In the current environment of budget constraints, escalating costs and need for affordable solutions, supplier relationship management and supplier diversity represent a significant value to the U.S. Coast Guard (USCG). As the Director, Small Business and Industry Liaison Programs, I established a vision based on the USCG motto of “Semper Paratus” to create a culture that views our industrial base as:

or R.E.A.D.Y. to support the execution of the USCG mission.

In order to achieve this vision, we needed a strategic road map that codifies our principles, defines our mission and gives direction to our efforts. In April 2018, we captured that road map through the USCG Small Business and Industry Engagement Strategic Plan. This plan will allow us to cultivate a USCG-wide community that is inclusive of the industrial base throughout the acquisition and sustainment lifecycle while ensuring broader industry engagement. Our motto, "R.E.A.D.Y. State: Industrial Base" is not just a slogan, it is the very essence of everything we do as contracting and procurement professionals by leveraging the flexibility, innovation, agility, responsiveness and competition that the industrial base brings to mission execution.

In looking at both our short- and long-term objectives, we carefully chose our vision, mission, motto, strategy and principles that address both the current and future direction of our contracting and procurement enterprise. We believe that our industrial base is, and will continue to be, an integral part of our acquisition and sustainment success. This strategic framework ensures a successful mission execution for USCG and will help create a culture that weaves supplier relationship management and supplier diversity into the fabric of our requirement definitions, acquisitions and sustainment lifecycles to provide better, faster, innovative, risk-tolerable, and more affordable products and solutions for our service men and women.

I want to hear your thoughts and ideas on how we can make "R.E.A.D.Y. State: Industrial Base" a reality. Contact me at openforbusiness@uscg.mil. If you want to know how to get involved or learn about industry outreach opportunities, please contact the USCG Contracting Enterprise via LinkedIn.

Dwight D. Deneal
Director, Small Business and Industry Liaison Programs
Small Business And Industry Liaison Programs

Vision
Create a USCG Contracting Enterprise culture that views small businesses and industry as: 1) Relevant 2) Economical 3) Advanced 4) Deliverable and 5) Yielding (R.E.A.D.Y) to support the execution of the USCG mission.

Mission
To maximize and expand small business inclusion, industry engagement and business opportunities within USCG Contracting Enterprise.

PRINCIPLES
STAKEHOLDER ENGAGEMENT
LEADERSHIP
SERVICE
OUTREACH

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USCG Contracting Enterprise Vision

The USCG Contracting Enterprise, lead by HCA Michael Derrios, is an effective and high-performing organization, demonstrating flexibility, responsiveness, efficiency, agility and transparency and is recognized as a strategic asset in accomplishing the Coast Guard mission set. We are trusted advisors, delivering reliable expertise and valued services to our partners throughout the acquisition life cycle. We are committed to results and our decisions drive optimal business outcomes. USCG is an employer of choice and a center of excellence for contracting professionals. – Semper Paratus

USCG Contracting Enterprise Core Values

Integrity • Partnership • Respect • Empowerment • Quality • Innovation • Purpose-Driven Commitment

Overview

The U.S. Coast Guard manages a multi-billion-dollar recapitalization investment portfolio of acquisition programs across three major product lines:

1. Surface
2. Aviation
3. Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) Systems

Acquiring new assets and upgrading legacy platforms, mission systems and facilities are fundamental aspects of recapitalization, which helps achieve sustainable readiness by replacing obsolete and costly-to-maintain assets. These investments deliver cutters, boats, aircraft and C4ISR systems that meet specified cost, schedule and performance requirements.

These programs are supported by six procurement/contracting centers at locations throughout the U.S.:

1. Office of Contract Operations (CG-912)
2. Aviation Logistics Center (ALC)
3. Command, Control, Communications, Computers and Information Technology (C4IT) Service Center
4. Surface Forces Logistics Center (SFLC)
5. Shore Infrastructure Logistics Center – Base Support and Services (SILC-BSS)
6. Shore Infrastructure Logistics Center – Construction (SILC-CON)

FY 18 Dollars $3.4B

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<thead>
<tr>
<th>Category</th>
<th>Goal</th>
<th>Achieved</th>
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</thead>
<tbody>
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<td>SDB</td>
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<td>WOSB</td>
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<td>SDVOSB</td>
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<td>6.49%</td>
</tr>
<tr>
<td>HUBZone</td>
<td>3.00%</td>
<td>5.82%</td>
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</table>

TOP 5 NAICS

<table>
<thead>
<tr>
<th>NAICS</th>
<th>TOTAL DOLLARS</th>
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<tbody>
<tr>
<td>336111 SHIP BUILDING AND REPAIRING</td>
<td>$1.1B</td>
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<tr>
<td>541330 ENGINEERING SERVICES</td>
<td>$313M</td>
</tr>
<tr>
<td>336413 OTHER AIRCRAFT PARTS EQUIPMENT MANUFACTURING</td>
<td>$180M</td>
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<tr>
<td>541611 ADMINISTRATIVE MANAGEMENT CONSULTING SERVICES</td>
<td>$106M</td>
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<tr>
<td>541512 COMPUTER SYSTEMS DESIGN SERVICES</td>
<td>$106M</td>
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</table>
**United States Coast Guard**

**Chiefs of Contracting Office**

---

**Office of Contract Operations (CG-912)**

Contracting Office

Supports Acquisitions and Procurements for:
- Aircraft Major Systems
- Marine Vessel Major Systems
- Professional Support Services

---

**FY18 Highlights**

<table>
<thead>
<tr>
<th>Contract Actions</th>
<th>Total Obligations</th>
<th>Small Business Actions</th>
<th>Total Small Business Obligations</th>
</tr>
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<tbody>
<tr>
<td>3,157</td>
<td>$1,245,898,563</td>
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<td>$655,864,763</td>
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<tbody>
<tr>
<td>1,272</td>
<td>$237,462,633</td>
<td>771</td>
<td>$138,013,441</td>
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</table>

Top 8 NAICS and Amounts Obligated (All, Includes Modifications)

1. Ship Building and Repairing (336611) $741,996,355
2. Engineering Services (541330) $87,976,273
3. Administrative Management and General Management Consulting Services (541611) $67,035,733
4. Aircraft Manufacturing (336411) $56,144,373
5. Boat Building (336612) $45,117,297
6. Other Aircraft Parts and Auxiliary Equipment Manufacturing (336413) $27,332,056
7. Security Guards and Patrol Services (561612) $21,730,059
8. Other Technical and Trade Schools (611519) $20,055,384

---

Washington, DC
Small Business Specialist:
Sara Marcheggiani, Sara.H.Marcheggiani@uscg.mil

Alternate Small Business Specialist:
Wendy Stevenson, Wendy.Stevenson@uscg.mil

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**United States Coast Guard**

**Chiefs of Contracting Office**

---

**SILC-Construction**
Seattle, Washington
COCO(d)-Mark Snell

---

**CG-912**
Washington, DC
COCO-Chief Derrios
COCO(d)-Theris Padias
COCO(d)-Andrew Carneglia
HCA-Head of Contracting Activity
Washington, DC
HCA-Thomas Fout
HCA(d)-Staff desea Mills

---

**C4IT (Command, Control, Communication, Computer & Information Technology)**
Alexandria, Virginia
COCO-Orie Davis
COCO(d)-Miguel Shivers

---

**Surface Forces Logistics Center**
Baltimore, Maryland
COCO-Mille Figuereo
COCO(d)-Patrick Ingram
COCO(d)-Andrew Carrington
HCA-Chief of Staff

---

**SILC-Construction**
Norfolk, Virginia
COCO(d)-Jeanie Thorne

---

**ALC (Aviation Logistics Center)**
Elizabeth City, North Carolina
COCO-David Burgess
COCO(d)-Suzette Colbin

---

**Supports Acquisitions and Procurements for:**
- Aircraft Major Systems
- Marine Vessel Major Systems
- Professional Support Services
Aviation Logistics Center (ALC) Contracting Office

Supports Acquisitions and Procurements for: Aviation Fleet, including:

- Engineering
- Supply
- Logistics
- Depot Maintenance

FY18 Highlights

<table>
<thead>
<tr>
<th>Contract Actions</th>
<th>Total Obligations</th>
<th>Small Business Actions</th>
<th>Total Small Business Obligations</th>
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<td>3,664</td>
<td>$281,259,214</td>
<td>1,402</td>
<td>$60,520,111</td>
</tr>
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</table>

Top 8 NAICS and Amounts Obligated (All, Includes Modifications)

1. Other Aircraft Parts and Auxiliary Equipment Manufacturing (336413) $151,928,448
2. Other Support Activities for Air Transportation (488190) $81,908,150
3. Engineering Services (541330) $24,472,096
4. Aircraft Engine and Engine Parts Manufacturing (336412) $24,191,038
5. Aircraft Manufacturing (336411) $14,521,619
6. Computer Systems Design Services (541512) $10,852,212
7. Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing (334511) $9,910,591
8. Administrative Management and General Management Consulting Services (541611) $5,645,857

Elizabeth City, NC
Small Business Specialist:
Patrick Morris, William.P.Morris@uscg.mil
Alternate Small Business Specialist:
Tony Twiddy, Tony.R.Twiddy@uscg.mil

Command, Control, Communications, Computers and Information Technology (C4IT) Contracting Office

Supports Acquisitions and Procurements for: C4IT Service Center, including:

- IT Operations and Maintenance
- Hardware
- Software
- IT Services

FY18 Highlights

<table>
<thead>
<tr>
<th>Contract Actions</th>
<th>Total Obligations</th>
<th>Small Business Actions</th>
<th>Total Small Business Obligations</th>
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<td>1,599</td>
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<td>1,131</td>
<td>$213,185,115</td>
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<tbody>
<tr>
<td>610</td>
<td>$235,622,627</td>
<td>416</td>
<td>$122,294,413</td>
</tr>
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</table>

Top 8 NAICS and Amounts Obligated (All, Includes Modifications)

1. Other Computer Related Services (541519) $91,821,127
2. Computer System Design Services (541512) $90,063,794
3. Engineering Services (541330) $89,399,924
4. Data Processing, Hosting, and Related Services (518210) $30,706,302
5. Custom Computer Programming Services (541511) $28,753,858
6. Satellite Telecommunications (517410) $19,840,546
7. Administrative Management and General Management Consulting Services (541611) $13,170,755
8. Electronic Computer Manufacturing (334111) $8,040,128

Telecommunication and Information Systems
Command (TISCOM)
Alexandria, VA
Small Business Specialist:
Jennifer Lindsay, Jennifer.M.Lindsay@uscg.mil

Operations Systems Center (OSC)
Kearneysville, VA
Small Business Specialist:
Sharon Doerk, Sharon.A.Doerk@uscg.mil

Command, Control, and Engineering Center, C3CEN
Portsmouth, VA
Small Business Specialist:
Rick Petersen, Rick.D.Petersen@uscg.mil

openforbusiness@uscg.mil * LinkedIn: USCG Contracting Enterprise

Supports Acquisitions and Procurements for fleet, including:
- Engineering
- Supply
- Logistics
- Depot Maintenance

<table>
<thead>
<tr>
<th>Supports Acquisitions and Procurements for: Base Operations, including supplies and services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY18 Highlights</strong></td>
</tr>
<tr>
<td><strong>Contract Actions</strong></td>
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<tr>
<td>10,177</td>
</tr>
</tbody>
</table>

- **Top 8 NAICS and Amounts Obligated (All, Includes Modifications)** |
  1. Remediation Services (562910) $121,641,295 |
  2. Facilities Support Services (561210) $35,060,865 |
  3. Food Service Contractors (722310) $23,634,951 |
  4. Plate Work Manufacturing (332313) $12,894,914 |
  5. Janitorial Services (561720) $11,108,141 |
  6. Engineering Services (541330) $8,888,769 |
  7. All Other Travel Arrangement and Reservation Services (561599) $8,806,322 |
  8. Fire Protection (922160) $5,575,870

<table>
<thead>
<tr>
<th>Supports Acquisitions and Procurements for: Shore Infrastructure Logistics Center-Base Support &amp; Services (SILC-BSS) Contracting Office</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY18 Highlights</strong></td>
</tr>
<tr>
<td><strong>Contract Actions</strong></td>
</tr>
<tr>
<td>5,804</td>
</tr>
</tbody>
</table>

- **Top 8 NAICS and Amounts Obligated (All, Includes Modifications)** |
  1. Ship Building and Repairing (336611) $175,409,516 |
  2. Engineering Services (541330) $47,173,790 |
  3. Other Engine Equipment Manufacturing (333618) $26,227,271 |
  4. Administrative Management and General Management Consulting Services (541611) $16,385,578 |
  5. Overhead Traveling Crane, Hoist, and Monorail System Manufacturing (333923) $18,120,088 |
  6. Commercial, Industrial Machinery and Equipment (except Auto & Electronic) Repair and Maintenance (316110) $15,179,744 |
  7. Facilities Support Services (561210) $10,274,509 |
  8. Data Processing, Hosting, and Related Services (518210) $6,381,689

**Baltimore, MD**
Small Business Specialist: Sharon Jackson, Sharon.J.Jackson@uscg.mil
Alternate Small Business Specialist: Tammy Forwood, Tammy.J.Forwood@uscg.mil

**Norfolk, VA**
Alternate Small Business Specialist: Mia Mayers, Mia.R.Mayers@uscg.mil

**Oakland, CA**
Alternate Small Business Specialist: Aimee Stewart, Aimee.Stewart@uscg.mil

**Alameda, CA**
Small Business Specialist: Bill Lindsay, William.S.Lindsay@uscg.mil

---

https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Acquisitions-CG-9/Doing-Business/openforbusiness@uscg.mil LinkedIn: USCG Contracting Enterprise
Shore Infrastructure Logistics Center-Construction (SILC-CON) Contracting Office

Supports Acquisitions and Procurements for: Shore Infrastructure, including:
- Construction
- Architecture
- Engineering

<table>
<thead>
<tr>
<th>FY18 Highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Actions</td>
</tr>
<tr>
<td>Total Obligations</td>
</tr>
<tr>
<td>Small Business Actions</td>
</tr>
<tr>
<td>Total Small Business Obligations</td>
</tr>
</tbody>
</table>

| New Contract Awards | 551 |
| Total New Contract Obligations | $123,946,523 |
| New Small Business Contract Awards | 444 |
| Total New Small Business Obligations | $174,721,859 |

Top 8 NAICS and Amounts Obligated (All, Includes Modifications)
1. Commercial and Institutional Building Construction (236220) $73,758,878
2. Engineering Services (541330) $57,468,692
3. Other Heavy and Civil Engineering Construction (237990) $45,562,992
4. Industrial Building Construction (236210) $21,507,568
5. Plumbing, Heating, and Air-Conditioning Contractors (238220) $14,943,540
6. New Multi-Family Housing Construction (except For Sale Builders) (236116) $11,589,019
7. Remediation Services (562910) $8,555,197
8. Power and Communication Line and Related Structures Construction (237130) $4,678,390

Office of Research, Development, Test and Evaluation (RDT&E)

Provides oversight and direction for the Coast Guard's RDT&E Program, ensuring that it supports Deputy Commandant for Mission Support (DCMS), USCG and DHS long-range objectives. The RDT&E Program coordinates with the DHS Office of Science and Technology to ensure the alignment of USCG S&T projects and investments. Additionally, CG-926 serves as the program manager for the Research and Development Center (RDC), a major field activity located in New London, Connecticut. RDT&E enhances acquisition and mission execution by providing applied scientific research, development, testing and evaluation of new technologies for the maritime environment. RDT&E investments allow USCG to sustain critical mission capabilities and continue crucial partnerships with DHS and other component agencies. These partnerships enable USCG to leverage a broad spectrum of government science and technology investments that help reduce risk and deliver capability to USCG operators ensuring maritime safety, security and environmental stewardship.

As a field activity of CG-9, the RDC pursues technologies that provide incremental improvements as well as those with the greatest potential to strategically transform the way USCG does business. At any given time, the RDC is working on more than 80 projects that support USCG's short-, medium- and long-range requirements across all major missions.

RDT&E projects fall under five main program areas:
- **C4ISR:** This area encompasses systems, procedures and techniques used to collect and disseminate information to include information management, cyber-security, tactical communication system management, intelligence, surveillance and reconnaissance.
- **Environment and Waterways:** This area provides technical expertise in the areas of navigation, search and rescue, spill pollution prevention and response, non-indigenous species, fisheries management, and the automatic information system.
- **Modeling and Simulation:** This area provides USCG program managers and operational commanders with access to modeling and simulation analysis to meet life cycle and mission needs for Acquisition, Strategy, Operations and Tactics.
- **Surface:** This area provides and focuses on the offensive and defensive security of our ports, vessels that operate within our ports, and the critical infrastructure within our ports that supports our nation’s economy, alternative energy technologies, and Arctic capabilities.
- **Systems:** This area provides operations research and analysis skills for sensor technologies, operational test and evaluation, unmanned aircraft systems, human systems integration and mission analysis.

To contact the RDT&E Program about a general question, idea or industry inquiry, please send an email to research@uscg.mil

Providence, RI
Small Business Specialist: Jean Bretz, Jean.M.Bretz@uscg.mil

Cleveland, OH
Alternate Small Business Specialist: Jim Dinda, James.E.Dinda@uscg.mil

Oakland, CA
Alternate Small Business Specialist: Jeff Cross, Jeffrey.A.Cross@uscg.mil

Honolulu, HI
Alternate Small Business Specialist: Tammy Kao, Tammy.K.Kao@uscg.mil
USCG Direct Connect Program
The U.S. Coast Guard (USCG) Contracting Enterprise's Direct Connect Program (DCP) offers strategic industry engagement opportunities for businesses (small/mid cap/large) to build partnerships, maximize innovation, and gain access to acquisition decision makers.

INDUSTRY ENGAGEMENT AND ACQUISITION INITIATIVES

REQUIREMENTS EVENTS
Hear and discuss specific mission requirements, innovation or program challenges impacting specific USCG program, product lines and contracting offices

MAJOR EVENTS
Learn about acquisition and procurement capabilities that affect the USCG as a whole, or processes that have an impact on a broad spectrum of industry.

LEARNING EVENTS
Learn about best practices, explore innovation opportunities and understand the USCG business needs.

UNITY OF EFFORTS

INDUSTRY PARTNERS:
- Current USCG contractors (Small, mid-size and large)
- Non-traditional USCG contractors
- Incumbent firms
- DHS and/or DoD-centric associations/events

THE USCG ACQUISITION COMMUNITY:
- Senior leadership
- Chiefs Of Contracting Offices AORs
- Contracting and Procurement Professionals
- Program Officials
- Product Line Managers

GET INVOLVED

INDUSTRY ENGAGEMENT AND ACQUISITION INITIATIVES

GOALS
1. Institutionalize a consistent and recurring approach to USCG industry engagement
2. Implement targeted initiatives designed to improve the USCG acquisition process

EVENTS & INITIATIVES

Best Practices for Marketing to USCG

3. Engage with the following:
   - Opportunities: Search current opportunities here: https://fbo.gov
   - Acquisition Planning Forecast System (APFS): Search anticipated DHS opportunities estimated to exceed $250,000 at https://apfs.dhs.gov. The APFS system provides incumbent contract/contractor information and program points-of-contact (POCs) to inquire about the specific program needs prior to formal solicitation.
   - You may contact the cognizant small business specialist with specific APFS item numbers to find out their most current status, and you are encouraged to point out APFS requirements planned for un restricted competition that you believe can be successfully performed as a Small/Socio-Economic Set-Aside. Small business points of contact information is at: https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Acquisitions-CG-9/Doing-Business/Small-Business-Representatives/
   - DHS Strategic Sourcing Contract Holders: DHS Contracting Offices are required to utilize established multiple-award indefinite-delivery/indefinite-quantity (ID/IQ) contracts whenever possible to increase the efficiency and effectiveness of our procurements. As such, you may want to reach out to the current Prime contract awardees for subcontracting opportunities. See https://www.dhs.gov/dhs-strategic-sourcing for additional information including item descriptions and awardees’ business name and contract number.
   - LinkedIn: If you want to know how to get involved or learn about industry outreach opportunities, connect with the USCG Contracting Enterprise via LinkedIn. This also provides you the opportunity to network with interested and current USCG vendors.
   - DHS Monthly Small Business Vendor Outreach Sessions: Meet one-on-one with DHS representatives. Schedule meetings at https://www.dhs.gov/small-business-vendor-outreach-sessions
   - Industry Days: Industry days are publicized via https://www.fbo.gov and USCG Contracting Enterprise via LinkedIn.
   - USCG Direct Connect Program: See page 15.
   - DHS Mentor-Protégé Program: See page 16.
   - Explore https://www.dhs.gov/small-business-assistance for tips on getting started to include marketing tips and other resources.
4. Ensure you can deliver: Ask questions and ensure that your capabilities and solutions meet the requirements.
5. Execute: Your performance matters to our USCG mission.

Business Outreach Opportunities - See the Upcoming Events calendar on our website for specific details

Dwight D. Denal
Director, Small Business & Industry Liaison Programs
openforbusiness@uscg.mil

1.6
openforbusiness@uscg.mil * LinkedIn: USCG Contracting Enterprise

1.7
openforbusiness@uscg.mil * LinkedIn: USCG Contracting Enterprise
The DHS Mentor-Protégé program encourages large business prime contractors (mentors) to provide developmental assistance to small businesses (protégés).

Overview

- The program benefits all parties involved: mentors, protégés, and DHS.
- Examples of mentor assistance to a protégé include management guidance, technical assistance, rent-free use of facilities and/or equipment, training, property and loans.
- Protégés may have multiple mentors.
- Mentors are responsible for selecting protégé(s), and joint written applications are required.

Key Highlights

- **Mentor** – For acquisitions that contain the requirement for a subcontracting plan, mentors are eligible to receive credit in the source selection/evaluation criteria process for mentor protégé participation. 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 Homeland Security contract.

- **Protégé** – 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.

Information on the program and application process is at [https://www.dhs.gov/mentor-protege-program](https://www.dhs.gov/mentor-protege-program)
Coast Guard Chief Petty Officer Stephen Kelly heads out in a 16-foot flood punt boat to conduct urban rescues in Friendswood, Texas. U.S. Coast Guard photo by Petty Officer 3rd Class Corinne Zilnicki

Federal Contracting Basics

SBA Contracting Guide includes an overview of types of contracts, size standards, governing rules and responsibilities, prime and subcontracting at https://www.sba.gov/federal-contracting/contracting-guide

Common Federal Contracting Terms at https://www.usa.gov/understand-contracting-terms

Coast Guard Chief Petty Officer Stephen Kelly heads out in a 16-foot flood punt boat to conduct urban rescues in Friendswood, Texas. U.S. Coast Guard photo by Petty Officer 3rd Class Corinne Zilnicki