



Business Opportunities Manual



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Opening Letter

Dear Friend:

The Committee developed this manual to assist you in accessing Department of Homeland Security opportunities. We collected and assembled information about DHS programs, points of contact, and background data in this manual. You will also learn how to prepare, identify, and pursue contracting opportunities with DHS.

We encourage you to maintain access to the latest marketing and procurement information by visiting the DHS website at www.dhs.gov/xopnbiz/smallbusiness. In addition, you can contact the DHS Office of Small and Disadvantaged Business Utilization at (202) 447-5555.

The Committee wishes you great success in your business endeavors. If we can be of further assistance, please contact us at (202) 226-2616 or dhsbizops@mail.house.gov.

Keep the faith,



Bennie Thompson
Chairman, Committee on Homeland Security



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www.homeland.house.gov

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newsletter, to begin
contracting with DHS at:
DHSBizOps@mail.house.gov

What is Homeland Security

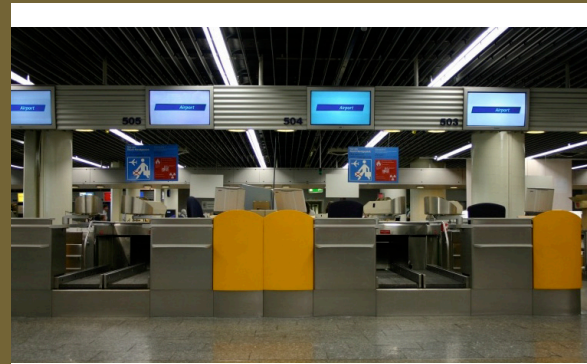
Homeland security is a range of international and domestic initiatives and activities essential to reducing the likelihood of terrorist attacks, as well as the potential impact of natural or manmade disasters in the United States.

In the National Strategy for Homeland Security, homeland security was defined as a concerted national effort to prevent terrorist attacks within the United States, reduce Americas vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. Over time, as the mission of DHS expanded, so did the definition of homeland security. Homeland security concerns are now appropriately recognized as potentially impacting not only governmental entities such as cities, states, and tribes, but also non-governmental entities such as utilities and small businesses.

Committee on Homeland Security

In the aftermath of the September 11th attacks, the Committee on Homeland Security (the Committee) was created by the U.S. House of Representatives in 2002. The Committee was first formed as a Select Committee to provide Congressional oversight for the developing Department of Homeland Security (DHS). The Committee was made permanent, when it was designated as a Standing Committee of the House on January 4, 2005, the first day of the 109th Congress.

Under Chairman Thompson's leadership, the Committee has done a great deal to address the existing challenges that small businesses encounter when pursuing opportunities at DHS. Not only does the Committee work diligently to notify companies about upcoming contracting opportunities, but the Chairman also sends out a monthly e-newsletter providing tips to those interested in doing business with DHS. To subscribe, send an email to: DHSBizOps@mail.house.gov.



Department of Homeland Security (DHS)



According to the Homeland Security Act of 2002, DHS' mission is:

“To prevent terrorist attacks within the United States; reduce the vulnerability of the United States to terrorism; minimize the damage; and assist in the recovery from terrorist attacks that do occur within the United States.”

DHS' formation was a massive consolidation effort, merging several federal agencies and more than 170,000 employees from diverse units; many of which shared responsibility and partnerships with state, local, and tribal governments, as well as the private sector.

The National Commission on Terrorist Attacks upon the United States (9/11 Commission) focused its recommendations for DHS' mission on “the present transnational danger [of] Islamist terrorism.” The Commission further suggested that the threefold role of DHS was to: **(1)** attack terrorists and their organizations; **(2)** prevent the continued growth of Islamist terrorism; and **(3)** protect against and prepare for terrorist attacks.

However, the Gilmore Commission recognized that the United States needed the capacity to deal with both natural and manmade disasters. With the help of Congress, the mission of DHS has evolved.

The creation of DHS was a key step in our nation's homeland security strategy. The primary mission of DHS is to:

(1) prevent terrorist attacks within the United States; **(2)** reduce the vulnerability of the United States to terrorism; **(3)** assist in the recovery from terrorist attacks occurring within the United States; **(4)** carry out all functions of entities transferred to DHS, including acting as a focal point for natural and manmade crises and emergency planning; **(5)** ensure that the functions of the agencies and subdivisions within DHS that are unrelated to securing the homeland are not diminished or neglected except by a specific explicit Act of Congress; **(6)** ensure the overall economic security of the United States is not diminished by efforts, activities, and programs aimed at securing the homeland; **(7)** and monitor connections between illegal drug trafficking and terrorism.

Components Merged to Create DHS

Agriculture	<ul style="list-style-type: none"> • Animal and Plant Health Inspection Service • Plum Island Animal Disease Center
Defense	<ul style="list-style-type: none"> • National Biological Weapons Defense Analysis Center • National Communications System
Energy	<ul style="list-style-type: none"> • Nuclear Incident Response Team • Chemical Biological, Radiological and Nuclear Countermeasures Programs • Environmental Measures Laboratory • Energy Security and Assurance Program
FBI	<ul style="list-style-type: none"> • National Domestic Preparedness Office • National Infrastructure Protection Center
FEMA	<ul style="list-style-type: none"> • N/A
General Services Administration	<ul style="list-style-type: none"> • Federal Protective Service • Federal Computer Incident Response Center
Health and Human Services	<ul style="list-style-type: none"> • Strategic National Stockpile and National • Disaster Medical System
Justice	<ul style="list-style-type: none"> • Immigration and Naturalization Service • Domestic Emergency Support Teams • Office for Domestic Preparedness
Secret Service	<ul style="list-style-type: none"> • N/A
Transportation	<ul style="list-style-type: none"> • Transportation Security Administration • United States Coast Guard
Treasury	<ul style="list-style-type: none"> • U.S. Customs Service • Federal Law Enforcement Training Center

Understanding the Acquisition Process

The federal acquisition process begins when an agency determines its requirements and how to purchase them. If the agency's contracting officer determines that the appropriate method for procuring the goods or services is a contract, and the contract amount is greater than \$25,000, then the agency may post a solicitation on the Federal Business Opportunities website: www.fedbizopps.gov. At minimum, a solicitation identifies what an agency wants to buy, provides instructions to prospective offerors, identifies the source selection method that will be used to evaluate offers, and includes a deadline for the submission of bids or proposals. On rare occasions, agencies may also post solicitations on their own websites instead of on FedBizOpps.

Once the deadline for companies to submit offers has passed, agency personnel evaluate offerors' submissions, using the source selection method and criteria described in the solicitation. The two primary categories of source selection are sealed bidding (FAR Part 14) and negotiated contracting (FAR Part 15). Unless multiple suppliers or firms are needed, such as for a supply schedule, the agency awards a contract to one firm.

Federal Acquisition Regulation (FAR)

FAR is a standardized set of regulations used by federal agencies to make purchases. It provides procedures for every step in the procurement process, from the time someone in the government discovers a need for a product or service to the time the purchase is complete. The Federal Acquisition Regulation can be accessed at: www.acquisition.gov/far and consists of Parts 1-53 of Title 48 of the Code of Federal Regulations (CFR). Some of the issues FAR covers are contractor qualifications, types of contracts, small business programs, and federal supply schedule contracting. Part 2 of FAR also includes definitions of procurement words and terms, and Part 52 of FAR includes solicitation provisions and contract clauses. Additionally, the Department of Homeland Security relies on the Homeland Security Acquisition Regulation (HSAR), which supplements the FAR and the Homeland Security Acquisition Manual (HSAM).

Federal Procurement Policy

Established by Congress in 1974, the Office of Federal Procurement Policy (OFPP) provides overall direction for government-wide procurement policies, regulations and procedures and to promote economy, efficiency, and effectiveness in acquisition processes. Federal procurement policy is administered in cooperation with other federal agencies.

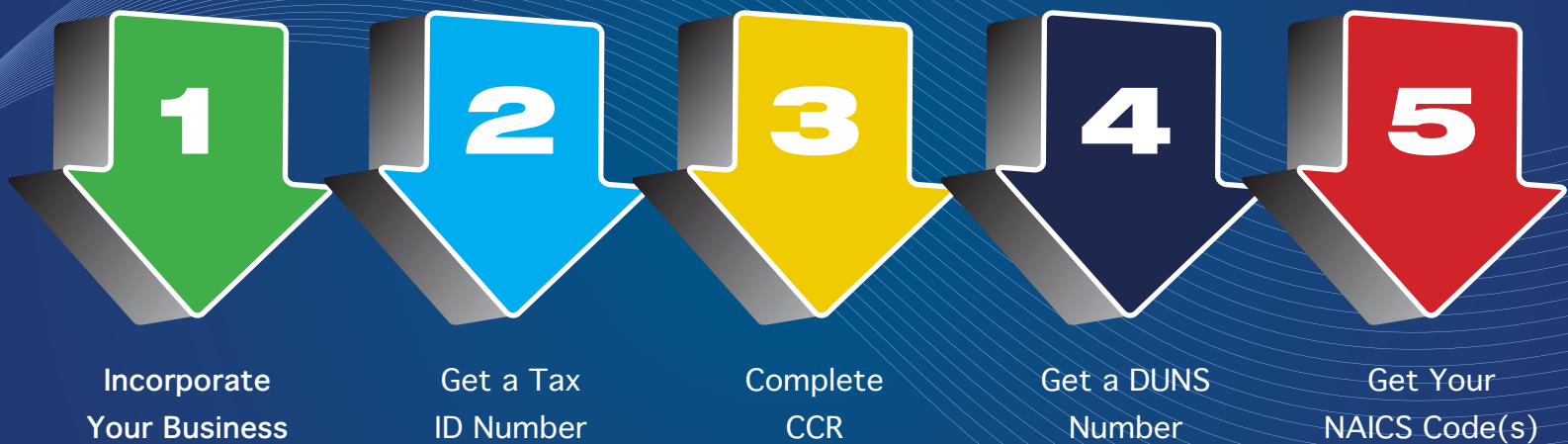
Located within the Office of Management and Budget (OMB), OFPP plays a central role in shaping the policies and practices federal agencies use to acquire the goods and services they need to carry out their responsibilities. The federal government spends approximately \$350 billion annually for a wide range of goods and services to meet mission needs.

Through a variety of statutory authorities and policy initiatives, OFPP seeks to ensure the federal acquisition system provides the best value to the taxpayer. OFPP's statutory authorities and responsibilities are set forth in the Office of Federal Procurement Policy Act (41 U.S.C. 401). OFPP's primary responsibilities include the following:

- Overseeing the development of acquisition regulations;
- Formulating and coordinating acquisition legislation;
- Leading the activities of the Chief Acquisition Officers Council (CAOC);
- Managing the government-wide procurement data system;
- Directing the activities of the Federal Acquisition Institute (FAI);
- Promoting maximum participation of small businesses in government contracting;
- Chairing and supporting the Cost Accounting Standards Board.

For more information on OFPP, please visit: www.whitehouse.gov/omb/procurement/. The most current information about procurement policy can be obtained from Acquisition Central: www.arnet.gov, which is managed by OFPP. Use this resource to help you understand how to succeed as a contractor for the federal government.

Become An Eligible Federal Contractor In Five Easy Steps!



1 Have you incorporated your business?

Using a checklist like the one on the following website, can you help determine your corporation's structure and file all requisite forms: www.smallbusiness.findlaw.com/business-structures/businessstructures-quickstart/.

2 Do you have a Tax ID Number?

For a Federal Tax ID number, you should contact the Internal Revenue Service for Form SS4. This form is available through their web site at www.irs.gov/pub/irs-pdf/fss4.pdf. You may also call the IRS at 1-800-829-1040 and ask for the Small Business Tax Kit #454.

Tax information for starting a business can be found by going to: <http://www.irs.gov/businesses/index.html>. You will need to contact the relevant state agency to determine assess any state tax liability.

3 Did you complete your Central Contractor Registration?

In order to succeed in government contracting, you have to register to participate. A primary source for agencies to learn about prospective vendors is a government-maintained database of companies wanting to do business with the government, the Central Contractor Registration (CCR). This database is a marketing tool for businesses and a searchable list of prospective vendors for the government. The database provides agencies with the ability to search for companies based on their abilities, size, location, experience, and ownership. The CCR (developed by the Department of Defense), and PRO-Net the Dynamic Small Business Search (developed as a database of small businesses by the SBA) merged to provide a single searchable database of large and small vendors, for use by agencies and vendors.

Central Contractor Registration (CCR) is the primary vendor database for the U.S. Federal Government. It is federally mandated that any business interested in doing business with the federal government under a FAR-based contract must be registered in CCR before being awarded a contract. In addition, vendors must maintain their CCR records annually. To complete CCR, visit: www.ccr.gov.

CCR and ORCA are complementary systems. Online Representations and Certifications Application (ORCA) replaces most of the paper based Representations and Certifications (Reps and Certs) in Section K of solicitations with an internet application. ORCA reuses data pulled from CCR and pre-populates many of the required Representations and Certifications. Then, the vendor completes the

remaining Reps and Certs with the understanding that with each solicitation they are certifying to current, accurate and complete information.

Prior to ORCA, vendors were required to submit Reps and Certs for each individual large purchase contract award. Now, using ORCA, a contractor can enter their Reps and Certs information once for use on all Federal contracts. To complete ORCA, visit: www.orca.bpn.gov.

4 Do you have a Data Universal Numbering System (DUNS) Number?

The Data Universal Numbering System (DUNS) number is a nine-character identification number provided by Dun & Bradstreet (D&B). The DUNS Number is site specific and division specific. Therefore, each physical location of an entity will have its own DUNS Number. Further, each separate division or branch of an entity will have its own, DUNS Number. Business entities, self-employed individuals (doctors, lawyers, etc. who are engaged in a specific business activity), sole proprietors, partnerships, non-profit and charitable organizations are eligible for a DUNS Number. Assignment of a DUNS number is free for all entities required to register with the federal government by a regulatory agency.

To obtain your DUNS Number, please call: 1-866-705-5711 or visit: www.eupdate.dnb.com/requestoptions.asp. The process to request a DUNS number takes about 5-10 minutes. You will need to provide the following data to obtain a DUNS Number:

- Legal Name
- Doing business as (dba), or other name in which your entity is commonly recognized
- Leading the activities of the Chief Acquisition Officers Council (CAOC);
- Physical Address, City, State and Zip Code
- Mailing Address (if different)
- Telephone Number
- Contact Name
- Line of Business
- Number of employees at your location
- Headquarters name and address

5 Do you have a NAICS code?

Small business size standards are based on the North American Industry Classification System (NAICS). The six-digit NAICS code system was developed to reorganize business categories on a

production/process-oriented basis. The U.S. government established SIC codes, and similarly NAICS codes, for the purpose of gathering statistical data. The codes are used to classify businesses by their primary economic activity. State and local governments also use the codes. To determine your NAICS code or for additional information, please visit: www.census.gov/eos/www/naics/.

Business Incorporation Chart (cont. on next page)

Entity	Liability	Taxation	Formation
Sole Proprietorship	Owner personally liable for business debts.	Owner reports profit or loss on his or her personal tax return.	Simple and inexpensive to create and operate. No filing necessary.
General Partnership	Partners personally liable for business debts.	Partners reports profit or loss on his or her personal tax returns.	Simple and inexpensive to create and operate. No filing necessary.
Limited Partnership	Limited partners have limited personal liability for business debts as long as they don't participate in management.		Suitable mainly for companies that invest in real estate. More expensive to create than general partnership.
C-Corporation	Owners have limited personal liability for business debts.	Owners can split corporate profit among owners and corporation, paying lower overall tax rate. Separate taxable entity.	May have an unlimited number of shareholders. More expensive to create than partnership or sole proprietorship.

<p>S-Corporation</p>	<p>Owners have limited personal liability for business debts.</p>	<p>Owners report their share of corporate profit or loss on their personal tax returns. Income must be allocated to owners according to their ownership interests.</p>	<p>More expensive to create than partnership or sole proprietorship.</p>
<p>Professional Corporation</p>	<p>Owners have no personal liability for malpractice of other owners. Owners have liability for own acts of malpractice.</p>		<p>Option when certain states do not allow professionals to form a C-Corp. More expensive to create than partnership or sole proprietorship. All owners must belong to the same profession.</p>
<p>Limited Liability Company</p>	<p>Combines a corporation's liability protection and pass-through tax structure of a partnership.</p>	<p>IRS rules now allow LLCs to choose between being taxed as partnership or corporation.</p>	<p>More expensive to create than partnership or sole proprietorship.</p>
<p>Professional Limited Liability Company</p>	<p>Same advantages as a regular limited liability company. Members have no personal liability for malpractice of other members; however, they are liable for their own acts of malpractice.</p>		<p>Gives state licensed professionals a way to enjoy those advantages. Members must all belong to the same profession. Not available in all states.</p>

Understanding Small Businesses And Certifications

What is a small business?

The Small Business Act states that a small business concern is “one that is independently owned and operated and which is not dominant in its field of operation.” The definition of a small business varies from industry to industry. The Small Business Administration (SBA) has also established a table of size standards, matched to NAICS industries. It can be found at: www.sba.gov/idc/groups/public/documents/sba_homepage/serv_sstd_tablepdf.pdf.

Are you a small business?

The SBA defines clearly defining your business is important for accurate representation of your firm when submitting contract proposals. In addition, such identification can serve as a marketing strategy. Government agencies are required to establish and strive to meet a variety of small business procurement goals.

What are the size standards for small businesses?

Over the years SBA has established and revised numerical definitions for all for-profit industries. This numerical definition is called a “size standard.” It is almost always stated either as the number of employees or average annual receipts of a business concern. In addition to establishing eligibility for SBA programs, all federal agencies must use SBA’s size standards for contracts it identifies small business. SBA’s Office of Size Standards develops and recommends small business size standards. Under the Small Business Act, Federal agencies must obtain the approval of the SBA Administrator before adopting a size standard different from SBA’s size standard.

The Office of Government Contracting makes formal determinations on whether a business qualifies as an eligible small business for SBA programs.

For further information, you may contact the Office of Size Standards:

Office of Size Standards

U.S. Small Business Administration

409 3rd St., SW Washington, DC 20416

Phone: (202) 205-6618

Fax: (202) 205-6390

Examples Of Small Business Size Standards By Selected Industries

General and Heavy Construction:

General construction annual receipts may not exceed \$13.5 to \$17 million, depending on the type of construction

Retailing:

Annual receipts may not exceed \$5.0 to \$21.0 million, depending on the particular product being provided

Special Trade Construction:

Annual receipts may not exceed \$7 million

Services:

Annual receipts may not exceed \$2.5 to \$21.5 million, depending on the particular service being provided

Wholesaling:

Maximum number of employees may range from 100 to 500 depending on the particular product being provided

Agriculture:

Annual receipts may not exceed \$0.5 to \$9.0 million, depending on the agricultural product

Manufacturing:

Maximum number of employees may range from 500 to 1500, depending on the type of product manufactured



Small Business Certifications

Minority-Owned Business (SELF CERTIFIED)

Woman-Owned Business (SELF CERTIFIED)

Veteran-Owned Business (SELF CERTIFIED)

Service-Disabled Veteran-Owned Business (VA CERTIFIED)

Small Disadvantaged Business (SELF CERTIFIED)

HUBZone Business (SBA CERTIFIED)

8(a) Business (SBA CERTIFIED)

Are you a minority-owned business?

Your business must be owned and at least 51% controlled by one or more minorities. Women are not considered minorities. A minority-owned business is a for-profit enterprise, regardless of size, physically located in the United States or its territories, which is owned, operated and controlled by minority group members. Minorities are United States citizens who are Asian, Black, Hispanic or Native American. Certification as a minority-owned business is a self-certifying process and no paperwork needs to be filled out.

Ownership by minority individuals means the business is at least 51% owned by such individuals or, in the case of a publicly-owned business, at least 51% of the stock is owned by one or more such individuals. Further, the management and daily operations are controlled by those minority group members.

Are you a woman-owned business?

A woman-owned business is defined as a business that is owned and controlled 51% or more by a woman or women. Currently, a woman-owned certification process is not required for federal contracts. Certification as a woman-owned business is a self-certifying process and no paperwork needs to be filled out. However, your state and local government may have different rules and regulations for contracting and certification definitions. Consult your state and local government for rules and requirements. All prospective members must provide clear and documented evidence that at least 51% or more is woman-owned, managed, and controlled. The business must also meet the following criteria:

- The business must be open for at least six months.
- The business owner must be a U.S. citizen or legal resident alien.
- The contribution of capital and/or expertise by the woman business owner is real and substantial and in proportion to the interest owned.
- The woman business owner must direct or cause the direction of management, policy, fiscal, and operational matters.
- The woman business owner shall have the ability to perform in the area of specialty or expertise without reliance on the finances or resources of a firm that is not owned by a woman.

Are you a veteran-owned business?

A veteran-owned business is defined as a business that is owned and at least 51% controlled by one

Are you a minority-owned business?

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- The business must be open for at least six months.
- The business owner must be a U.S. citizen or legal resident alien.
- The contribution of capital and/or expertise by the woman business owner is real and substantial and in proportion to the interest owned.
- The woman business owner must direct or cause the direction of management, policy, fiscal, and operational matters.
- The woman business owner shall have the ability to perform in the area of specialty or expertise without reliance on the finances or resources of a firm that is not owned by a woman.

Are you a veteran-owned business?

A veteran-owned business is defined as a business that is owned and at least 51% controlled by one

or more veterans. There is no veteran-owned certification process to complete, simply self-certify.

Are you a service-disabled veteran-owned business?

A service-disabled business is defined as a business that is owned 51% by one or more service-disabled veterans. The Veterans Administration confirms disability. The law defines a disabled veteran as a United States military, naval or air service veteran with a service related disability of at least 10%.

For a firm to be certified as a SDVOB, it must submit a completed Small Business and Service-Disabled Veteran-Owned Business Certification Application and meet the following legal requirements:

- It is a sole proprietorship or partnership at least 51% owned by one or more disabled veterans or, in the case of a publicly owned business, with at least 51 percent of its stock owned by one or more disabled veterans;
- a subsidiary which is wholly owned by a corporation in which at least 51% of the parent company's voting stock is owned by one or more disabled veterans;
- or a joint venture in which at least 51% of the joint venture's management, control and earnings are held by one or more disabled veterans.
- One or more disabled veterans control the management and daily control of the daily business operations.
- The disabled veteran(s) exercising management and control need not be the same disabled veteran(s) who owns the firm.
- It is a sole proprietorship, partnership or corporation with its home office located in the United States and is not a branch or subsidiary of a foreign corporation, firm or business.

Are you a small disadvantaged business (SDB)?

A small disadvantaged business is defined as a firm that is 51% or more owned, controlled, and operated by a person(s) who is socially and economically disadvantaged. African Americans, Hispanic Americans, Asian Pacific Americans, Subcontinent Asian Americans, and Native Americans are presumed to qualify. Other individuals can qualify if they show by a "preponderance of the evidence" that they are disadvantaged. All eligible owners must affirm that they are members of a disadvantaged group (for example, an eligible ethnic minority or female). In addition, the personal net worth of each eligible owner applicant must be less than \$750,000, excluding the values of the applicant's ownership interest in the business seeking certification and the owner's primary residence.

Are you a HUBZone business?

The Small Business Administration's HUBZone Program is designed to promote economic development and employment growth in distressed areas by providing access to federal contracting opportunities. HUBZone is a "Historically Underutilized Business Zone". Certified small business firms will have the opportunity to negotiate contracts and to participate in restricted competition limited to HUBZone firms. To be eligible for the program, a concern must meet all of the following criteria:

- It must be a small business by SBA standards
- It must be located in a "historically underutilized business zone" (HUBZone),
- It must be wholly owned and controlled by person(s) who are U.S. Citizens, and
- At least 35% of its employees must reside in a HUBZone.

To determine if your business is located in a HUBZone, or to apply online, visit: www.sba.gov/hubzone.

Is your firm eligible to participate in the 8(a) Business Development Program?

The 8(a) Business Development Program offers a broad scope of assistance to small businesses owned and controlled 51% by socially and economically disadvantaged individuals.

8(a) Eligibility Requirements

To qualify for the program, a small business must be owned and controlled by a socially and economically disadvantaged individual. Under the Small Business Act, certain presumed groups are presumed eligible including African Americans, Hispanic Americans, Asian Pacific Americans, Native Americans, and Subcontinent Asian Americans. Other individuals can be admitted to the program if they show through a "preponderance of the evidence" that they are disadvantaged because of race, ethnicity, gender, physical handicap, or residence in an environment isolated from the mainstream of American society. In order to meet the economic disadvantage test, all individuals must have a net worth of less than \$250,000, excluding the value of the business and personal residence.

Successful applicants must also meet applicable size standards for small business concerns; be in business for at least two years; display reasonable success potential; and display good character. Although the two-year requirement may be waived, firms must continue to comply with various requirements while in the program. To be certified under the 8(a) Program, you must register in the CCR, and complete the Small Business Supplemental Page within CCR.

Applying to the 8(a) Program

You can apply to the 8(a) Program by contacting any SBA district office. For more information or questions, call the Division of Program Certification & Eligibility at (202) 205-6417.

Small Business Procurement Opportunities

23% of prime contracts for small business

5% of prime and subcontracts for SDBs

5% of prime and subcontracts for Woman-Owned Businesses

3% of prime and subcontracts for HUBZones

3% of prime and subcontracts for Service-Disabled VOBs

The federal government purchases billions of dollars in goods and services each year that range from office supplies to legal services. To ensure that small businesses get their fair share, statutory goals have been established for Federal executive agencies. They are:

- 23 percent of prime contracts for small businesses;
- 5 percent of prime and subcontracts for small disadvantaged businesses;
- 5 percent of prime and subcontracts for women-owned small businesses;
- 3 percent of prime contracts for HUBZone small businesses;
- 3 percent of prime and subcontracts for service-disabled veteran-owned small businesses.

In addition to the goals established, the Small Business Act 15(g)(1) also states that it is the policy

of the United States that each agency shall have an annual goal that represents, for that agency, the maximum practicable opportunity for small business concerns, small business concerns owned and controlled by service disabled veterans, qualified HUBZone small business concerns, small business concerns owned and operated by socially and economically disadvantaged individuals, and small business concerns owned and controlled by women to participate in the performance of contracts let by that agency.

Doing Business with the Federal Government

The Federal government uses Federal Business Opportunities (www.fedbizopps.gov) to post all procurement opportunities expected to exceed \$25,000. FedBizOpps is a web-based application for the government to communicate its buying requirements to potential suppliers. When the government wants to purchase a certain product or service, it can use a variety of contracting methods.

Simplified acquisition procedures, sealed bidding, contracting by negotiation, and consolidated purchasing vehicles are key contract methodologies used to purchase products and services.

DHS Procurement Authorities

The Department of Homeland Security has eight procurement authorities. The procurement authorities are independently responsible for issuing solicitation for upcoming contracting opportunities with DHS. Contact information for small business specialists by procurement authority

DHS Headquarters (HQ)

Customs and Border Patrol (CBP)

Federal Emergency Management Agency (FEMA)

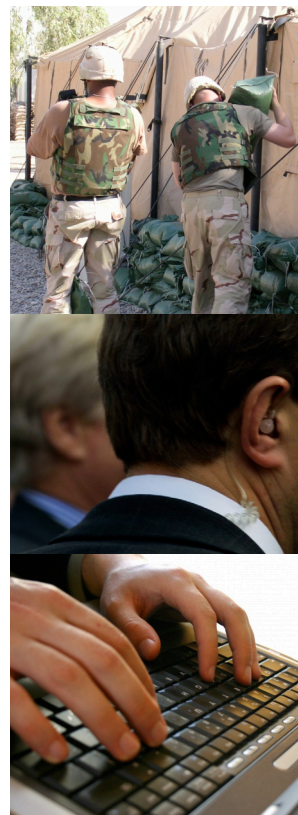
Federal Law Enforcement Training Center (FLETC)

Immigration and Customs Enforcement (ICE)

Transportation Security Administration (TSA)

US Coast Guard (USCG)

US Secret Service



is included in this manual as Appendix A.

What goods and services does DHS procure?

The Department procures goods and services in accordance with the varying missions of each procurement authority.

Customs and Border Protection (CBP)

- Protects America's borders against terrorists and other criminals, while facilitating trade and travel
- Oversees 2,000 miles of border with Mexico, 5,000 miles of border with Canada, and 317 ports of entry (official crossing points)
- 36 Border Patrol stations with 33 interior check-points

HQ Office of Procurement Operations

Provides a full range of acquisition support to 35 program offices within Homeland Security such as:

- Science & Technology
- Citizenship & Immigration Services
- US VISIT
- Center for Domestic Preparedness
- Chief Financial Officer
- Chief Intelligence Officer
- Office of the Secretary (USM, CPO, CIO, CFO)
- US VISIT Program Office
- Office of Preparedness
- Office of Intelligence & Analysis
- Domestic Nuclear Detection Office
- Science & Technology (HSARPA)
- Citizenship & Immigration Services
- Center for Domestic Preparedness

Federal Emergency Management Agency (FEMA)

- Manages Federal response and recovery efforts following any national disaster
- Provides disaster assistance in the form of housing and financial assistance caused by disaster

- Manages the National Flood Insurance Program
- Coordinates 4,000 standby disaster assistance employees available for deployment after disasters

Federal Law Enforcement Training Center (FLETC)

- Provides training that enables federal, state and local law enforcement partners to accomplish their missions
- Provides mission-responsive infrastructure

Immigration and Customs Enforcement (ICE)

- Investigates issues such as human smuggling, export enforcement, contraband smuggling, and financial and immigration crimes
- Ensures the departure from the U.S. of all removable aliens
- Collects and analyses intelligence data for use by ICE and DHS
- Reduces threats posed against the more than 8,800 federal facilities nationwide (FPS)

Transportation Security Administration (TSA)

- Protects the nation's transportation systems
- Screens all airline passengers
- Deploys Federal Air Marshals to detect, defeat, and deter hostile acts targeting all transportation modes
- Screens 100% of 1 billion pieces of luggage checked annually
- Detects and deters the use of explosive devices in transportation systems

U.S. Coast Guard (USCG)

- Protects ports, waterways, and flow of commerce from terrorism
- Provides maritime border security against illegal drugs, illegal aliens, firearms and WMD
- Provides protection of natural resources
- Provides maritime safety, including search & rescue efforts, commercial and recreational boating safety

U. S. Secret Service

- Protects the President, Vice President, visiting heads of state, and other government leaders

- Protects U.S. currency from counterfeiters and safeguards Americans from financial crimes
- Plans, coordinates, and implements security for designated national special security events (NSSE)
- Emphasizes prevention through protective intelligence and threat assessment

Defining The Roles of Critical Procurement Personnel

Chief Procurement Officer

Program/Project Managers

Contracting Officers

Contracting Officer Technical
Representatives

Contract Specialists

OSDBU

Small Business Specialist

Chief Procurement Officer: The primary role of the Chief Procurement Officer (CPO) is to build the DHS acquisition workforce; engage in strong business practices; and perform effective contract administration. The Chief Procurement Officer is responsible for acquisition decisions affecting the Department's headquarters. However, the CPO at the Department does not have line authority over the heads of seven of the eight purchasing authorities within the Department. Without direct line authority, the CPO cannot effectively control the Department's overall acquisition activities.

Contracting Officers: These individuals may execute, modify, or terminate a contract. Moreover, contracting officers may bind the Government only to the extent of the authority delegated in writing to them.

Contracting officers are responsible for ensuring that:

- The Government obtains value from contracts;
- All requirements of law and regulation are met prior to executing an action;
- Sufficient funds are available for obligation;
- Contractors receive impartial, fair, and equitable treatment;
- Both parties comply with terms of the contract; and
- The interests of the United States are safeguarded.

Contracting officers often request advice from specialists in audit, law, engineering, and other fields. However, the contracting officer is solely responsible for the final pricing and other decisions related to a contract. The recommendations and counsel of contributing subject matter experts are advisory.

Contract Specialist: These individuals either serve as contracting officers or support them. Contract specialists are trained in acquisition and in related business skills such as market research, source selection, cost and price analysis, negotiation, and contract administration.

Program and Project Managers: These individuals are tasked with planning and controlling assigned programs/projects to achieve mandated goals. They identify the deliverables required for their missions and perform functions related to acquiring those deliverables such as:

- Preparing acquisition plans, purchase requests, and statements of work;
- Recommending evaluation criteria and evaluating proposals from offerors (private sector firms competing for the award);
- Overseeing technical progress;
- Inspecting and accepting contract deliverables; and

- Identifying the need to modify or terminate a contract.

Contracting Officer Technical Representatives: These individuals are designated by contracting officers to perform contract administration activities (especially technical issues). They are delegated limited authority for responsibilities such as monitoring contractor progress and alerting contracting officers to problems, recommending contract changes, and inspecting and accepting deliverables.

Office of Small and Disadvantaged Business Utilization: The Small Business Act, as amended by Public Law 95-507, established the Office of Small and Disadvantaged Business (OSDBU). The Director of the OSDBU is the primary advocate within each federal agency responsible for promoting the maximum practicable use of all designated small business categories within the federal acquisition process. The OSDBU is tasked with ensuring that each federal agency and their large prime vendors comply with federal laws, regulations, and policies to include small business concerns as sources for goods and services. Some Federal Departments and entities may have offices in their organizations that are not designated as OSDBUs but have similar responsibilities such, as the Department's use of Small Business Specialist within each procurement authority.

The goal of the OSDBU and each of these offices is to advocate for and manage the small business utilization programs for their organization. The OSDBU is supposed to serve as the primary advocate within the agency for firms that are small, SDB, 8(a), woman-owned, HUBZone, or service-disabled veteran owned. Agencies set goals for contracting with these firms as prime and subcontractors, and the OSDBUs participate in the process. In addition, the OSDBUs help their agencies reach these goals. Ways to help agencies reach their goals include: limiting competition within contracts, providing a cost advantage, or setting a subcontracting goal for these groups. For additional information on the role of the OSDBU, see Appendix B.

Bidding On A Contract: What To Know About The Process

Sealed bidding is characterized by strictly following formal procedures. Those procedures allow all bidders an opportunity to compete for the contract on equal footing. In a sealed bidding acquisition, the agency must award the bidder who submits the lowest bid (price). Once a federal agency identifies a need and decides to proceed with an acquisition, it must solicit sealed bids if:

- Time permits the solicitation, submission, and evaluation of sealed bids;
- The award will be made on the basis of price and other price-related factors;

- It is not necessary to conduct discussions with the responding offerors about their bids; and
- There is a reasonable expectation of receiving more than one sealed bid (FAR 6.401 (a)).

The agency's Contracting Officer (CO) initiates a sealed bidding acquisition by issuance of an Invitation for Bids (IFB). The IFB must describe the Government's requirements clearly, accurately and completely. The agency publicizes the IFB through display in a public place, announcement in newspapers or trade journals, publication on the federal government's Fed Biz Opps and by mailing the IFB to those commercial organizations on the agency's solicitation mailing list pursuant to FAR 14.204 and FAR 14.205.

It is critical that contractors submit their bids by the deadline stated in the IFB. According to FAR 14.304-1 (a), a late bid will not be considered for award except where:

- The bid was sent to the CO by registered or certified mail at least five days before the bid receipt date;
- The Government mishandled the bid after receipt;
- The bid was sent to the CO by "Postal Service Next Day Service" two days prior to the bid receipt date; or
- The bid was transmitted electronically and received by 5:00 p.m. one working day prior to the bid receipt date.

In contrast, competitive negotiation is a more flexible process that enables the agency to conduct discussions, evaluate offers, and award the contract using price and other factors. If one of the four conditions for use of sealed bidding is not present, the CO will award the contract using competitive negotiation. Contracting by negotiation allows more flexibility in awarding the contract. Unlike sealed bidding, the CO may engage in discussions with offerors and, in evaluating proposals, he or she may also consider non-cost factors (such as past performance).

The negotiating process begins when the CO issues a Request for Proposals (RFP). As in sealed bidding, if the procurement is over \$25,000, the CO will post a notice of the proposed contract action in the Fed Biz Opps. An RFP must, at a minimum, state the agency's need, anticipated terms and conditions of the contract, information the contractor must include in the proposal, and factors and significant subfactors that the agency will consider in evaluating the proposals and awarding the contract. All interested parties may then submit proposals.

Evaluation of the proposals includes an assessment based upon the factors specified in the solicitation. Typically, the CO will evaluate:

- The offeror's cost or price proposal;

- The offeror's past performance on government and commercial contracts;
- The offeror's technical approach; and
- Any other identified factors for award (see FAR 15.305).

During the evaluation period, the CO and source selection team may communicate with the offerors to clarify ambiguous proposed terms (see FAR 15.306).

Types of Contracts

Fixed-Price Contract: A fixed-price contract provides for a price that is not subject to any adjustment on the basis of the contractor's cost experience in performing the contract. This contract type places upon the contractor maximum risk and full responsibility for all costs, resulting in either profit or loss. It provides maximum incentive for the contractor to control costs and perform effectively and imposes a minimum administrative burden upon the contracting parties. The contracting officer may use a fixed-price contract in conjunction with an award-fee incentive and performance or delivery incentives when the award fee or incentive is based solely on factors other than cost. The contract type remains fixed-price when used with these incentives.

Cost-Reimbursement Contract: A cost-plus-fixed-fee contract is a cost-reimbursement contract that provides for payment to the contractor of a negotiated fee that is fixed at the inception of the contract. The fixed fee does not vary with actual cost, but may be adjusted as a result of changes in the work to be performed under the contract. This contract type permits contracting for efforts that might otherwise present too great a risk to contractors, but it provides the contractor only a minimum incentive to control costs.

Cost Incentive Contract: Most incentive contracts include only cost incentives, which take the form of a profit or fee adjustment formula and are intended to motivate the contractor to effectively manage costs. No incentive contract may provide for other incentives without also providing a cost incentive (or constraint). Incentive contracts include a target cost, a target profit or fee, and a profit or fee adjustment formula.

Indefinite-Delivery: There are three types of indefinite-delivery contracts: definite-quantity contracts, requirements contracts, and indefinite-quantity contracts. The appropriate type of indefinite-delivery contract may be used to acquire supplies and/or services when the exact times and/or exact quantities of future deliveries are not known at the time of contract award. Requirements contracts and indefinite-quantity contracts are also known as delivery order contracts or task order contracts.

Time and Materials Contract: A time-and-materials contract provides for acquiring supplies or services on the basis of direct labor hours at specified fixed hourly rates that include wages, overhead, general and administrative expenses, and profit; and actual cost for materials.

Labor-Hour Contract: A labor-hour contract is a variation of the time-and-materials contract, differing only in that materials are not supplied by the contractor.

Letter Contract: A letter contract is a written preliminary contractual instrument that authorizes the contractor to begin immediately manufacturing supplies or performing services.

Instructions for Unsolicited Proposals

The federal government also uses several nontraditional procurement methods to acquire the technologies and products it needs. Established procurement programs and procedures may not capture all new and innovative ideas. To that end, the federal government provides for the submission of unsolicited proposals. A firm may submit a proposal for which there is no solicitation. Guidance and requirements for the preparation and submission of unsolicited proposals, including the criteria for a valid unsolicited proposal, may be found at FAR 15.6. Some agencies may also provide information on their websites about unsolicited proposals. You can find information about the Department of Homeland Security (DHS) process at: www.dhs.gov/xopnbiz/opportunities/editorial_0617.shtm.



Working with Science and Technology



Working with Science and Technology:

R&D Procurement Opportunities

Part 35 of the FAR provides guidance on research and development (R&D) contracting. Interested companies, organizations, and other entities may use FedBizOpps to identify R&D opportunities, which may be posted as solicitations or broad agency announcements (BAA). The Department of Homeland Security’s Science and Technology Directorate (S&T) aligned its near-term research and development initiatives with its customers’ needs by the twelve Capstone Integrated Product Teams. The high priority technology needs identify assistance DHS would like to see from industry and research organizations in twelve categories, including border security, cargo security, chemical/biological defense, cyber security, transportation security, counter-IED (Improvised Explosive Devices), incident management, information sharing, infrastructure protection, interoperability, maritime security, and people screening.

More information on S&T’s High Priority Technology Needs can be found at:

www.dhs.gov/xlibrary/assets/High_Priority_Technology_Needs.pdf.

As the central R&D organization for the Department of Defense, the Defense Advanced Research Projects Agency (DARPA) is charged with “sponsoring revolutionary, high-payoff research that bridges the gap between fundamental discoveries and their military use.” The DARPA website, available at www.darpa.mil, includes links to solicitations and BAAs, and a publication, *Doing Business with DARPA*, that provides information on the agency’s procurement process. The Department of

Homeland Security (DHS) has an organization, the Homeland Security Advanced Research Projects Agency (HSARPA) that performs a similar function for DHS.

Homeland Security Advanced Research Projects Agency (HSARPA)

Homeland Security Advanced Research Projects Agency (HSARPA) manages a broad portfolio of solicitations and proposals for the development of homeland security technology. HSARPA performs this function in part by awarding procurement contracts, grants, cooperative agreements, or other transactions for research or prototypes to public or private entities, businesses, federally funded research and development centers, and universities. HSARPA invests in programs offering the potential for revolutionary changes in technologies that promote homeland security. It also accelerates the prototyping and deployment of technologies intended to reduce homeland vulnerabilities. For more information visit: www.baa.st.dhs.gov.

Homeland Security Centers of Excellence

The Homeland Security Centers of Excellence bring together leading experts and researchers to conduct multidisciplinary research and education for homeland security solutions. A university or multiple universities lead each center. The university collaborates with partners from other institutions, agencies, laboratories, think tanks, and the private sector. The Centers provide an excellent initial opportunity for doing business with DHS because small businesses can contribute greatly to research and technological development.



Center for Border Security and Immigration	National Center for the Study of Preparedness and Catastrophic Event Response	Center for Natural Disasters, Coastal Infrastructure, and Emergency Management
National Transportation Security Center of Excellence	Center for Maritime, Island, and Port Security	National Center for Foreign Animal and Zoonotic Disease Defense
National Consortium for the Study of Terrorism and Responses to Terrorism	National Center for Food Protection and Defense	University Affiliate Centers to the Institute for Discrete Sciences
Center for Explosives Detection, Mitigation, and Response	Center for Advancing Microbial Risk Assessment	
Center for Risk and Economic Analysis of Terrorism Events	Regional Visualization and Analytics Centers	

The Center for Border Security and Immigration, led by the University of Arizona and the University of Texas at El Paso, develops technologies, tools and advanced methods to balance immigration and commerce with effective border security, as well as assesses threats and vulnerabilities, improves surveillance and screening, analyzes immigration trends, and enhance policy and law enforcement efforts.

The Center for Explosives Detection, Mitigation, and Response, led by Northeastern University and the University of Rhode Island evaluates the risks, costs and consequences of terrorism, and develops new means and methods to protect the nation, focusing on detecting Improvised Explosive Devices, enhancing aviation cargo security, providing next-generation baggage screening, detecting liquid explosives, and enhancing suspicious passenger identification.

The Center for Maritime, Island and Port Security, led by the University of Hawaii at Honolulu for maritime and island security and Stevens Institute of Technology for port security, strengthens maritime domain awareness and safeguard populations and properties unique to U.S. islands, ports, and remote and extreme environments.

The Center for Natural Disasters, Coastal Infrastructure, and Emergency Management, led by the University of North Carolina at Chapel Hill and Jackson State University enhances the nation's ability to safeguard populations, properties, and economies as it relates to the consequences of catastrophic natural disasters, including hurricanes, tornadoes, floods, earthquakes, droughts, and wildfires. Examples include protecting at-risk infrastructures and populations, enhancing post-catastrophic recovery, improving information sharing and communication, and enhancing critical supply chain resiliency.

The National Transportation Security Center of Excellence (NTSCOE) is led by Connecticut Transportation Institute at the University of Connecticut, Tougaloo College, and Texas Southern University. The NTSCOE develops new technologies, tools and advanced methods to defend, protect and increase the resilience of the nation's multi-modal transportation infrastructure and education and training base lines for transportation security geared towards transit employees and professionals.

The Center for Risk and Economic Analysis of Terrorism Events (CREATE), led by the University of Southern California, evaluates the risks, costs and consequences of terrorism, and guides economically viable investments in countermeasures that will make our Nation safer and more secure.

The National Center for Food Protection and Defense (NCFPD), led by the University of Minnesota, defends the safety of the food system by establishing best practices, developing new tools and attracting new researchers to prevent, manage and respond to food contamination events.

The National Center for Foreign Animal and Zoonotic Disease Defense (FAZD), led by Texas A&M University, protects against the introduction of high-consequence foreign animal and zoonotic diseases into the United States, with an emphasis on prevention, surveillance, intervention and recovery.

The National Consortium for the Study of Terrorism and Responses to Terrorism (START), led by the University of Maryland, informs decisions on how to disrupt terrorists and terrorist groups, while strengthening resilience of U.S. citizens to terrorist attacks.

The National Center for the Study of Preparedness and Catastrophic Event Response (PACER), led by Johns Hopkins University, optimizes our nation's preparedness in the event of a high-consequence natural or man-made disaster, as well as develops guidelines to best alleviate the effects of such an event.

The Center for Advancing Microbial Risk Assessment (CAMRA), led by Michigan State University and established jointly with the U.S. Environmental Protection Agency, fills critical gaps in risk assessments for decontaminating microbiological threats such as plague and anthrax.

The University Affiliate Centers to the Institute for Discrete Sciences (IDS-UACs) are led by Rutgers University, the University of Southern California, the University of Illinois at Urbana-Champaign and the University of Pittsburgh. They collaborate with IDS, based at Lawrence Livermore National Laboratory, to conduct research on advanced methods for information analysis and the development of computational technologies to protect the Nation.

The Regional Visualization and Analytics Centers (RVACs) are led by Penn State University, Purdue University, Stanford University, the University of North Carolina at Charlotte and the University of Washington. They collaborate with the National Visualization and Analytics Center, based at Pacific Northwest National Laboratory, to conduct research on visually based analytic techniques that help people gain insight from complex, conflicting and changing information.

DHS Laboratories

The Department of Homeland Security Office of National Laboratories (ONL) develops, sustains and expands a coordinated network of Department of Homeland Security National Laboratories,

Department of Energy National Laboratories, and other Federal centers to help deliver critical homeland capabilities. In addition to its oversight and funding of the Department laboratory operations, ONL coordinates and aligns with six Science and Technology technical divisions that mirror homeland-security activities domestically. ONL provides a coordinated, enduring core of productive science, technology, and engineering laboratories, organizations, and institutions, which can provide the knowledge and technology required to secure the Nation.

For more information, please visit: www.dhs.gov/xres/labs.

Small Business Innovation Research (SBIR)

SBIR awards are competitive grants to small businesses (500 or fewer employees) to research and develop new ideas for selected government agencies. Government agencies with the largest research budgets fund the SBIR program. The SBA coordinates and oversees the SBIR program but does not provide funding for the awards.

The Department's Small Business Innovation Research (SBIR) program was initiated in 2004, with two Department organizations participating in the federal SBIR program: (1) S&T and (2) the Domestic Nuclear Detection Office (DNDO). Phase I awards are limited to \$100,000 for S&T SBIR projects and \$150,000 for DNDO SBIR projects. Phase I awards are typically made within ninety days of selection. Invited Phase II projects will be reviewed and awards will be made incrementally. Phase II awards are limited to \$750,000 for S&T SBIR projects and \$1,000,000 for DNDO SBIR projects. The Phase II proposal invitation process expeditiously identifies those Phase I awardees deserving Phase II awards. The DNDO currently issues one solicitation per year. The DNDO SBIR topics are chosen to support mission objectives.

The S&T SBIR program issues two solicitations per year. Generally, they are issued in November and May. Topics for solicitations are developed by program managers in each of the S&T Divisions, and from time to time, by the Offices of Innovation and Basic Research. The annual solicitations consist of topics that are relevant to the following divisions:

- Chemical and Biological
- Borders and Maritime
- Human Factors
- Explosives
- Infrastructure and Geophysical
- Command, Control and Interoperability

SBIR topics generally address the needs of seven Department operational units: Coast Guard,

Transportation Security Administration, Customs and Border Protection, Federal Emergency Management Agency, Citizenship and Immigration Services, Immigration and Customs Enforcement, and Secret Service.

For more information about the S&T SBIR program, visit: www.sbir.dhs.gov. You may contact the Department S&T SBIR Program at stsbir.program@dhs.gov. You may also contact the Department SBIR Program Director, Elissa (Lisa) Sobolewski at 202-254-6768 or via email at elissa.sobolewski@dhs.gov.

Federally Funded Research and Development Centers (FFRDCs)

In the Homeland Security Act of 2002, Congress granted the Department the necessary authority to create an FFRDC. The Department recently announced the formation of two Federally Funded Research and Development Centers (FFRDCs): the Homeland Security Studies & Analysis Institute (HSSAI) led by Anser Analytic Services, Inc. and the Homeland Security Systems Engineering & Development Institute (HSSEDI) led by the MITRE Corporation. Anser Analytic Services is a not-for-profit public service institute that provides objective studies and analyses of the national security, homeland security, and public safety communities. The MITRE Corporation is a not-for-profit organization chartered to work in the public interest with expertise in systems engineering, information technology, operational concepts, and enterprise modernization.

The HSSAI, to be operated by Analytic Services, Inc., provides mission-focused homeland security analysis and expertise focusing on program objectives, system requirements, and metrics. On the other hand, the HSSEDI provides advice on concept evolution, development integration, best practices in lifecycle systems engineering and management, and program-level technical and integration expertise across the homeland security enterprise. To find out about subcontracting opportunities with these FFRDCs, you should contact the entities listed above directly.

Participation in Advanced Acquisition Planning

DHS posts projections of all anticipated contract actions greater than \$100,000 at: www.fido.gov/dhs/aap/publicviewsb.asp. Acquisition planning is essential to effective use of public funds and the economical accomplishment of program objectives. The Department seeks mandates annual Preliminary Forecast Plans and encourages early and open communication with representatives of the acquisition office before the submission of formal requests for contract services. Acquisition planning begins before the fiscal year has begun in order to provide improved scheduling of actions, increased control of fourth quarter obligations, and opportunities for consolidating requirements. Failure to schedule the acquisition workload may result in an inordinate

number of contract awards being made in the closing months or weeks of the fiscal year. Excessive year-end spending places a severe burden on requirements and acquisition office personnel.

General Services Administration(GSA) Federal Supply Schedules

GSA's Federal Supply Schedules, also known as Multiple Award Schedules (MAS), are contracts that allow federal customers to acquire more than 4 million services and products directly from more than 8,600 commercial suppliers. GSA Multiple Award Schedule (MAS) contracts, also referred to as GSA Schedule and Federal Supply Schedule contracts, are indefinite delivery, indefinite quantity (IDIQ) contracts that are available for use by federal agencies. GSA awards and administers MAS contracts pursuant to 40 U.S.C. 501, Services for Executive Agencies.

GSA Schedules cover a vast array of commercial items from office supplies to furniture, from computers to laboratory equipment, and services ranging from accounting to graphic design to landscaping. Customers can order services and products using the GSA Advantage! online ordering system: www.gsaadvantage.gov. To become a GSA Schedule contractor, you must first be awarded a contract. To obtain a GSA Schedule contract, you must submit an offer in response to the applicable GSA Schedule solicitation. GSA awards contracts to responsible companies that offer commercial items within the generic descriptions in the GSA Schedules. Contracting Officers determine whether prices are fair and reasonable by comparing the prices that a company offers the government with the prices that the company offers to its commercial customers. The negotiation objective is commonly known as "most favored customer" pricing. To make this comparison, GSA requires offerors to provide commercial pricelists and disclose information regarding their pricing practices.

Government-Wide Acquisition Contracts (GWACs)

Most government agencies have common purchasing needs such as carpeting, furniture, office machine maintenance, petroleum products and perishable food supplies. Sometimes the government can realize economies of scale by centralizing the purchasing of certain types of products or services.

Procurement reform has ushered numerous new and/or modified acquisition vehicles and multiple award contracts such as multi-agency contracts and government-wide acquisition contracts (GWACs). These vehicles encourage long-term vendor agreements with fewer vendors. GWACs are task order or delivery order contracts for information technology established by one agency for government-wide use (see FAR 2.1, Definitions). To use GWACs, agencies may either obtain a delegation of authority from the GWAC Program Office or work through a procurement support

operation such as GSA's Office of Assisted Acquisition Services.

Multi-Agency Contracts (MACs) are task order or delivery order contracts established by one agency for use by government agencies to obtain a variety of supplies and services. The Economy Act (FAR 17.5) is applicable to orders placed under MACs, with the exception of MACs for information technology that are established pursuant to the Clinger-Cohen Act.

The use of these contract vehicles, including expanded use of GSA schedules has increased significantly during the last few years. These popular vehicles allow government buyers to quickly fill requirements by issuing orders against existing contracts or schedules without starting a new procurement action from scratch. Further, agencies can competitively award several or multiple task order contracts to different firms for the same products and services. This practice allows federal buyers to issue orders to any one or combination of several firms with relative ease. General Services Administration, Defense Logistics Agency, and Department of Veterans Affairs administer the three largest interagency consolidated purchasing programs.

GSA's Office of Small and Disadvantaged Business Utilization offers workshops on "How to Obtain a GSA Schedule Contract." Details regarding these sessions are available online.

Please visit: www.gsa.gov/smallbusiness.

GSA Schedules for Homeland Security

GSA has schedules dedicated specifically for homeland security efforts.

For more information, visit: www.apps.fas.gsa.gov/pub/mtips/july_aug04/JulAug04_16.pdf.

The government buys many of the products and services it needs from suppliers who meet certain qualifications. It applies standardized procedures by which to purchase goods and services. Instead, contracting officials use procedures that conform to the FAR.

Subcontracting Opportunities

Subcontracting or teaming with a prime contractor can be a profitable experience as well as a growth opportunity for your business. If after assessing the capabilities and capacity of your business, you conclude that you are not ready to bid competitively for prime contracts, consider the opportunities available through subcontracting. The experience gained from performing as a subcontractor can assist you in responding to solicitations as a prime contractor. Subcontracting, however, should not be viewed only as an opportunity for less-experienced business, but also as a vehicle to enhance your qualifications to become more competitive to perform as a prime contractor.

Over the years, several laws have been passed regarding subcontracting to small business. All of these are now incorporated into Section 8(d) of the Small Business Act and, in most cases, FAR 19.7. These laws require prime contractors having contracts that exceed the simplified acquisition threshold (SAT) to provide maximum practicable subcontracting opportunities to small business, HUBZone small business, small disadvantaged business, women-owned small business, veteran-owned small business (VOSB), and service-disabled VOSB. The clause “Utilization of Small Business Concerns,” must be included in all federal contracts exceeding the SAT. These laws, among other things, require that:

- On contracts more than \$500,000 (or \$1,000,000 for construction of a public facility) large prime contractors must submit subcontracting plans containing specific percentage goals for small business, HUBZone small business, small disadvantaged business, women-owned small business, VOSB, and service-disabled VOSB.
- Subcontracting plans must contain a description of the methods and efforts used to assure that small business enterprises have an equitable opportunity to compete for subcontracts.
- Subcontracting plans must be submitted by prime contractors for review by the CO prior to the award of any contract; failure to comply in good faith with its approved plan may subject the contractor to liquidated damages or termination for default.

The requirement to submit a subcontracting plan does not apply to:

- small businesses;
- contracts under the prescribed dollar amounts;
- prime contracts not offering subcontracting possibilities; or
- contracts to be performed entirely outside the United States.

As a small business engaged in subcontracting, be sure you understand the terms and conditions of your contract with the prime contractor before agreeing to serve as a subcontractor. Ask:

- How and when will I receive compensation from the prime contractor?
- How much can I rely on the prime contractor for special tools, engineering advice, information on manufacturing methods, etc.?
- How will quality control and inspection procedures be applied to my subcontract?

Becoming a Subcontractor

An alternate route for becoming a federal contractor is to become a subcontractor for a DHS Prime Contractor. Two options are available for companies that desire to become subcontractors.

Option #1: Reach out to the Prime Contractor Directly

The top contractors at DHS would be a good starting place. Prime contractors are often interested in subcontracting with small, minority, women-owned, HUBZone-certified, 8(a), veteran-owned, and service-disabled, veteran-owned businesses.

To determine if opportunities exist for your company, we recommend you prepare yourself in the following ways:

- Do research on the company;
- Visit each prime contractor's website to learn more about the company;
- If the company requires businesses to register in their Supplier Registration database, do so (it is very likely that the prime will ask if you have been to their site and registered in their supplier database);
- Send an email to the contact listed for each prime informing them of your interest in being considered for subcontracting opportunities. Briefly explain how you believe you can assist the prime (be specific and tie your experience/capabilities to their needs);
- When you meet with a prime, be prepared and timely; and
- If they ask you to follow-up with additional information, do so.

Option #2: Participate in the DHS Mentor-Protégé Program

The Mentor-Protégé Program is designed to motivate and encourage large prime contractors to provide mutually beneficial developmental assistance to small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. The program is also designed to:

- Improve the performance of contracts and subcontracts;
- Foster the establishment of long-term business relationships between large prime contractors and small business subcontractors; and
- Strengthen subcontracting opportunities and accomplishments.

All firms must be in good standing in the federal marketplace. The program excludes firms that are on the Federal List of Debarred or Suspended Contractors.

To view the list, visit: www.epls.gov/.

Mentor Firm designation is open to any large business firm that demonstrates the commitment and capability to assist in the development of small business protégés. Protégé Firm designation is available to all small businesses that meet the definition of small business concern pursuant to FAR 19.001 and based on their primary NAICS code. This includes small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns.

Mentors are eligible to receive credit in the source selection/evaluation criteria process for mentor-protégé participation for acquisitions that contain the requirement for a subcontracting plan. Additionally, a post-award incentive for subcontracting plan credit is available by recognizing costs incurred by a mentor firm in providing assistance to a protégé firm and using this credit for purposes of determining whether the mentor firm attains a subcontracting plan participation goal applicable to the mentor firm under a DHS contract.

In addition to the benefits available to mentors, protégés may receive technical, managerial, financial, or any other mutually agreed upon benefit from mentors including work that flows from a government or commercial contract through subcontracting or teaming arrangements. The assistance could result in significant small business development.

For more information and to receive a Mentor-Protégé application from the Department, please visit: www.dhs.gov/xopnbiz/smallbusiness/editorial_0716.shtm.

Working Together: The Importance of Alliances

One of the fastest growing trends for businesses today is the increasing number of strategic alliances. Alliances range in scope from an informal business relationship based on a simple contract to a joint venture agreement.

For small businesses, strategic alliances are a way to work together with others towards a common goal while not losing their individuality. Alliances are a way of reaping the rewards of team effort. For small companies that may have limited capacity for financial challenges, forming alliances is a great method to address capacity or capitalization



concerns raised by a Contracting Officer.

To develop an alliance, you should do the following:

- Develop search criteria for the ideal alliance. Your criteria should consist of clearly defined business objectives.
- Consider corporate culture, personal chemistry, and internal commitment.
- Share your needs with professional and industry organizations, professional service providers, and other parallel businesses to find appropriate candidates.
- Gather information about each potential partner.
- Rank the candidates informally based on how well they meet your search criteria.

A teaming agreement is a good option for contractors because some government jobs are too large in size or scope for small contractors to handle. In the 1990s, the number of these large contracts rose sharply. A teaming agreement is something small companies can execute to stay relevant and competitive even when a contract is bundled.

What Do You Do When You Don't Win A Contract?

If you lose a contract, the FAR provides that, at a minimum, the government must provide you with the following information:

- The agency's evaluation of the significant weaknesses or deficiencies in your proposal;
- The overall evaluated cost or price (including unit prices) and technical rating, if applicable, of the successful offeror (the winner) and the debriefed offeror (you), and past performance information on the debriefed offeror;
- The overall ranking of all offerors, when any ranking was developed by the agency during the source selection;
- A summary of the rationale for award;
- For acquisitions of commercial items, the make and model of the item to be delivered by the successful offeror; and
- Reasonable responses to relevant questions about whether source selection procedures contained in the solicitation, applicable regulations, and other applicable authorities were followed.

Request a Debrief

The debriefing will not include point-by-point comparisons of the debriefed offeror's proposal with those of other offerors. Debriefing affords offerors to a competitive solicitation an explanation of the evaluation process, an assessment of their proposal in relation to the evaluation criteria,

a general understanding of the basis of the award decision, and the rationale for their exclusion from the competition. The purpose of the debriefing has been expanded to instill confidence in the process by reflecting that proposals were treated fairly. Statutory and regulatory changes to the debriefing rules were created to enhance and better establish debriefing as a viable right that would further reduce the number of protest filings, and that would further strengthen and enhance the government's relationship with industry.

Debriefing of successful and unsuccessful offerors may be done orally, in writing, or by any other method acceptable to the Contracting Officer (CO). There is no specific requirement to hold face-to-face debriefings. Sending the written debriefing materials via mail/facsimile is a proper method. Sometimes, it will be financially prohibitive for the offeror to attend a debriefing in person. The

Bid Protests: What do you do when you don't win a contract?

Did you file
a written
protest?

If yes, is
the protest
defective?

If not, the
contracting
agency is
required to file
a report and
provide a copy
to protest.

Contract
termination
may be
protested for
improprieties
in award.

needs of the offeror should be afforded due consideration, but the CO makes the final decision as to the debrief location and methodology.

File A Bid Protest

The Government Accountability Office (GAO) provides an objective, independent, and impartial forum for the resolution of disputes concerning the awards of federal contracts. Although protesters may be represented by counsel, filing a bid protest with GAO is easy and inexpensive and does not require the services of an attorney. In addition, matters can usually be resolved more quickly by protests filed with GAO than by court litigation.

The bid protest process at GAO begins with the filing of a written protest. Unless the protest is dismissed because it is procedurally or substantively defective (for example, the protest is untimely or the protest fails to clearly state legally sufficient grounds of protest), the contracting agency is required to file a report with GAO responding to the protest and to provide a copy of that report to the protester. The protester then has an opportunity to file written comments on the report. Other parties may be permitted to intervene, which means that they will also receive a copy of the report and will be allowed to file written comments on it.

Although most protests challenge the acceptance or rejection of a bid or proposal and the award or proposed award of a contract, GAO considers protests of defective solicitations (e.g. allegedly restrictive specifications, omission of a required provision, and ambiguous or indefinite evaluation factors), as well as certain other procurement actions (e.g. the cancellation of a solicitation). The termination of a contract may be protested if the protest alleges that the termination was based on improprieties in the award of the contract. 4 C.F.R. 21.1(a). Where the agency involved has agreed in writing, GAO will consider protests concerning (1) awards of subcontracts by or for a federal agency, (2) sales by a federal agency, and (3) procurement actions by government entities that do not fall within the strict definition of federal agencies in 4 C.F.R. 21.0(c) and 4 C.F.R. 21.13(a).

Protests may be filed by hand delivery, mail, commercial carrier, facsimile transmission, or e-mail. 4 C.F.R. 21.0(g). Protests of different procurements must be filed separately. 4 C.F.R. 21.1(f).

For a complete overview of the bid protest process, please visit:

www.gao.gov/decisions/bidpro/bid/d06797sp.pdf.

Quick Tips For Ensuring Success As A Small Business Contractor

- 01. Use FedBizOpps (www.fbo.gov):** Contact the companies who have already won for subcontractor, supplier or teaming opportunities.
- 02. Track expected completion dates:** The Federal Procurement Data System (FPDS) tracks these. You will receive notification before the next Request For Proposal (RFP) is listed on the Federal Business Opportunities website. You can access FPDS by visiting: www.fpds.gov.
- 03. Subscribe to the Committee on Homeland Security's DHS Business Opportunities Newsletter,** our monthly newsletter that provides the latest information on upcoming opportunities with DHS. To be added to the listserv send an email to: dhsbizops@mail.house.gov.
- 04. Get listed in government-wide databases:** The Department uses the Central Contractor Registration (CCR) database. Register with this database and the Department will locate your business.
- 05. Consistently search the Internet:** Federal and state agencies are placing more and more procurement opportunities on their websites. Bookmark your favorites and diligently track new opportunities. The Department posts its procurement opportunities on FedBizOpps.
- 06. Get listed in electronic catalogs:** GSA advantage, Pro-Net, and other electronic commerce initiatives will let you list your product for government browsing.
- 07. Request a debriefing on every job you lose:** You'll get important tips about where your proposal was weak, where you need to strengthen your experience, adjust your price, or team with a another company.
- 08. Request a copy of a prime contractor's subcontracting plans:** Under the Freedom of Information Act (FOIA), agencies are required to provide you with this information. Agencies should have these on file for every prime contractor. This will show subcontracting goals. You can also get the SF 294/295 forms that show how many subcontracts the prime contractor awarded. Be sure to target the primes who have not met their goals.
- 09. Team with several prime contractors:** Prime contractors will get a preference if they list their subcontractors in the solicitation rather than merely committing to a percentage. Hold the primes accountable so they do not dismiss you from the contract after winning the award. If you have teamed with several primes and still have not received work from any or most of them, ask why. Be sure to get their response in writing.

- 10. Take advantage of cooperative purchasing:** When you sign an agreement with a federal or state agency, see if there are other buying offices or localities that can purchase off the same agreement. Then market to the other entities, making sure you mention how easily they can order your product or service.
- 11. Accept the government credit card and mention it in all promotional materials (including your website).** The government buys more than \$5 billion in goods and services annually with the purchase card. A lot of COs choose the purchase card over the paperwork to make a purchase because of the efficiency associated with the method.
- 12. Do not stop marketing after an award:** If you win a multiple ordering agreement, you still have to compete for the tasks. Keep marketing, especially on contracts where there is no minimum guarantee of orders. Multiple order agreements include National Blanket Purchase Agreements (BPA), Task Order Agreements, Indefinite Delivery Indefinite Quantity (IDIQ) contracts, and Government Wide Acquisition Contracts (GWAC).
- 13. Follow the federal money to the states:** Federal grants to the states make up half an agency's budget in some cases. Homeland security engages municipalities, states, tribal governments, and federal agencies. Recognize the potential contracting opportunities that exist at the state and local level.
- 14. Know your performance rating:** Get copies of how agencies evaluated you. Clear up any inaccuracies, and try to counteract negative information with positive ratings from other jobs. List best references first in your proposals.
- 15. Team, partner, or form a joint venture:** If you're strong in one business area, but inexperienced in another, find a subcontractor or teaming partner who can fill in the areas where you're weak. The federal government encourages teaming.
- 16. Market to the right people:** The Department's needs are evaluated in each agency. Program managers generate procurement needs and requirements. Ensure that you locate the appropriate agency that buys your product or service in order to market to them in a way that is beneficial to your business. Additionally, make sure you are aware of each agency's mission and market your goods and/or services in accordance with the role the agency plays in the Department.
- 17. Keep your Member of Congress informed:** They protect their constituencies like OSDBUs should advocate for small business concerns. Let your Member know if you have been wronged by an agency or prime contractor. You should also tell him/her about your success stories!

General Resources

Procurement Technical Assistance Program (PTAP)

Although the PTAP is administered by the Defense Logistics Agency (DLA), it is available to assist companies that market products and services to all federal agencies, and state and local governments. Services are provided through 93 Procurement Technical Assistance Centers (PTACs), which have over 250 local offices. A list of Procurement Technical Assistance Centers is available at: www.aptac-us.org/new/Govt_Contracting/find.php. The centers provide assistance through classes, seminars, one on-one counseling sessions, and networking events on such topics as identifying procurement opportunities, preparing proposals, and researching agency procurements.

Procurement Technical Assistance Centers (PTACs)

Procurement Technical Assistance Centers provide a wide range of assistance -most free of charge - to businesses through one-on-one counseling sessions, classes, seminars and matchmaking events. **The website to access your local PTAC office is** www.dla.mil/db/procurem.htm.

OSDBU

Every federal agency with contracting authority has an Office of Small and Disadvantaged Business Utilization (OSDBU) to encourage their agencies to use small businesses in prime contracts and sub-contracts. For more information please visit www.osdbu.gov.

DBE Program

The Department of Transportation sponsors a Disadvantaged Business Enterprise (DBE) program to comply with legislation passed in 1983 requiring that 10% of all federal highway and transit funds be expended with DBEs. A similar program applies to airport funding.

For more information please visit www.dot.gov.

MBDA

The Minority Business Development Agency, housed in the Department of Commerce, is the only federal agency encouraging the growth of minority-owned business regardless of small business status. **For more information please visit** www.mbda.org.

Appendices

Appendix A: Contact Information

DHS Headquarters Office of Procurement Operations

Items Procured: computer equipment, computer facilities management, software, computer systems design, professional and management services, facility services, graphics services, studies, language translation services, telecommunication services. Supplies, support services studies, application support, mail services, project management, translation services, and IT support.

Address	Contact Information
Office of Procurement Operations 245 Murray Drive, SW Bldg 410 Room: 3253-28 Washington, DC 20528	Trish Wyatt, Small Business Specialist 202.447.5578 Patricia.wyatt@dhs.gov Faye Jones, Small Business Specialist 202.447.5572 Faye.jones@dhs.gov
U.S Citizenship and Immigration Services Procurement Division 70 Kimball Ave. South Burlington, VT 05463	Richard March Small Business Specialist 802.872.4111 X4437 Richard.march@dhs.gov Liz Graves, Alternate Small Business Specialist 802.872.4197 X4480 Neva.graves@dhs.gov

Immigration and Customs Enforcement (ICE)

Items procured: Armed security guard services, law enforcement services and products, such as hand restraints, handcuffs, guns and ammunition; detention and removal Services, (a) detention services include temporary housing, food, clothing, guards, and transportation; (b) detainee removal transportation services including air charter flights; fugitive operational support that involves data analysis and analysis support services; information technology supplies and services, to include computers, security equipment, maintenance, software, and telecommunication; law enforcement training development; procurement and clerical support services and interpreter services.

Address	Contact Information
ICE Office of Acquisition 801 I. St NW Ste 910 Washington, DC 20536	Ayo H. Kimathi, Small Business Specialist 202.732.2775 Fax: 202.732.7368 ayo.kimathi@dhs.gov

Customs Border and Protection

Items Procured: Search/detection equipment, data processing services, computer related services, computer programming, uniforms, construction, computer equipment, personal/household goods, repair/maintenance, administrative/general management consulting, investigative services, computer systems design, schools/instruction, security guards, facilities support services.

Address	Contact Information
CBP Procurement Directorate 1300 Pennsylvania Ave, NW Ste 1310 Washington, DC 20229	Clarence Abernathy, Small Business Specialist 317.614.4562 Fax: 317.290.3187 clarence.abernathy@dhs.gov
U.S. CBP InTech Two Ste 100 6650 Telecom Drive	Robert Namejko, Alternative Small Business Specialts 202.344.3319 robert.namejko@dhs.gov

U.S. Customs & Border Protection
2411 Boswell Road
Chula Vista, CA 91914

Ivette Jorge, Alternate Small Business Specialist
619.216.4106
Fax: 619.216.4110
luz.jorge@dhs.gov

Transportation Security Administration

Items procured: Simulators, training development, training courses, installation of checked baggage equipment, health and safety assessments on TSA screening operations, acquisition planning & program management support, safety equipment and supplies, investigative services.

Address	Contact Information
TSA 25 601 S. 12th St. Arlington, VA 22202	Robert Boone, Small Business Specialist 571.227.1067 robert.boone@dhs.gov Melissa Jenkins, Alternate Small Business Specialist 571.227.4340 melissa.jenkins@dhs.gov

United States Secret Service

Items procured: Simulators, training development, training courses, installation of checked baggage equipment, health and safety assessments on TSA screening operations, acquisition planning & program management support, safety equipment and supplies, investigative services.

Address	Contact Information
U.S. Secret Service Procurement Division 950 H. St. NW Washington, DC 20223	Stephan Ochs, Small Business Specialist 202.406.6784 Fax: 202.406.6801 steve.ochs@usss.dhs.gov

Federal Law Enforcement Training Center

Items procured: Ammunition, construction, janitorial, hotels, facilities support services, actors/performers, security guards, photographic and photocopier, motion picture/video production, remediation services, carpentry services, architectural services, modular buildings, medical services.

Address	Contact Information
<p>Federal Law Enforcement Training Center 1131 Chapel Crossing Road Building 93 Brunswick, GA 31524</p>	<p>Timothy J. Strong, Small Business Specialist 912.267.2449 Timothy.strong@dhs.gov</p>
<p>Federal Law Enforcement Training Center 2000 Bainbridge Ave Charleston, SC 29405-2607</p>	<p>Robert Rivers 843.566.7709 Fax: 843.566.8561 Robert.r.rivers@dhs.gov</p>
<p>Federal Law Enforcement Training Center 9000 Commo Road Cheltenham, MD 20623-5000</p>	<p>Terry Gragg 301.599.7692 Fax: 301.877.8539 Terry.gragg@dhs.gov</p>
<p>Federal Law Enforcement Training Center 1300 West Richey Ave. Building 4 Artesia, NM 88210</p>	<p>Stephen H. Watters 575.748.8013 Fax: 575.748.8002 stephen.watters@dhs.gov</p>

United States Coast Guard

Address	Contact Information
<p>U.S. Coast Guard Office of Procurement Policy & Oversight 2100 2nd St., SW Room 11-0209 Washington, DC 20593</p>	<p>Items procured: None; Policy Office only; contact Small Business Specialist in each command.</p> <p>Nauman A. Ansari, Small Business Program Manager 202.475.5786 Nauman.ansari@uscg.dhs.gov</p>
<p>U.S. Coast Guard HQ Command Office of Contract Operations (CG-912) Washington, DC 20593</p>	<p>Items procured: Aircraft vessels, educational services, major electronics, aircraft, vessels, educational services, major electronics equipment, and all equipment and supplies to outfit new vessels and aircraft, with emphasis in oceanography and other marine sciences, including pollution control and abatement.</p> <p>Sara H. Marcheggiani, Small Business Specialist 202.475.3746 sara.h.marcheggiani@uscg@dhs.gov</p>
<p>U.S. Coast Guard Shore Infrastructure Logistics Center (SILC) - Construction Civil Engineering Unit, Cleveland, OH 44199-2060</p>	<p>Items procured: Non-major construction, A&E services</p> <p>Jim Dinda, Assistant Small Business Specialist 216-902-6223 FAX 216-902-6278 james.e.dinda@uscg.dhs.gov</p>

United States Coast Guard (cont.)

U.S. Coast Guard Surface Forces Logistics Center (SFLC)
300 E. Main St.
Norfolk, VA 23510

Units:
Baltimore, MD
Norfolk, VA
Oakland, CA

Items Procured: The Surface Forces Logistics Center (SFLC) provides depot level maintenance, engineering, supply, logistics, and information services for all Coast Guard surface forces that includes over 200 cutters and over 1800 small boats. Electrical equipment (switches, fuses, microcircuits, relays, cords), ropes, cables, chains and fittings, supplies and services, medical/dental equipment, instruments and laboratory equipment, lighting fixtures and lamps, ordnance (arms, ammunition), deck machinery, fuel, fuel oils, miscellaneous engines and components, diesel engines and components, custodial and janitorial services, power and hand pumps, pipe, tubing, hose and fittings, valves, gasses (compressed and liquefied), electrical motors.

Mia Grant, Small Business Specialist
757.628.4649
mia.grant@uscg.mil

U.S. Coast Guard
Shore Infrastructure Logistics Center (SILC) -
Construction FD&CC - Atlantic
Norfolk, VA

Items Procured: Major construction projects; building, structures, houses, warehouses, schools, building alterations, A&E services.

Pam Argilan, Assistant Small Business Specialist
757-852-3449
Pamela.j.argilan@uscg.mil

United States Coast Guard (cont.)

U.S. Coast Guard
Surface Forces Logistics Center (SFLC)
Ronald V. Dellums
Federal Building
1301 Clay St.,
Oakland, CA 94612

Unit:
Oakland, CA

Items procured: The Surface Forces Logistics Center (SFLC) provides depot level maintenance, engineering, supply, logistics, and information services for all Coast Guard surface forces that includes over 200 cutters and over 1800 small boats. Electrical equipment (switches, fuses, microcircuits, relays, cords,) ropes, cables, chains and fittings, supplies and services, medical/dental equipment, instruments and laboratory equipment, lighting fixtures and lamps, ordnance (arms, ammunition), deck machinery, fuel, fuel oils, miscellaneous engines and components, diesel engines and components, custodial and janitorial services, power and hand pumps, pipe, tubing, hose and fittings, valves, gasses (compressed and liquefied), electrical motors.

John Porter, Assistant Small Business Specialist
510.627.5960

john.c.porter@uscg.mil

U.S. Coast Guard
Shore Infrastructure Logistics Center (SILC) -
Construction FD&CC - Pacific
Seattle, WA

Items Procured: Major construction projects; building, structures, houses, warehouses, building alterations, A&E services.

Kristina Meabon, Assistant Small Business Specialist

206-220-7411

Kristina.m.meabon@uscg.mil

United States Coast Guard (cont.)

U.S. Coast Guard
Surface Forces Logistics Center (SFLC)
300 E. Main St.,
Suite 600
Norfolk, VA 23510

Unit:
Norfolk, VA

Items procured: The Surface Forces Logistics Center (SFLC) provides depot level maintenance, engineering, supply, logistics, and information services for all Coast Guard surface forces that includes over 200 cutters and over 1800 small boats. Electrical equipment (switches, fuses, microcircuits, relays, cords,) ropes, cables, chains and fittings, supplies and services, medical/dental equipment, instruments and laboratory equipment, lighting fixtures and lamps, ordnance (arms, ammunition), deck machinery, fuel, fuel oils, miscellaneous engines and components, diesel engines and components, custodial and janitorial services, power and hand pumps, pipe, tubing, hose and fittings, valves, gasses (compressed and liquefied), electrical motors.

John Shivickas, Assistant Small Business Specialist
757-628-4631

john.j.shivickas@uscg.mil

U.S. Coast Guard Aircraft Logistics Center (ALC)
Elizabeth City, NC 27909-5001

Items procured: Aircraft parts for HH-60, HU-25, HC-130, HH-65; ground service equipment, engines, turbines and components, engine accessories, maintenance and repair, aircraft maintenance/overhaul/repair, electronics, avionics, life support equipment, HAZMAT material, engineering tech support, ADP services.

Judith Knotts, Small Business Specialist
252.335.6145

judith.a.knotts@uscg.mil

United States Coast Guard (cont.)

U.S. Coast Guard
Surface Forces Logistics Center (SFLC)
Building 58,
Mailstop 8
2401 Hawkins Point Road,
Baltimore, MD 21226

Unit:
Baltimore, MD

Items Procured: The Surface Forces Logistics Center (SFLC) provides depot level maintenance, engineering, supply, logistics, and information services for all Coast Guard surface forces that includes over 200 cutters and over 1800 small boats. Electrical equipment (switches, fuses, microcircuits, relays, cords,) ropes, cables, chains and fittings, supplies and services, medical/dental equipment, instruments and laboratory equipment, lighting fixtures and lamps, ordnance (arms, ammunition), deck machinery, fuel, fuel oils, miscellaneous engines and components, diesel engines and components, custodial and janitorial services, power and hand pumps, pipe, tubing, hose and fittings, valves, gasses (compressed and liquefied), electrical motors.

Paul Premoe, Assistant Small Business Specialist
410-762-6078

paul.b.premoe@uscg.mil

U.S. Coast Guard Shore Infrastructure Logistics
Center (SILC)
Base Operations
Alameda, CA
94501-5100

Items procured: Base maintenance services for the east and west coasts, including, food services, janitorial, utilities, grounds and housing maintenance services; oil pollution and emergency response contracting; and medical services contracting.

Jennifer Mitchell, Small Business Specialist
510.437.3727

jennifer.a.mitchell@uscg.dhs.gov

United States Coast Guard (cont.)

U.S. Coast Guard Aircraft Logistics Center (ALC)
Elizabeth City, NC 27909-5001

Items procured: Aircraft parts for HH-60, HU-25, HC-130, HH-65; ground service equipment, engines, turbines and components, engine accessories, maintenance and repair, aircraft maintenance/overhaul/repair, electronics, avionics, life support equipment, HAZMAT material, engineering tech support, ADP services.

Judith Knotts, Small Business Specialist
252.335.6145
judith.a.knotts@uscg.mil

U.S. Coast Guard Aircraft Logistics Center (ALC)
Elizabeth City, NC 27909-5001

Items procured: Aircraft parts for HH-60, HU-25, HC-130, HH-65; ground service equipment, engines, turbines and components, engine accessories, maintenance and repair, aircraft maintenance/overhaul/repair, electronics, avionics, life support equipment, HAZMAT material, engineering tech support, ADP services.

Judith Knotts, Small Business Specialist
252.335.6145
judith.a.knotts@uscg.mil

U.S. Coast Guard
Shore Infrastructure Logistics Center (SILC) -
Construction Civil Engineering Unit,
Honolulu, HI 96850-4982

Items procured: Lower dollar construction contracts in Hawaii; buildings, structures, houses, warehouses, alterations to existing structures; A&E services

Tammy K. Kao, Assistant Small Business Specialist
808-535-3474
FAX 808-541-2203
tammy.k.kai@uscg.mil

United States Coast Guard (cont.)

U.S. Coast Guard Shore Infrastructure Logistics Center (SILC) - Construction

Units:

Cleveland, OH
Honolulu, HI
Juneau, AK
Miami, FL
Norfolk, VA
Oakland, CA
Providence, RI
Seattle, WA

Items procured: Major construction projects: building, structures, houses, warehouses, schools, building alterations, A&E services. Non-major construction (repair/rehab). And lower dollar construction contracts in Hawaii, buildings, structures, houses, warehouses, alterations to existing structures; A&E services.

Stephanie M. Garnett, Small Business Specialist
808.535.3473

stephanie.m.garnett@uscg.mil

Kristina Meabon, Acting Small Business Specialist
206.220.7411

kristina.m.meabon@uscg.mil

U.S. Coast Guard Shore Infrastructure Logistics Center (SILC) - Construction Civil Engineering Unit, Miami

Items procured: Non-major construction (repair/rehab); A&E services

Pat Lambert, Assistant Small Business Specialist
305-278-6720

FAX 305-278-6696

patricia.a.lambert@uscg.dhs.gov

U. S. Coast Guard Shore Infrastructure Logistics Center (SILC) - Construction Civil Engineering Unit, Juneau, AK 99802

Items Procured: Lower dollar construction contracts in Juneau, Alaska; buildings, structures, houses, warehouses, alterations to existing structures; A&E services

Mike Birkland, Assistant Small Business Specialist
907-463-2418

Michael.birkland@uscg.mil

United States Coast Guard (cont.)

U.S. Coast Guard
Shore Infrastructure Logistics Center (SILC) -
Construction Civil Engineering Unit, Providence
Warwick, RI 02886

Items procured: Non-major construction (repair/
rehab); A&E services.

Jean Bretz, Small Business Specialist
401-736-1765
FAX 401-736-1704
jean.m.bretz@uscg.dhs.gov

U.S. Coast Guard
Shore Infrastructure Logistics Center (SILC) -
Construction Civil Engineering Unit,
Oakland, CA 94606-5000

Items procured: Lower dollar construction
contracts in Oregon, Washington, California;
buildings, structures, warehouses, alterations
to existing structures; A&E services, hazardous
waste disposal

Jeff Cross, Assistant Small Business Specialist
510-535-7236
FAX 510-535-7233
jeffrey.a.cross@uscg.dhs.gov

Federal Emergency Management Agency

Items Procured:

Information Technology Services Directorate: Information systems support, telecommunication equipment and services, computer maintenance and support, computer software and hardware, Wide Area Network Support, Local Area Network Support INTERNET services, systems development, engineering and integration, information and communications security, configuration management, and disaster response support.

The Federal Insurance Administration: Federal crime insurance servicing agent operation, Federal flood insurance servicing agent operation, Federal flood insurance statistical agent operation, and program & financial analyses and audits and publications.

The Mitigation Directorate: All-hazard public information materials architect, engineer, technical assistance for mitigation of all natural hazard specific services, cost and benefit analyses, hurricane surge annotation & evacuation route planning, community/interest group meeting, mitigation,

response, recovery and loss, estimation studies for all natural hazards, flood hazard and erosion, studies and survey, flood map revision, distribution, storage, and print processing, and Federal Insurance Administration.

The Operations Support Directorate: Procurement of program services, supplies and equipment, Procurement of safety, health, and industrial hygiene services, supplies, and equipment, procurement of laboratory analytical services, Fed Ex contract services, graphic support presentation, publication and exhibit design, security services, transportation and support services (all modes of transportation), logistics support services (standby contracts, direct delivery, disaster products), equipment leasing services (material handling and power generation), equipment maintenance services (material handling and power generations), testing and evaluation services, office supplies and equipment, packaging operating element / address small business specialist/ phone/email address equipment, supplies and services, motor vehicle equipment, maintenance and services.

The Preparedness, Training and Exercises Directorate: Course development, revision accreditation, evaluation, home study programs, course materials, workshops, editorial support, and evaluation of exercises.

The Response and Recovery Directorate: Communications support program and financial analysis, publications computer software, habitability inspections of disaster damaged homes, and technical assistance

United States Fire Administration: Advanced hazardous materials studies, architect and engineer services, arson investigations/technical assistance/database, computer facilities

management services, cost benefit analyses, course development, revision and evaluation, developing/testing fire fighting equipment, dormitory/office furniture, editorial support, fire data analysis/investigations, fire department communications manuals, fire protection systems studies, general facilities maintenance, graphic arts & audio visual supplies & services, health and safety studies, instructional services, Infectious disease studies and databases, local fire service planning, sprinkler research program manuals, public education and awareness, and videotape and slide reproduction. ,publications computer software, habitability inspections of disaster damaged homes, and technical assistance

United States Fire Administration: Advanced hazardous materials studies, architect and engineer services, arson investigations/technical assistance/database, computer facilities management services, cost benefit analyses, course development, revision and evaluation, developing/testing fire

fighting equipment, dormitory/office furniture, editorial support, fire data analysis/investigations, fire department communications manuals, fire protection systems studies, general facilities maintenance, graphic arts & audio visual supplies & services, health and safety studies, instructional services, infectious disease studies and databases, local fire service planning, sprinkler research program manuals, public education and awareness, and videotape and slide reproduction.

Address	Contact Information
<p>Federal Emergency Management Agency (FEMA) Acquisition Policy Oversight, Management 395 E. Street 2nd Floor Patriot Center SW Washington, DC 20472</p>	<p>Kathryn Lewis, Small Business Specialist (202) 646-7905 kathryn.lewis1@dhs.gov</p>

Appendix B: Roll of and OSBDU

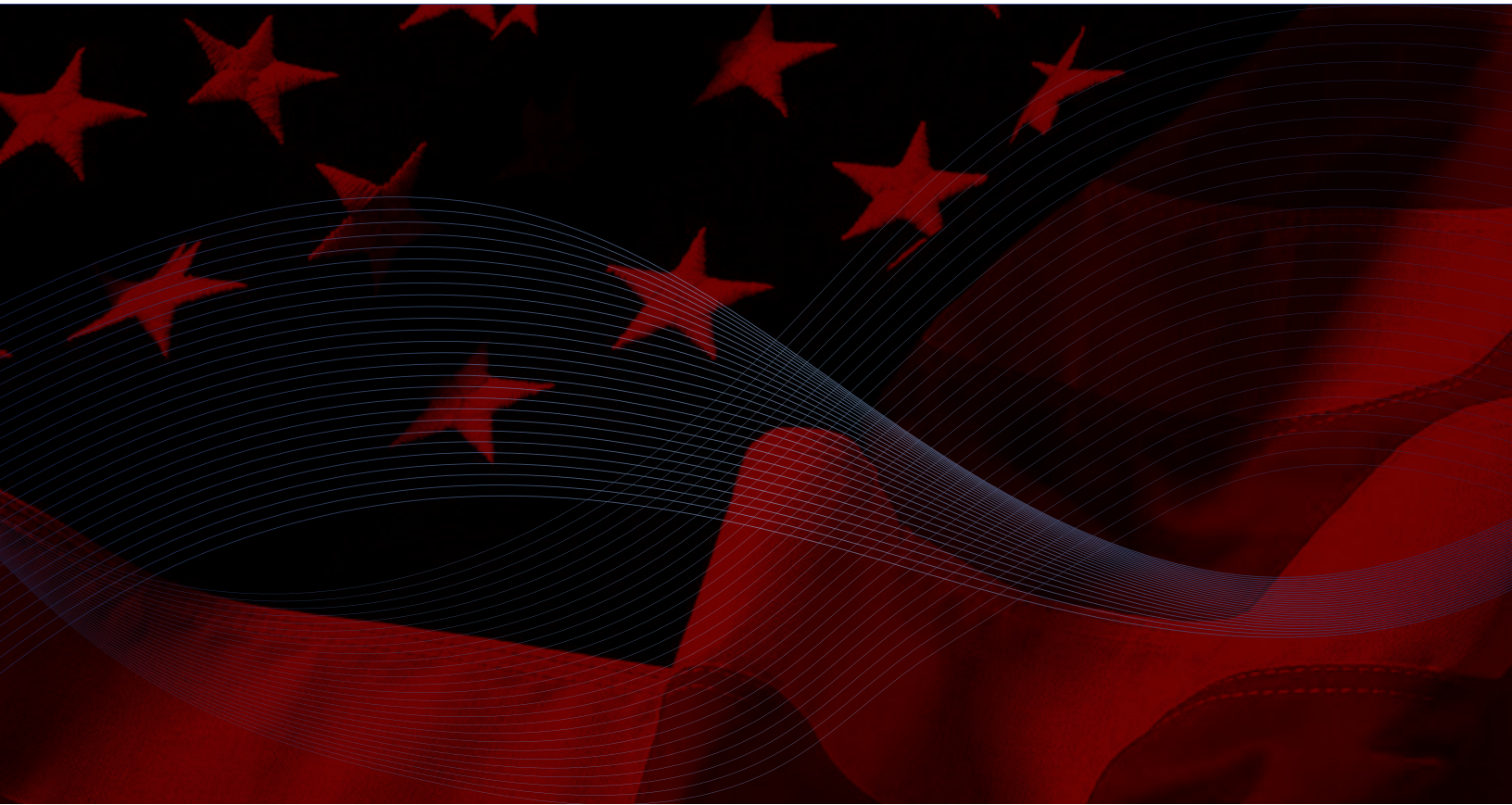
Role of an OSDBU, Public Law 95-507, The Small Business Act, Section 15(k)

Office of Federal Procurement Policy (OFPP) Letter No. 79-1, dated March 7, 1979 on the implementation of Section 15(k) of the SBA Act requires each agency with contracting authority to establish an OSDBU, and appoint a director, who reports to the agency head (or deputy), and who will have responsibility for carrying out the purposes of the Act. Specifically the OFPP directs that the position of OSDBU director include the following:

- Responsibility for the implementation and execution of the functions and duties of Section 8 and 15 of the SBA Act. Section 15 states that a fair proportion of the total purchases and contracts for property and services for the Government are to be placed with small business concerns. Because the law requires the Government to buy at competitive prices, contracts are set-aside only when at least two qualified small businesses are expected to bid.
- Section 8(a) of the SBA Act authorizes the SBA to enter into contracts with other Federal agencies to supply needed goods and services. SBA then subcontracts the actual performance of the work to small businesses owned and controlled by socially and economically disadvantaged individuals. The objective of the 8(a) program is to assist eligible small firms to become independently competitive.

- Assigning a small business technical advisor who shall be a full time employee of the procuring activity and whose principal duty shall be to assist the SBA procurement representative in his duties related to Section 8 and 15.
- Cooperate and consult on a regular basis with SBA with respect to carrying out the functions and duties of Sections 8 and 15.
- Developing systematic procedures for insuring the effective execution of the SBA Act, as amended.
- Recommending agency goals.
- Training and education of agency staff whose duties and functions relate to Sections 8 and 15.
- Conducting outreach, liaison, source listings and seminars for small and disadvantaged business.
- Publishing required information brochures and documents.
- Interagency liaison of program procurement activities relating to small and disadvantaged businesses.
- Oversight of the implementation of Section 223(a) of P.L. 95-507. [This section requires that for any contract being let by a Federal agency, the agency will provide to any small business upon request a copy of the bid specifications; the name and telephone number of a employee to answer questions with respect to the contract and adequate citations to each major Federal law or agency rule to which the business must comply in performing the contract.

In addition to these duties, Section 211 of P.L. 95-507 requires the OSDBU to review all subcontractor plans submitted by prime contractors to ensure compliance. This Section directs that the successful offeror or bidder on contracts valued at \$500,000 or more must submit, before an award is made, a subcontracting plan setting percentage and dollar goals for the award of subcontracts to small and disadvantaged businesses.



April 2010

Committee on Homeland Security

U.S. House of Representatives
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