



Fiscal Year 2020

17th Annual Small Business and Small Business Advocate Awards



Partnering with
Small Business
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OFFICE OF SMALL & DISADVANTAGED BUSINESS UTILIZATION

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Fiscal Year 2020 Small Business Awards

The U.S. Department of Homeland Security (DHS) Small Business Award acknowledges small businesses that have provided outstanding contract support in the advancement of the various DHS missions during Fiscal Year 2020 (October 1, 2019 through September 30, 2020). DHS recognizes the accomplishments of these small businesses for a variety of reasons, such as creative or unique solutions to DHS requirements, extraordinary customer service and/or significant value, productivity and efficiency gains, and innovative ideas in support of the mission.

Fiscal Year 2020 Small Business Award

OFFICE OF PROCUREMENT OPERATIONS (OPO)

Brown Construction Services, Inc.

SB, WOSB

Annandale, Virginia

Brown Construction Services, Inc. (BCS) provided a wide range of support to the Office of the Chief Readiness Support Officer (OCRSO), Facilities and Operational Support (FOS) Office. BCS performed a variety of services to include design and construction project management, facility and building management, space layout budgeting, project tracking, furniture coordination, and installation oversight.

BCS consistently managed small- to medium-design-build projects to completion in accordance with project requirements while maintaining a dependable and professional staff that supported government project managers from planning to occupancy. This included working on more than 90 projects over a multitude of disciplines. BCS managed and successfully supported OCRSO project/program managers in on-time completion of numerous small- and medium-size design/build projects. BCS interior designers always completed projects on time despite aggressive schedules. During the partial Government shutdown in January 2019, BCS staff worked extra hours and evenings/weekends to meet critical deadlines. One example is the Office of the Chief Human Capital Officer move from leased to federal space, which would have resulted in substantial rent penalty payments to the lessor had it not been completed on time.

In conclusion, BCS consistently demonstrated extreme professionalism and assumed responsibility for the accuracy and quality of their work. BCS had an effective team with high standards that continuously strived to support the DHS and OCRSO mission.



Fiscal Year 2020 Small Business Award

OFFICE OF PROCUREMENT OPERATIONS (OPO)

DJS Financial Services, LLC

SB, SDVOSB

Alexandria, Virginia

DJS Financial Services, LLC (DJS) provided contract reconciliation support services to the Office of Procurement Operations (OPO). After reconciling contract funding obligations and expenditures with the invoiced vouchers, DJS identified funds that were not disbursed or were available for reprogramming. DJS coordinated with contractors, DHS Finance Office, program management offices, Contracting Officer's Representatives, Defense Contract Audit Agency auditors, DHS auditors, and other staff as needed to obtain any information necessary for reconciliation efforts. DJS conducted contract reconciliation by confirming final payment documentation, and verifying that overpayments were recovered and remaining unliquidated balances of funds were de-obligated in accordance with DHS, OPO, and federal policies and procedures.

DJS's thorough knowledge of reconciliation requirements was instrumental in ensuring an accurate and timely process. As a result of their expertise, DJS's assessments played a critical role in providing essential coordination and planning. DJS not only met the requirements of the reconciliation process, but in many cases exceeded them.

DJS reviewed over 1,940 contract files throughout the reconciliation process. With the assistance of the OPO Contracting Officers, DJS de-obligated \$4,781,654.08 in unliquidated balances. In addition, DJS identified approximately \$21 million in funding to be reprogrammed by the various OPO customers. DJS was flexible and adaptable in adjusting to changing program reconciliation funding priorities and brought a wealth of knowledge to the reconciliation process.



Fiscal Year 2020 Small Business Award

OFFICE OF PROCUREMENT OPERATIONS (OPO)

C2S Consulting Group, LLC

SB, WOSB

Herndon, Virginia

C2S Consulting Group (C2SCG) led a first-of-its-kind effort for the Cyber Infrastructure Security Agency (CISA), Hunt and Incident Response Division. C2SCG developed and delivered the Joint Amazon Web Services Hunt Application (JAWS Hunt App), a mission-specific Amazon Web Services (AWS) cloud software tool. JAWS provides CISA's Hunt and Incident Response Team (HIRT) analysts the ability to rapidly detect and analyze vulnerabilities within a partner's cloud environment.

C2SCG identified areas for automation to drive efficiencies in HIRT engagements that connect to and obtain information from a partner's cloud environment. This enables analysts to make informed decisions pertaining to potential cybersecurity incidents that have occurred, the amount and type of data that was vulnerable, and recommendations on how to harden their cloud environment.

JAWS enables CISA analysts to rapidly collect, analyze, and visualize a customer's cloud environment, configurations, and vulnerabilities, empowering analysts to make real-time, decisive hunt/incident response conclusions with actionable response recommendations during CISA incident response engagements.

The C2SCG JAWS application includes a customized dashboard that organizes and graphically depicts over 250 controls and covers 25 AWS services, providing CISA analysts the ability to rapidly visualize and pinpoint vulnerabilities within partners' cloud environments. This enables analysts to rapidly identify and reduce organizational risk. This has resulted in faster initial response and remediation times with enhanced security posturing for CISA partners and Government IT infrastructure.



Fiscal Year 2020 Small Business Award

U.S. CUSTOMS AND BORDER PROTECTION (CBP)

GeoSpark Analytics, LLC

SB

Herndon, Virginia

Using GeoSpark's Hyperion tool, CBP was able to assess risk and stability at the county, regional, and city level (or the foreign equivalent) on a global scale. The tool also enabled the agency to query open-source news feeds in over 100 languages to identify potential trends and threats as well as recognize leading indicators of global events that could impact operators and mission. As a result, CBP was prepared to respond quickly to urgent needs and derive meaningful insights on world events, trends, risks, and activities via an interactive user interface visualized geospatially. Among the tool's benefits are its use of 100% open source and unclassified data, including social media.

GeoSpark was able to fast track deployment of Hyperion in 30 days from contract award to support the workforce during the pandemic. A total of 115 Hyperion licenses were deployed to all border states in six weeks, including intelligence and fusion centers, in response to CBP's urgent need. CBP now has the enhanced ability to inform leadership of significant events by easily filtering through a global stream of information while alerting the operator through in-platform, email, or mobile notification.

GeoSpark's technology will be able to support multiple mission areas, including Intelligence Watch, Border Intelligence Centers, Sectors, Field Offices, and additional users whose job it is to develop tactical, operational, and strategic decisions associated with operations.



Fiscal Year 2020 Small Business Award

U.S. CUSTOMS AND BORDER PROTECTION (CBP)

Sec-Ops, Inc.

SB, SDVOSB, HUBZone
Corpus Christi, Texas

Operating in an unprecedented and constantly changing environment during the global pandemic, Sec-Ops, Inc. (Sec-Ops) never faltered in carrying out its critical functions of properly transporting and disposing of seized goods and narcotics.

Across a vast operational zone of more than 300,000 square miles of the Southwest Border, Sec-Ops successfully transported and maintained custody and control of more than 155,000 tons of illegal and illicit contraband, drugs, and narcotics. Despite fluid operating conditions and varying government requirements, Sec-Ops reliably performed 24 hours a day, seven days a week. Sec-Ops was always positioned to respond when and where needed, ensuring accountability for all seized goods.

Maintaining operational readiness during extended downtimes due to the pandemic, Sec-Ops acted as a prudent partner with the government and suggested numerous ways to control costs. Sec-Ops not only understood the challenging environment but also took the initiative to propose alternatives to meet CBP's mission.

CBP was fortunate to have a flexible contractor that not only understood the challenges but took the initiative to propose alternatives to meet CBP needs. Moreover, when operations unexpectedly accelerated, Sec-Ops quickly shifted their resources into high gear and continued to meet the increased demand.

Sec-Ops has proven to be a reliable and honest partner with the government, and their professionalism and performance have been beyond reproach.



Fiscal Year 2020 Small Business Award

**FEDERAL LAW ENFORCEMENT TRAINING CENTERS
(FLETC)**

T47 International, Inc.

SB, 8(a), SDB, WOSB

Upper Marlboro, Maryland

T47 International, Inc. (T47) provided excellent support services to include processing uniform orders, providing laundry services, and issuing equipment at the FLETC Glynco Training Delivery Point (TDP). When training at the Glynco campus paused temporarily due to the COVID-19 pandemic, T47 showed resilience during challenging times. The pandemic necessitated new ways of accomplishing the mission safely, and T47 quickly adapted by hiring additional staff to accommodate COVID-19 sanitization and social distancing requirements.

In March 2020, in-person training was paused. Approximately 1,700 students were required to leave issued uniforms and equipment in the dormitories. To ensure the safety of all personnel and customers, T47 retrieved those items, provided laundering and cleaning services, and restocked 47,500 items. Continuing to maintain performance, a massive uniform inventory valued at \$6.6 million was conducted at the Glynco TDP.

T47 also maintained the uniform warehouse by preparing orders and receiving both uniform and equipment deliveries. In total, 18,286 new uniform orders, replacement uniform orders, and equipment items were received and inventoried by T47. When the Glynco TDP reopened, T47 prepared and issued 178,306 uniform and equipment orders. T47's efforts also included cleaning and sanitizing 8,842 CPR mannequins and processing 209,849 pounds of uniform laundry.

T47 employees did a phenomenal job handling inventory that constantly changed. T47's attention to detail, hard work, and dedication earned the entire team praise from the FLETC training community and over 93 partnering organizations.



Fiscal Year 2020 Small Business Award

**FEDERAL LAW ENFORCEMENT TRAINING CENTERS
(FLETC)**

Brymak & Associates, Inc.

SDVOSB

Clarksville, Tennessee

Brymak & Associates, Inc. (Brymak) was instrumental in establishing disinfecting protocols for fleet management and equipment issued in support of FLETC's training mission. As a result of the global pandemic, Brymak was faced with ensuring vehicles, driving range towers, and equipment were sanitized properly, adhering to strict sanitary practices and established operational guidelines to prevent the spread of COVID-19.

In compliance with the Centers for Disease Control and Prevention disinfection guidelines, Brymak's efficient implementation of sanitization protocols on driver training fleet vehicles enhanced the safety of hundreds of students at the Glynco Training Delivery Point. Specifically, Brymak adjusted its operations for the immediate disinfection of 365 fleet vehicles and four driving range towers used by students and staff for training, as well as the disinfection of over 448 pieces of miscellaneous equipment issued to students. All these efforts helped ensure that operations continued safely.

Brymak adjusted to FLETC operating hours to accommodate an ever-changing training schedule to maintain the constant disinfection of vehicles, towers, and equipment. Brymak handled pandemic uncertainty with professionalism, responsiveness, and dedication.



Fiscal Year 2020 Small Business Award

**U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT
(ICE)**

Bluestone Analytics, LLC

SB

Charlottesville, Virginia

Bluestone Analytics, LLC's (Bluestone) thorough understanding of the Dark Web threat environment significantly advanced ICE's ability to combat Dark Web threat actors. Bluestone built tools that enabled DHS to go on the offensive within the Dark Web environment.

The tasks presented to Bluestone would be difficult in any situation but were made even more complicated due to an abridged timeline. Bluestone only had four to five months to build eight complex tools and nine investigative sites. Within the shortened timeline, Bluestone was able to build a unique tumbling algorithm as well as a hosting container solution and template repository. To ICE's knowledge, no other systems existed anywhere in the Nation at the time.

Bluestone created solutions to improve the national security of our nation, and did an outstanding job solving problems for ICE. Bluestone's team continually met with government subject matter experts to understand ICE requirements and build difficult yet transformational tools while providing excellent service.

Bluestone solved root pain points for ICE as well as assisted in smaller procedural tasks. It was clear that Bluestone wanted to advance the DHS mission and the safety of our Nation while filling contract requirements.



Fiscal Year 2020 Small Business Award

**U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT
(ICE)**

Logistics Applications, Inc.

SB, SDB, SDVO SB
Alexandria, Virginia

Logistics Applications, Inc. (LAI) provided outstanding logistics and warehousing services in support of ICE Headquarters Offices. LAI provided additional support during the onset of the COVID-19 pandemic, adapting to a constantly changing environment. LAI was a vital contributor as ICE's Office of Asset and Facilities Management (OAFM) sought to ensure personnel were prepared, protected, and able to fulfill its mission. LAI became the central hub for managing, receiving, storing, and distributing Personal Protective Equipment (PPE) necessary to help ICE prevent the spread of the virus.

On behalf of ICE, LAI received over 17,926,117 pieces of PPE to include face masks, hand sanitizer, nitrile gloves, goggles, and garments. LAI personnel worked tirelessly to fulfill over 1,322 orders, distributing over 7,889,890 items of PPE to ICE sites worldwide. In recognition of the critical needs facing many ICE program offices, LAI created operating procedures that enabled the fulfillment of orders within 24 hours from the request. LAI provided excellent program management support and interfaced with global distributors to validate orders received; maintained pristine documentation enabling ICE to hold vendors accountable for variances; and worked with ICE program offices worldwide to set up delivery/shipments.

LAI has been an outstanding ICE small business partner for several years; however, in Fiscal Year 2020 LAI went above and beyond, with company engagement at all levels to ensure ICE had the highest quality of support.



Fiscal Year 2020 Small Business Award

TRANSPORTATION SECURITY ADMINISTRATION (TSA)

Identification Technology Partners, Inc.

SB

Gaithersburg, Maryland

Identification Technology Partners, Inc. (IDTP) provided the technical expertise needed to address capabilities, vulnerabilities, and anomalies related to biometric and identity assurance initiatives and requirements across Enrollment Services and Vetting Program's (ESVP) security threat assessment programs. These programs include Transportation Worker Identification Credential (TWIC®) Program, Alien Flight School Program (AFSP), TSA PreCheck Program, and Hazardous Materials Threat Assessment Program (HTAP). IDTP provided critical support to ESVP for the development of recurrent vetting solutions, implementing enhancements to the Federal Bureau of Investigation's (FBI) Rap Back Service. IDTP supported anomalies within ESVP vetting programs and engaged with external civil vetting agencies to find solutions.

The development and deployment of a secure physical biometric credential (smart card) was one of TSA's key responsibilities for the TWIC® program. IDTP's experts provided sound technical analysis and advice for the current credential while providing valuable insights to identify and resolve card production and integration issues, security vulnerabilities, and potential risks. IDTP was integral in the development of the specifications derived for credentialing of the personal integration and security of the Next Generation (NEXGEN) TWIC® Card.

IDTP also provided advanced technological support to the entire maritime transportation security ecosystem by creating a mobile application for use on most smartphones. These actions have a direct impact on the TWIC® card functionality, which affects the livelihood of maritime transportation workers, commerce, and most importantly, maritime security.



Fiscal Year 2020 Small Business Award

TRANSPORTATION SECURITY ADMINISTRATION (TSA)

Tundra Federal, LLC

SB, SDB, 8(a)

Herndon, Virginia

Tundra Federal, LLC (Tundra) provided relocation support for the consolidation of TSA's National Capital Region facilities at the new headquarters facility in Springfield, Virginia. Tundra rapidly responded to multiple requirements, met constrained project schedules, and provided a variety of professional consulting services. The services provided by Tundra were critical in ensuring the new facility was properly outfitted for TSA's mission requirements and that relocation did not impact day-to-day field operations.

Tundra examined and validated thousands of pages of physical designs, architectural drawings, and plans; collected and coordinated design feedback; monitored the design progress; and identified and documented architectural, engineering, security, and information technology requirements. Tundra also oversaw construction development, which included installation and integration of new and existing equipment and hardware. Tundra provided daily support to address delays and design issues; managed testing and inspection; and coordinated, reviewed, and assisted in the preparation of procurement packages for over \$20 million in furniture, fixtures, and equipment for the new facility.

Tundra also reviewed and provided recommendations for interior design drawings, coordinated space at the loading dock for furniture installation, and assisted with punch list activities to ensure all furniture was successfully delivered with respect to form and function. Tundra's invaluable technical and programmatic expertise ensured the new headquarters facility met TSA's requirements, that over 3,000 personnel and 7,000 crates of equipment were successfully relocated, and that the project remained on schedule.



Fiscal Year 2020 Small Business Award

U.S. SECRET SERVICE (USSS)

Clark Security & Services, LLC

SB

Brightwood, Virginia

Clark Security & Services, LLC (Clark Security) performed preventative and corrective maintenance for the USSS Under Vehicle Inspection Systems (UVIS). The UVIS supports the Uniform Division's protective mission by detecting vehicle-borne threat articles. Clark Security expertly maintained the UVIS, supporting the agency's "Zero-Fail" Mission. Clark Security's responsiveness to unscheduled maintenance repair requests and flexibility in rescheduling services to accommodate various movements allowed the USSS to maintain a high state of readiness and a national security posture.

Clark Security ensured each UVIS was 100% compliant within industry and security maintenance standards. Several of the UVIS were legacy systems requiring spare and repair parts not readily available. Clark Security's keen logistics knowledge, supply chain management, and critical thinking ensured parts were sourced from other decommissioned equipment in a timely manner, minimizing UVIS downtime. Clark Security continuously provided training to Uniform Division personnel on the operation of UVIS equipment and performed basic troubleshooting.

Clark Security's technical knowledge in this industry was instrumental in assisting USSS to coordinate technical demonstrations with several UVIS vendors for the possible replacement of the current system. Clark Security was exemplary in its responsiveness, industry-leading skills, and willingness to go above and beyond to keep these systems operational.



Fiscal Year 2020 Small Business Award

U.S. SECRET SERVICE (USSS)

Panamerica Computers, Inc. (doing business as PCiTEC)

SB, SDB, HUBZone, and WOSB

Luray, Virginia

Panamerica Computers, Inc. (PCiTEC) provided exemplary service when 200 mission-critical computing devices malfunctioned. The devices, which were deployed across the United States and critical to the training mission of the National Computer Forensic Institute (NCFI), had significant battery issues and needed Original Equipment Manufacturer (OEM) repair. State and local law enforcement officers relied on these devices for criminal investigations encompassing cyber intrusion cases, incident responses, and significant crimes against individuals.

PCiTEC customer service and technical representatives were always readily available, scheduling, and documenting shipment and return information for the devices needing repair and maintaining a clear line of communication between the OEM and the NCFI. More importantly, PCiTEC played a key role in coordinating with the OEM and the USSS to obtain the necessary credentials for the OEM to perform on-site services at the NCFI before shipping items to the OEM factory. As a result, PCiTEC's actions helped NCFI avoid approximately 100 labor hours in end-user troubleshooting and saved an additional \$5,000 in shipping and freight costs because devices repaired onsite were not sent to the OEM for repair.



Fiscal Year 2020 Small Business Award

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

SynergisT JV, LLC

SB, SDB, WOSB

McLean, Virginia

SynergisT JV, LLC (SynergisT) accepted every challenge with more than 100% effort providing creative solutions to resolve FEMA's cybersecurity and programmatic issues. SynergisT elevated FEMA's Federal Information Security Management Act (FISMA) Scorecard for Security Authorization-High Value Assets, which went from reporting under target to a constant 100%. The non-high value assets of the FEMA FISMA Scorecard for Security Authorization-Other also improved by 20%, doubling the rate of percent increase each month. Adding an incalculable value, SynergisT formed a partnership with FEMA, helping to integrate cybersecurity awareness and compliance at the program level and leading the monthly cybersecurity training, which changed the FEMA enterprise culture.

SynergisT acted as a bridge between the Office of the Chief Information Officer and the programs, ensuring consistent guidance was applied to all FEMA systems regardless of the program or various supporting Operation and Maintenance (O&M) vendors. For example, SynergisT helped develop and implement the FEMA Assessment and Authorization Standard Operating Procedure, which standardized how the Authority to Operate (ATO) process is implemented at the system level, with a focus on risk-based authorization decision making.

SynergisT's actions achieved 14 ATOs and closed over 850 Plans of Action and Milestones (POA&Ms). Prior to this, FEMA had a significant backlog of expired POA&Ms and ATOs. The large POA&M burndown represents a parallel reduction of over 50% of the expired POA&Ms and thereby a reduction of cybersecurity risk to FEMA.



Fiscal Year 2020 Small Business Award

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

Hassett & Willis Associates, LLC

SB, WOSB

Washington, D.C.

Hassett & Willis Associates, LLC (HWC) assisted FEMA's National Flood Insurance Program (NFIP) by increasing the number of insured disaster survivors. HWC's support enabled the NFIP to post the first consecutive years of flood insurance Contracts in Force (CIF) growth in almost a decade. The turnaround in CIF was due to a multi-year surge in voluntary policies and a boost in overall retention rates. The 13% increase in the number of voluntary policies was largely due to HWC introducing a more customer-centric communications approach that increased website traffic by 26%, increased effectiveness as rates doubled for digital advertisements, decreased the average cost-per-click of digital advertisements by almost 50%, and decreased the time to market post-flood disaster from weeks to days.

HWC developed a Regional Initiative Model (RIM) that supported and advanced local flood insurance communication priorities. HWC engaged and cultivated a wider network of intermediaries including meteorologists, realtors, home inspectors, and financial advisors to build greater capacity to meet the FEMA Flood Insurance and Mitigation Administration's goal to double the number of flood insurance policies. To reach broader audiences, HWC expanded marketing campaigns and communications products, offering a version of floodsmart.gov in Spanish and other communication products in a variety of languages. HWC also merged digital and physical media, building upon the success of the "Chase the Rain" digital strategy by deploying "smart billboards" that delivered NFIP advertising based on local weather conditions.



Fiscal Year 2020 Small Business Award

U.S. COAST GUARD (USCG)

Atherton Construction, LLC

SB

Henderson, Nevada

Atherton Construction, LLC (Atherton) was awarded the USCG Jonesport Housing contract to design and construct 12 housing units with associated site work in the remote northern part of Maine. Though this was Atherton's first project for the USCG, the firm flawlessly managed this major, high-visibility construction effort during the pandemic and through many unforeseen circumstances. Atherton expertly managed complex and strict construction timelines and schedules despite the adverse weather conditions in northern Maine. By completing the housing project months ahead of schedule, Atherton assisted the USCG in meeting the goal of moving families into homes during the regularly scheduled transfer season.

Atherton experienced several supply chain issues resulting in extremely long equipment lead-times; however, Atherton still managed to continue performance and demonstrated outstanding utilization of resources. As a true champion for the USCG, Atherton always kept the mission in mind by choosing the proper equipment for the housing units, ensuring a uniform and modern design. Atherton made expert recommendations to ensure the best possible products were provided to include changing to items that were better suited for colder climates. With zero accidents or safety incidents onsite, Atherton received praise for their outstanding service from the USCG senior management.



Fiscal Year 2020 Small Business Award

U.S. COAST GUARD (USCG)

Synergy Business Innovation and Solutions, Inc.

SDB, 8(a)

Reston, Virginia

Synergy Business Innovation and Solutions, Inc. (Synergy) supported a transition year for USCG's Command, Control Communications, Computers, Cyber and Intelligence Centers (C5ISC) Information Technology (IT). Synergy supported C5ISC projects that began transitioning from waterfall development to agile development methodologies. Due to the COVID-19 pandemic, 95% of the C5ISC's military and civilian staff immediately transitioned to full-time telework; therefore, Synergy's on-site contractor staff quickly changed to shift work (days, nights, and weekends) to accommodate the continuing need for on-site support.

Synergy implemented industry standard software tools to increase efficiency, security, and quality checks of systems. Synergy also successfully performed 40 Original Equipment Manufacturer upgrades and ran six Kanban Scrum teams during a time of constant change. Additionally, Synergy was effective in the Common Access Card Modernization, which is a mission-critical project ensuring the USCG's Personal Identity Verification authentication for 34 business systems and 93 applications remained compliant with policies and procedures. Synergy successfully met the required policy to complete this task within a six-month deadline, resulting in no loss of access to affected systems and creating a seamless transition.

Despite a volatile environment, Synergy's performance, commitment to the mission, leadership, and technical knowledge were extraordinary. Its team consistently demonstrated incredible professionalism under extremely difficult circumstances.



Fiscal Year 2020 Small Business Award

U.S. CITIZENSHIP AND IMMIGRATION SERVICES (USCIS)

Ardent Management Consulting, Inc.

SB, HUBZone

Arlington, Virginia

Ardent Management Consulting, Inc. (Ardent) assisted USCIS with the architecture, design, continuous integration, and delivery of all USCIS systems, with the goals of reducing the cost of future development, creating a flexible and nimble code development capacity, and adopting a modern agile methodology including DevSecOps practices and microservice architecture in a cloud environment. Ardent produced 50 major deliverables, 21 of which provided value far greater than expected. Ardent significantly benefited the eProcessing system via the Business Process Modeling initiative by mapping out USCIS Form I-102 and updating USCIS Form I-539. The processes established by Ardent for Form I-539 became the standard for understanding the business process flow throughout USCIS and the business community.

Ardent deployed the Common Microservices Initializer (CMI) utility tool across development teams. The deployment allowed for standardized microservices to fit within any infrastructure and for the reuse of microservices, resulting in significant cost and time savings. What once took multiple developers at least two weeks to complete now takes one developer 10 minutes. The overall support and solutions provided by the Ardent team for programs across the USCIS enterprise made a significant impact on the agency's information technology delivery processes, which led to cost savings through innovative approaches designed to improve delivery frequency and reduce technical debt.



Fiscal Year 2020 Small Business Award

**U.S. CITIZENSHIP AND IMMIGRATION SERVICES
(USCIS)**

Information Technology Coalition, Inc.

SB, SDB, SDVOSB, 8(a)

Alexandria, Virginia

Information Technology Coalition, Inc. (ITC) provided program management, mail operations, data and fee collection, and file operations support services at the USCIS Texas and Nebraska Service Centers (NSC). ITC processed approximately 3.5 million pieces of incoming and outgoing mail and files at the service centers. Although ITC was met with numerous obstacles beyond their control such as significant decreases in mail delivery, they partnered with USCIS to provide innovative solutions that solidified mission sustainment. ITC performed approximately 7 million operations in processing files at the TSC and 11 million operations at the NSC, consistently meeting quality standards at both centers.

In providing file operations support, ITC created files within established time frames, consolidated files physically and electronically, updated USCIS systems, performed file sorts and pulls, and ensured files were adjudicated ready upon release to USCIS adjudication officers. Despite inherited backlogs, ITC implemented action plans that were effective in bringing performance requirements into time compliance. ITC was very responsive to issues as they arose—even through the beginning of the COVID-19 pandemic.





Fiscal Year 2020 Mentor-Protégé Team Award

This award is designed to recognize a Department of Homeland Security (DHS) Mentor-Protégé Team's outstanding working relationship and the substantial developmental assistance provided to the protégé. The award recognizes specific accomplishments and highlights how the partnership enhanced the protégé's ability to successfully compete for federal contracts.

Fiscal Year 2020 Mentor-Protégé Team Award

Grant Thornton Public Sector LLP (Mentor) and Amivero, LLC (Protégé)

As a participant in the DHS Mentor-Protégé Program, Amivero, LLC (Amivero) derived immediate benefits from being mentored by Grant Thornton Public Sector LLP (GT). These included increased revenue, access to new award opportunities, technical assistance resulting in higher quality technical capabilities, developmental assistance in financial and organizational management, and leadership development through relationship building among executives.

This partnership amplified the winning power of both firms by utilizing their strengths and competencies to put forth more competitive proposals. Amivero realized increased revenue and a more focused growth trajectory, as well as improved performance. Amivero directly benefited from GT's accessibility and their active involvement in their mentor-protégé relationship. Both companies, interacting weekly, engaged in frequent meetings for targeted pipeline development and developmental assistance.

The mentor-protégé relationship with GT enabled Amivero to improve business management procedures and gain critical technical experience, laying a foundation for growth as a small business government contractor that will continue after the official relationship period ends. The benefits of working with a trusted partner to plan for mutually beneficial growth produced a 2020 joint pipeline that consisted of 13 opportunities, four of which the companies won together. Of those contracts, Amivero was the prime on two, highlighting GT's willingness to support Amivero as a prime contractor within and beyond the DHS landscape.





Fiscal Year 2020 Small Business Advocate Awards

This award is designed to recognize and highlight acquisition personnel within DHS Components who have promoted and expanded the use of small businesses to support the DHS missions. Their efforts far exceeded expectations in working with, advocating for, and helping increase the utilization of small businesses. The individuals are recognized for their significant contributions during Fiscal Year (FY) 2020.

Fiscal Year 2020 Small Business Advocate Award

OFFICE OF PROCUREMENT OPERATIONS (OPO)

Shelby Buford

Associate Director

Mr. Buford's leadership, hard work, and dedication helped the Small Business Innovation Research (SBIR) Program Office successfully execute 42 Phase I and Phase II contracts. These contract awards allowed the SBIR Program to meet its congressionally mandated funding obligation in support of the Science and Technology Division, enabling necessary research to meet DHS's mission. In FY 2020, Mr. Buford obligated \$35.4 million to small businesses across 174 distinct awards.

Mr. Buford's collaborative efforts helped the SBIR Program repeatedly meet its Phase I and II awardee notification requirements. He was able to ensure that notifications were not just timely but ahead of the 90 calendar days required. Despite significant setbacks, all FY 2020 Phase I awards were executed in time for the SBIR Workshop.

Though each year brings a different set of challenges, Mr. Buford and his team have consistently worked to find solutions that comply with requirements while still maximizing opportunities for small businesses, many of which have little to no experience working with the Federal Government. In addition to the SBIR congressional requirements, Mr. Buford's contribution created and fostered partnerships with small businesses that brought far-reaching benefits to the DHS community.



Fiscal Year 2020 Small Business Advocate Award

OFFICE OF PROCUREMENT OPERATIONS (OPO)

Doris “Dee” Collier
Contracting Officer

As a Contracting Officer for the Intelligence Enterprise Support Services (IESS) Multiple Award Contract, Ms. Collier observed that no IESS task orders were awarded to any IESS small business contract holders in FY 2019. She then applied an acquisition strategy in FY 2020 that increased set-asides under IESS. Ms. Collier created the IESS Pipeline Business Opportunity Forecasting tool to improve customer procurement planning, which stimulated early exchanges on forecasted task order requirements between the DHS Intelligence Enterprise (IE) and IESS contract holders. Additionally, she used the IESS Pipeline to release requests for information to obtain industry feedback on task order requirement documents and solicitations, government requirement estimating and milestone planning, and notional acquisition strategies.

Ms. Collier carefully reviewed requirements before determining if any IESS forecasted opportunity should be set aside for IESS small business contract holders. Her approach fostered trust between government and industry stakeholders and significantly contributed to meeting the small business goals. Ms. Collier’s early engagement through meaningful conversations enabled her to create small business opportunities under an existing contract vehicle. The initial FY 2020 IESS Pipeline forecasted five task order opportunities in February 2020 that quickly grew to 10. Ms. Collier’s approaches to maximizing opportunities for small business contract holders under IESS is expected to increase the number of small business awards and therefore contribute to future small business achievements at DHS.



Fiscal Year 2020 Small Business Advocate Award

U.S. CUSTOMS AND BORDER PROTECTION (CBP)

Travis Graham

Contract Specialist

Throughout FY 2020, Mr. Graham demonstrated small business advocacy by developing and executing numerous procurement strategies targeting prime awards to small businesses. He was responsible for the award of 51 small business prime contracts valued at more than \$17 million. Of those 51 awards, 16 were issued to service-disabled, veteran-owned small businesses; 14 to HUBZone businesses; and 11 to women-owned small businesses. Mr. Graham used a combination of socioeconomic set-asides to include 8(a) direct awards, with more than 20 awards issued to separate and distinct small businesses.

Mr. Graham awarded the contracts in support of various projects, including mission-critical infrastructure projects along the border. His chosen acquisition strategy allowed small businesses to compete on opportunities, providing essential services such as equipment installation, road repairs, kennel construction, building maintenance and repair, modular firing ranges, architecture and engineering, and installation of security systems. Without these services, the frontline operators would be unable to effectively perform their mission responsibilities.

Having a contracting professional who supported the spectrum of small business initiatives was extremely valuable and significantly contributed to the small business accomplishments of CBP and DHS. CBP is pleased to recognize Mr. Graham for his efforts and mission support in meeting the Department's small business goals.



Fiscal Year 2020 Small Business Advocate Award

**FEDERAL LAW ENFORCEMENT TRAINING CENTERS
(FLETC)**

Useba “Sandy” Ford

Contracting Officer

As a Contracting Officer, Mr. Ford has supported FLETC construction projects, demonstrating true advocacy for and maximizing participation of small businesses. Mr. Ford continually engaged with the FLETC small business specialist on acquisition strategies for new FY 2020 requirements, with a focus on maximizing opportunities for small businesses and FLETC’s progress toward meeting each of the socioeconomic small business goals. While managing pre- and post-award actions on several construction requirements, Mr. Ford chaired multiple source selection boards. One requirement that Mr. Ford facilitated resulted in a competitive HUBZone set-aside Indefinite Delivery/Indefinite Quantity contract valued at \$15 million for construction services at FLETC’s Charleston Training Delivery Point (TDP).

At the FLETC-Artesia TDP, Mr. Ford volunteered to assist the program office as a pre-award contracting officer. As a result of his efforts, another total small business set-aside contract for construction services was issued with a value of \$25 million. In addition, Mr. Ford established transparent communications between the assigned Contracting Officer’s Representative and contractors, ensuring a successful start for a small business that was new to federal contracting. Mr. Ford’s dedication exemplifies the required duty of a Contracting Officer to maximize opportunities for small businesses and serves as a true testament of his commitment to the small business community.



Fiscal Year 2020 Small Business Advocate Award

**U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT
(ICE)**

Aprell Joyce

Section Chief

Ms. Joyce is an outstanding advocate for small businesses who provides exceptional support to the ICE Small Business Program. Ms. Joyce's work has resulted in the Office of Acquisition Management's (OAM) success in support of small business awards for the Custody Management Division (CMD) Information Technology Platform (IT) project, purchase of Motorola radios under the TacCom II vehicle, and the Enforcement Removal Office (ERO) Operations and Maintenance (O&M) IT project.

Through Ms. Joyce's leadership and extensive market research, seven small businesses were identified on General Services Administration contracts that could support the CMD Platform IT project. Although this requirement had a procurement strategy originally identified as unrestricted, the solicitation was issued as a small business set-aside valued at \$23 million.

Ms. Joyce is recognized for her professionalism and collaborative work style and is an invaluable part of the OAM's success in maximizing opportunities for small businesses. She plays a central role in educating her staff on small business regulations and the various tools available to increase small business participation.



Fiscal Year 2020 Small Business Advocate Award

TRANSPORTATION SECURITY ADMINISTRATION (TSA)

Katya Cruz

Contract Specialist

Ms. Cruz sets the standard for excellence in transportation security through people, processes, and technology. TSA oversees security for 450 U.S. airports. Ms. Cruz led the team and developed the acquisition strategy by working with the program office in efforts to protect TSA workers who place themselves in harm's way by providing security screening for travelers. Her leadership led to the award of multiple cleaning and disinfecting contracts that conduct sanitization and disinfecting of frequently touched surfaces and security screening equipment at the security checkpoints in response to COVID-19. She supported the Dulles, Philadelphia, Honolulu, Phoenix, and San Juan airports. Ms. Cruz awarded over \$6 million in contracts to four vendors: Building Fast Cleaning Service, Corp. (SDVOSB, 8(a)); Byrd Enterprises Unlimited, Inc. (SDVOSB, WOSB, economically disadvantaged WOSB, HUBZone); Tunista Logistics Solutions, LLC (8(a)); and Alaskan Native, Chase Carson and White, LLC (8(a)).

The American traveling public deserved an urgent, robust, and professional response to the growing public health and economic crisis caused by the coronavirus outbreak. Ms. Cruz accomplished that and more by acting swiftly and aggressively, awarding multiple contracts to help protect and support small businesses as the nation addressed the health and economic impacts.

Ms. Cruz sees her work as a means of serving the community, and she is a resounding success in making America a better place, one interaction at a time.



Fiscal Year 2020 Small Business Advocate Award

U.S. SECRET SERVICE (USSS)

Keisha Pender

Contract Specialist

Ms. Pender demonstrated outstanding commitment to maximizing opportunities for small businesses while meeting USSS small business goals. She provided true advocacy for the DHS small business program. Ms. Pender worked tirelessly to establish relationships with small businesses. As a Contract Specialist, she made certain small business was considered and not left behind. Ms. Pender was in constant contact with the USSS small business specialist on progress toward USSS socio-economic goals.

There were several instances throughout FY 2020 in which Ms. Pender assisted with facilitating an understanding of requirements that could be set aside for HUBZone or women-owned small businesses. This not only helped USSS meet its small business goals but assisted the small business community with securing contracts in the federal marketplace. Ms. Pender put forth considerable effort to ensure all USSS program management offices were involved in small business outreach events. She encouraged the acquisition team to explore all procurement strategies that would maximize small business participation. Ms. Pender's dedication and drive led the USSS acquisition community to embrace small businesses, helping the agency to exceed its small business goals.



Fiscal Year 2020 Small Business Advocate Award

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

Amanda Heller

Contract Specialist

Ms. Heller assured that a major follow-on procurement for customer communications supporting FEMA's National Flood Insurance Program (NFIP) was issued as a set-aside to a Small Disadvantaged Business (SDB) by assisting the requirements office with market research. Ms. Heller was challenged by the previous requirement's increase in scope. This increase included a more targeted and enhanced customer communication and innovative media campaign customized for each FEMA region to address the types of disasters that were more prevalent in each region.

Initially, requirements officials were unsure whether the small business community had the capacity to meet the expanded scope of work or the ability to develop innovative approaches necessary to meet the enhanced requirements. Ms. Heller was able to enhance market research results by hosting an industry day and issuing a sources sought notice to identify the capabilities available within the small business community, thus ensuring maximum competition.

Due to Ms. Heller's efforts in FY 2020, FEMA successfully awarded a competitive follow-on blanket purchase agreement with an estimated value of \$106 million and an expanded scope of work to an SDB. Ms. Heller's diligence and commitment to fostering opportunities for small business concerns were instrumental in this critical FEMA requirement being issued as a total small business set-aside.



Fiscal Year 2020 Small Business Advocate Award

U.S. COAST GUARD (USCG)

Mia R. Mayers

Senior Procurement Analyst

Ms. Mayers serves in the USCG Surface Forces Logistics Center (SFLC) Division. Ms. Mayers played an integral role in the USCG Contracting and Procurement Enterprise's ability to create prime contract opportunities for small businesses. She conducted a thorough review of over 100 small business review forms, provided solid feedback and, based on market research, encouraged small business inclusion to the requirements offices and to Contracting Officers. She diligently advocated for small business participation in her review of large business subcontracting plans.

Most notably, despite the pandemic, Ms. Mayers facilitated small business subcontracting virtual training within the SFLC to encourage small business subcontracting opportunities. Her ability to navigate complex subcontracting concerns was invaluable to the team. Her comments and participation were integral in maximizing small business subcontracting opportunities for the dry dock maintenance for the 154-foot Fast Response Cutters, resulting in a cost savings of over \$2 million.

Ms. Mayers utilized several innovative approaches to engage small businesses within the ship repair industry. She conducted market research on federal business opportunities to identify small businesses utilized by other government agencies that could potentially perform work for USCG. She complemented innovation with education, taking the time to educate interested vendors on how to identify and participate in USCG opportunities, which maximizes results in small business participation.



Fiscal Year 2020 Small Business Advocate Award

**U.S. CITIZENSHIP AND IMMIGRATION SERVICES
(USCIS)**

Eduardo Lopez

Deputy Chief Information Security Officer

As the Deputy Chief Information Officer for USCIS's Office of Information Technology (OIT), Information Security Division (ISD), Mr. Lopez demonstrated exemplary efforts to maximize small business participation in FY 2020. Mr. Lopez's leadership allowed the USCIS Office of Contracting (OCON) division to meet and exceed its small business procurement goals.

Most notably, ISD selected three 8(a) small business concerns to receive direct task order awards for Performance Optimization and Management Support Services (POMSS), Governance Communication Assessments & Classified Services (G-CACS), and Continuous Monitoring and Agile Security Services (CMASS), all of which totaled over \$5 million.

Mr. Lopez regularly consulted with OCON to ensure that two complex and high-dollar requirements for Security Operations Support Services (SecOps) and Cyber Security Defense Services II (CSDS II) were set aside and competed among 8(a) business concerns. These task orders were awarded under the POMSS, G-CACS, and CMASS Indefinite Delivery/Indefinite Quantity contract vehicles, which resulted in a combined total value of \$56 million.

Mr. Lopez's dedication demonstrated the organization's efforts to ensure equitable opportunities to small businesses in the federal marketplace. His invaluable ability to partner with OCON helped USCIS achieve mission success.





Honorary Recognition

The U.S. Department of Homeland Security's (DHS) small business achievements are the result of a unified team approach involving senior management, the Office of the Chief Procurement Officer (OCPO), Heads of Contracting Activities, Component Small Business Specialists, and acquisition personnel. The Office of Small and Disadvantaged Business Utilization (OSDBU) expresses our sincere appreciation for the exemplary unity and teamwork demonstrated by all personnel in implementing the essential public policy objective of small business inclusion in DHS acquisition programs.

Honorary Recognition

LEADERSHIP

DHS senior leadership understands the critical role small businesses play in assisting DHS with achieving its mission of securing the Nation. This is one reason why we have been able to foster an organizational culture of strong supporters for the small business program. Through management's dedication in establishing aggressive goals and pursuing strategic initiatives, small businesses are afforded a key role for robust participation in the federal marketplace.

Thank you for your continued support of the DHS small business program:

- **Randolph D. "Tex" Alles**, Deputy Under Secretary for Management
- **Soraya Correa**, Chief Procurement Officer (retired July 2021)
- **Paul Courtney**, Deputy Chief Procurement Officer



Honorary Recognition

HEADS OF CONTRACTING ACTIVITIES

- **Victoria Short**, Office of Procurement Operations (OPO)
- **Gary Hickey**, Office of Selective Acquisitions (OSA)
- **Diane Sahakian**, U.S. Customs and Border Protection (CBP)
- **Robin Fowler**, Federal Law Enforcement Training Centers (FLETC)*
- **Albert Dainton**, U.S. Immigration and Customs Enforcement (ICE)*
- **Dina Thompson**, Acting, Transportation Security Administration (TSA)*
- **Victoria Short**, Acting, U.S. Secret Service (USSS)*
- **Bobby McCane**, Federal Emergency Management Agency (FEMA)
- **Michael W. Derrios**, U.S. Coast Guard (USCG)*
- **Amanda Duquette**, U.S. Citizenship and Immigration Services (USCIS)*

** Special congratulations to USCG, TSA, USCIS, ICE, FLETC, and USSS for exceeding all Fiscal Year 2020 small business prime contracting goals.*



Honorary Recognition

**FISCAL YEAR 2020
HONORARY SMALL BUSINESS SPECIALIST**

Timothy Bradley

Acquisition Workforce Training Operations & Communications Manager
Acquisition Workforce and Systems Support
Office of the Chief Procurement Officer

The success of the DHS Small Business Program is due partly from the efforts of individuals across the Department who embrace the importance of the Program but are not directly involved in the award of contracts. The OSDBU annually recognizes the contributions of one individual, whose contributions significantly impacted the Program, as an Honorary Small Business Specialist. The OSDBU recognizes Timothy Bradley as the Fiscal Year (FY) 2020 Honorary Small Business Specialist.

Mr. Bradley has worked in various roles in the Homeland Security Acquisition Institute for 11 years. During FY 2020, Mr. Bradley provided unwavering support to the OSDBU in the implementation of an aggressive schedule for training in the federal small business contracting programs. The OSDBU created and facilitated seven learning webinars, which garnered over 1,500 distinct registrations from DHS acquisition professionals. Due to the COVID-19 pandemic and in-person training restrictions, the OSDBU relied on virtual delivery of webinars, learning cafés, and workshops. The excellent customer service Mr. Bradley provided to the OSDBU and his technical knowledge in the production and facilitation of the training events enabled the OSDBU to reach a broader audience. Mr. Bradley's expertise, professionalism, and consistent support of the OSDBU has earned him the special recognition of honorary Small Business Specialist for FY 2020. The OSDBU FY 2020 training program would not have been as successful without his support.



Honorary Recognition

SMALL BUSINESS SPECIALISTS

OSDBU serves as the focal point for small business acquisition matters. Our ability to work closely with the Component Small Business Specialists to implement the small business program fuels the Department's success. These are the Small Business Specialists who provided advice to small business owners on individual procurement opportunities and how to do business with their individual Components in support of the critical DHS mission.

With special thanks for your continued small business support:

- **Ana Rangel**, Office of Procurement Operations (OPO)
- **Rowena Geyer**, Office of Procurement Operations (OPO)
- **Ivette Jorge**, U.S. Customs and Border Protection (CBP)
- **Tim Strong**, Federal Law Enforcement Training Centers (FLETC)
- **Anita Perkins**, U.S. Immigration and Customs Enforcement (ICE)
- **Robert Boone** and **Margaret Butler**, Transportation Security Administration (TSA)
- **Kimberly Witcher**, U.S. Secret Service (USSS)
- **Robert Keegan**, Federal Emergency Management Agency (FEMA)
- **Maria Kersey**, **Micheline Rangel**, and **Stephanie France**, U.S. Coast Guard (USCG)*
- **Heather Niquette**, U.S. Citizenship and Immigration Services (USCIS)

** Note: The USCG Small Business Program Manager and staff have strategic oversight of the USCG Small Business Program. As USCG is geographically dispersed, each command or logistics center has a separately designated Small Business Specialist who handles specific questions about their line of business. The OSDBU recognizes these individuals for their efforts in supporting the DHS small business program. The full list of specialists is available at <https://www.dhs.gov/small-business-specialists>.*



Honorary Recognition

OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION (OSDBU)

The primary role of the DHS OSDBU is to manage the DHS-wide small business program by developing strategies for small business participation in DHS contracting programs. The OSDBU works with the Chief Procurement Officer, 10 Heads of Contracting Activities, and the Component Small Business Specialists to ensure that opportunities are set aside for small businesses. The OSDBU team is pleased to issue this publication for the 17th Annual Small Business and Small Business Advocate Awards.

Congratulations!

- **E. Darlene Bullock**, OSDBU Executive Director
- **Anthony Bell**, Deputy Director
- **Candice Brooks**, Program Analyst
- **Sharon Davis**, Senior Procurement Analyst
- **Kyle Groome**, Senior Procurement Analyst
- **Tije Holland**, Executive Assistant
- **Sharon Phillips**, Senior Procurement Analyst
- **Sonya Steedley**, Senior Procurement Analyst
- **Daniel Sturdivant II**, Senior Management Analyst



In Memoriam

DANIEL F. STURDIVANT II
Senior Management Analyst
Office of Small and Disadvantaged Business Utilization

OSDBU dedicates this publication to our colleague and friend, **Mr. Daniel F. Sturdivant II**, who passed away on November 24, 2020. He served his country as a Marine, earning a Purple Heart, and he shared his passion for the federal small business community with everyone he encountered. Dan was especially connected to the Service-Disabled Veteran-Owned Small Business Program, serving as the DHS OSDBU Program Manager. “Dapper Dan” was a lovable person who always made his presence known through his tailored suits, a quick wit, and a booming voice. He stood out from the crowd. His outgoing spirit and small business advocacy will remain in our hearts.

“We make a living by what we get, but we make a life by what we give.”
–Winston Churchill





Fiscal Year 2020 Scorecard Recognition

The Small Business Administration (SBA) produces an annual Small Business Procurement Scorecard assessing how well federal agencies reach their small business goals. The SBA determines an agency's scorecard grade by a number of factors, which are detailed in [SBA's Contracting Scorecard Grading Methodology](#). In Fiscal Year (FY) 2020, SBA recognized the Department of Homeland Security (DHS) small business program with a grade of A+.

DHS'S SMALL BUSINESS PROGRAM EARNS AN A+

DHS is proud to receive a grade of “A+” from the SBA FY 2020 Annual Small Business Procurement Scorecard. This is the twelfth consecutive year DHS has earned a grade of “A” on the scorecard and the fifth consecutive year the Department has earned a grade of “A+,” the highest score possible.

“Through outreach, education, small business advocacy, and active internal collaboration, DHS obligated over \$7.7 billion in prime contracts to small businesses in FY2020, which is the highest amount obligated to small businesses since the Department’s inception,” said Deputy Under Secretary for Management Randolph D. “Tex” Alles. “This accomplishment shows how critical small businesses are in helping the Department fulfill our mission of safeguarding our Nation.”

SBA’s scorecard measures federal agencies’ success in meeting their overall small business contracting goals. DHS is the largest federal agency to achieve this record since the SBA began using the letter grade scorecard format in FY 2009.

Last fiscal year, DHS awarded 36.04% of total eligible contracting dollars to small businesses, which greatly exceeded the government-wide goal of 23%. Additionally, DHS exceeded its Historically Underutilized Business Zone (HUBZone) goal for the ninth year in a row. The Department’s FY2020 HUBZone achievement of 4.09% exceeded the government-wide goal of 3%. This outstanding record further solidifies DHS’s standing as a leader in federal procurement and small business contracting.





The United States Small Business Administration

CERTIFICATE OF RECOGNITION

**Fiscal Year 2020
SCORECARD**

A+

Presented to the
**Department of Homeland
Security**

**In Appreciation for Your Efforts in
Achieving Your Agency
Small Business Goals**

A handwritten signature in blue ink that reads 'Isabella Casillas Guzman'.

Isabella Casillas Guzman, ADMINISTRATOR
U.S. SMALL BUSINESS ADMINISTRATION

July 27, 2021

DATE



Department of Homeland Security
FY2020 Small Business Procurement Scorecard

| |
|-----------------------------|
| A+ 122.89% |
|-----------------------------|

FPDS-NG Prime Contracting Data as of Feb. 22, 2021
 eSRS Subcontracting Data as of Apr. 15, 2021

| Prime Contracting Achievement: | | | 66.00% |
|---|------------------|-----------|----------------------------------|
| | 2019 Achievement | 2020 Goal | 2020 Achievement ^{1, 2} |
| Small Business | 36.96% | 33.00% | 36.04% (\$7.7 B) |
| Women Owned Small Business | 8.41% | 5.00% | 6.80% (\$1.4 B) |
| Small Disadvantaged Business | 17.69% | 5.00% | 15.57% (\$3.3 B) |
| Service Disabled Veteran Owned Small Business | 6.12% | 3.00% | 5.77% (\$1.2 B) |
| HUBZone | 4.34% | 3.00% | 4.09% (\$870.1 M) |

¹⁾ Capped at 200%; ²⁾ Achievement include double credit for LASA, Puerto Rico and covered territories awards.

| Subcontracting Achievement: | | | 25.89% |
|---|------------------|-----------|-------------------------------|
| | 2019 Achievement | 2020 Goal | 2020 Achievement ¹ |
| Small Business | 45.40% | 41.00% | 46.30% (\$1.2 B) |
| Women Owned Small Business | 11.00% | 5.00% | 13.10% (\$249.4 M) |
| Small Disadvantaged Business | 9.90% | 5.00% | 11.50% (\$306.2 M) |
| Service Disabled Veteran Owned Small Business | 4.40% | 3.00% | 4.40% (\$117.9 M) |
| HUBZone | 2.10% | 3.00% | 2.10% (\$57.0 M) |

¹⁾ Capped at 200%.

| 15(k) OSDBU Compliance Requirements | | 20.00% |
|---|--|-------------------|
| Requirements Scores: 0.0=No; 0.5 = Partial Credit; 1.0 = Yes | | Peer Review Score |
| 15(k)0 Office and Director Experience | | 1.00 |
| 15(k)1 Director Title | | 1.00 |
| 15(k)2 Compensation and Seniority | | 1.00 |
| 15(k)3 Reporting (Head of Agency or Deputy Head) | | 1.00 |
| 15(k)4 Implementation and Execution of Business Development | | 1.00 |
| 15(k)5 Identify and Address Bundling of Contracts | | 1.00 |
| 15(k)6 Provide Assistance on Payments | | 1.00 |
| 15(k)7 Supervisory Authority | | 1.00 |
| 15(k)8 Assign Small Business Technical Advisors | | 1.00 |
| 15(k)9 OSDBU Cooperation and Consultation | | 1.00 |
| 15(k)10 Recommendations to Contracting Officers | | 1.00 |
| 15(k)11 Activity Conversion | | 1.00 |
| 15(k)12 Advise CAO and SPE | | 1.00 |
| 15(k)13(Optional) SBC and Contracting Specialist Training | | 1.00 |
| 15(k)14 Receive Unsolicited Proposals | | 1.00 |
| 15(k)15 Exclusive Duties and Title | | 1.00 |
| 15(k)16 Congressional Reporting | | 1.00 |
| 15(k)17 Respond to Undue Restriction Notifications | | 1.00 |
| 15(k)18 Purchase Card Summary Data Review | | 1.00 |
| 15(k)19 Vendor Compliance Educational Training | | 1.00 |
| 15(k)20 Subcontracting Plan Review | | 1.00 |
| 15(k)21 Assist Small Business concerns in SBIR or STTR program (This requirement was not included in the FY20 scorecard calcs.) | | 1.00 |
| Total: | | 21.00 |

| Number of Small Business Prime Contractors Comparison | | 11.00% |
|---|--|---------------|
| Increase in number of SB primes by 10% or more = 1.3 | | |
| Increase in number of SB primes by 5% or more but less than or equal to 10% = 1.2 | | |
| Increase in number of SB primes between 0% and less than or equal to 5% = 1.1 | | |
| No change in the number of SB primes (Change = 0%) 0% increase; 0% decrease (no change) = 1.0 | | |
| Decrease in number of SB primes by more than 0% but less than or equal to -5% = 0.9 | | |
| Decrease in number of SB primes by -5% or more but less than or equal to -10% = 0.8 | | |
| Decrease in number of SB primes by -10% or more = 0.7 | | |

| | 2019 Count | 2020 Count | 2020 Performance |
|---|------------|------------|------------------|
| Small Business | 4,674 | 4,566 | 0.90 |
| Women Owned Small Business | 987 | 999 | 1.10 |
| Small Disadvantaged Business | 1,920 | 1,997 | 1.10 |
| Service Disabled Veteran Owned Small Business | 487 | 499 | 1.10 |
| HUBZone | 387 | 431 | 1.30 |
| Score: | | | 5.50 |

| Prime and Subcontracting Grading Scale: | |
|--|--|
| A+ <= 150% but >= 120% | |
| A < 120% but >= 100% | |
| B < 100% but >= 90% | |
| C < 90% but >= 80% | |
| D < 80% but >= 70% | |
| F < 70% | |

Acronym Key

| | |
|----------------|---|
| CBP | U.S. Customs and Border Protection |
| DHS | U.S. Department of Homeland Security |
| FEMA | Federal Emergency Management Agency |
| FLETC | Federal Law Enforcement Training Centers |
| HUBZone | Historically Underutilized Business Zone Small Business |
| ICE | U.S. Immigration and Customs Enforcement |
| OPO | Office of Procurement Operations |
| OSDBU | Office of Small and Disadvantaged Business Utilization |
| SB | Small Business |
| SBA | Small Business Administration |
| SDB | Small Disadvantaged Business |
| SDVOSB | Service-Disabled Veteran-Owned Small Business |
| TSA | Transportation Security Administration |
| USCG | U.S. Coast Guard |
| USCIS | U.S. Citizenship and Immigration Services |
| USSS | U.S. Secret Service |
| WOSB | Women-Owned Small Business |
| 8(a) | Awarded under 8(a) procedures; SDBs certified by SBA to participate in the 8(a) program |



