near the purchasing installation. While proposed local purchases in excess of \$25,000 will be published in the CBD, most of those for lesser amounts will not. The marketing strategy for firms whose products and services correspond to the typical local purchase situation should be directed toward the requirements of military installations within their geographic area.

Marketing Resources

Three helpful publications are available from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. The *U.S. Government Purchasing and Sales Directory* (stock no. 045-000-00272-1) provides a listing of products and services bought by all federal agencies, keyed to the purchasing offices that buy them. It also provides information on government sales of surplus property. While *Subcontracting Opportunities with DoD Major Prime Contractors* offers company names and addresses, product or service lines, and names and telephone numbers of companies' small business liaison officers for DoD prime contractors that have plans and goals (set forth in their prime contracts) for subcontracting with small business and small disadvantaged business concerns. Small business will benefit from *Small Business Specialists*. The DOD reference number is DOD 4205.1-H. The latter two regulations can also be found online at www.acq.osd.mil/sadbu under Publications.

A Guide for Private Industry explains how to obtain information regarding specifications and standards from the DOD Single Stock Point for Specifications and Standards. This guide is available from the Naval Publications and Forms Center, 5801 Tabor Ave., Philadelphia, PA 19120.

Pro-Net is an electronic source of procurement information for and about small businesses. It is a search engine for contracting officers, a marketing tool for small firms and a "link" to procurement opportunities and important information. It is designed to be a "virtual" one-stop-procurement-shop. Pro-Net is an Internet-based database of information on small, disadvantaged, 8(a) and women-owned businesses. It is free to federal and state government agencies, as well as to prime and other contractors seeking small business contractors, subcontractors and/or partnership opportunities. For guidelines on how to register with Pro-Net, visit www.sba.gov.

A Handbook for DOD and Small Business: Forging a Partnership Through EDI is available for purchase from the National Technical Information Service at (703) 487-4650 (order no. ADA-261-373). The purpose of this handbook is to acquaint small business with the concepts of electronic data interchange (EDI) and how EDI will be used in the future by the DOD to conduct business. The handbook introduces the reader to EDI, discusses how and why EDI is used in business, and explains what is needed to start using EDI in a small business.

Federal Agencies/Small & Disadvantaged Business Utilization Offices

Department of Agriculture
14th & Independence Ave., SW
Rm. 1323, South Bldg.
Washington, DC 20250-9400
Telephone: (202) 720-7117
www.usda.gov/da/smallbus.html

Department of Commerce
14th & Constitution Ave., NW
Rm. 6411
Washington, DC 20230
Telephone: (202) 482-1472
www.osec.doc.gov/osdbu

Corporation for National & Comm. Service
1100 Vermont Avenue, NW
Ste. 2101
Washington, DC 20525
Telephone: (202) 606-5020

Export-Import Bank of the U.S.
811 Vermont Ave. NW, Rm. 1017
Washington, DC 20571
Telephone: (202) 565-3338

Agency for International Dev.
Ronald Reagan Bldg.
1300 Penn. Ave., NW
Telephone: (202) 712-1500
www.info.usaid.gov

General Services Admin.
18th & F St. NW, Rm. 6029
Washington, DC 20405
Telephone: (202) 501-1021
www.gsa.gov/oed

Civic Transportation Board
12th & Constitution Ave., NW
Rm. 3148
Washington, DC 20423
Telephone: (202) 565-1674

Federal Trade Commission
6th & Penn. Ave. NW
Rm. H-700
Washington, DC 20580
Telephone: (202) 326-2258
www.ftc.gov

Selling to the Department of Defense

Nuclear Regulatory Commission
Mail Stop T2 F-18
Washington, DC 20555
Telephone: (301) 415-7380

Office of Personnel Management
1900 E St. NW, Rm. 5542
Washington, DC 20415
Telephone: (202) 606-2180

National Aeronautics & Space Admin.
Headquarters Code K, Rm. 9K 70
300 E. St. SW
Washington, DC 20546
Telephone: (202) 358-2088
www.hq.nasa.gov/office/codek

National Science Foundation
4201 Wilson Blvd.
Arlington, VA 22230
Telephone: (703) 306-1390
www.eng.nsf.gov/sbir/index.html

Environmental Protection Agency
401 M St. SW, Code A-1230-C
Washington, DC 20460
Telephone: (703) 305-7777

Department of Education
600 Independence Ave. SW
Room 3120, ROB 3
Washington, DC 20202-0521
Telephone: (202) 708-9820
www.ed.gov/offices/ODS

Department of Energy
1000 Independence Ave., SW, Rm. 5810
Washington, DC 20585
Telephone: (202) 586-8383
FAX: (202) 586-3075
www.hr.doe.gov/ed/osdbu.htm

Department of State
Rm. 633 (SA-6)
Washington, DC 20522-0602
Telephone: (703) 875-6824
www.statebuy.inter.net/

Office of Federal Procurement Policy
725 17th St. NW, Rm. 9013
Washington, DC 20503
Telephone: (202) 395-3302
www.arnet.gov

Dept. of Health & Human
Services
200 Independence Ave. SW
Rm. 517-D
Washington, DC 20201
Telephone: (202) 690-7300

Department of Transportation
400 7th St. SW, Rm. 9414
Washington, DC 20590
Telephone: (202) 366-1930
<http://osdbuweb.dot.gov>

Small Business Administration
409 3rd St. SW, 8th Floor
Washington, DC 20416
Telephone: (202) 205-7701
www.sba.gov

Federal Emergency Management
Agency
500 C St. SW, Rm. 726
Washington, DC 20472
Telephone: (202) 646-3743
www.fema.gov/ofm

Dept. of Housing & Urban Dev.
451 7th St. SW, Rm. 3130
Washington, DC 20410
Telephone: (202) 708-1428
www.hud.gov/osdbu/osdbu.html

Department of the Interior
18th & C St. NW, Rm. 2727
Washington, DC 20240
Telephone: (202) 208-3493
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