

November 25, 2020

Robert Saenz, CEO
Catalyst Operations & Analytics, LLC
202 Church Street SE Suite 528
Leesburg, VA 20175-3033

Dear Ms. Saenz,

Congratulations! Your firm has been certified as a Participant in the U.S. Small Business Administration's (SBA) 8(a) Business Development Program. Your nine (9) year program term begins on the date of this letter.

During participation in the 8(a) BD Program, you will receive business development assistance from an assigned Business Opportunity Specialist in the Washington Metropolitan Area District Office located at 409 3rd Street, SW, Floor 2, Washington, DC 20416. The phone number is (202) 205-8800. We are sending a copy of this certification letter to the SBA Washington Metropolitan Area District Office. That office will contact you to schedule an orientation session. This could take up to 4-6 weeks. In the meantime, there are steps you should take to start your participation in the program.

Next Steps:

- **Read and Sign the Participation Agreement:** SBA requires the 8(a) Participant's highest ranking officer, the individual upon whom eligibility is based, sign the Participation Agreement showing he or she understands the conditions of 8(a) BD program participation. Please find the Agreement attached with this letter. Please read the Agreement carefully, sign and date it, and make a copy for your records. Return one copy to your local SBA District Office at the address shown in the second paragraph above.
- **Complete Training:** SBA has training courses that will benefit 8(a) Participants. You will learn the different strategies and tactics to win contracts and grow your business, and how to effectively use the 8(a) certification to position your company for sole-source awards and teaming. For firms in the first 12 months of program participation, five training courses will be offered. The training courses are: 1: How to do Business with the Federal Government, 2: Bids and Proposals, 3: FAR and CFR Overview, 4: Market Research in Federal Procurement, and 5: Capabilities: Statement and Briefings. This training is offered via interactive webinars and can be coordinated through your respective District Office Business Opportunity Specialist.
- **Develop Your Business Plan:** We encourage you to start developing your business plan. Each newly admitted Participant must submit its business plan to SBA as soon as possible after program admission. Once approved, the business plan will be reviewed annually and may be modified as appropriate. SBA will suspend your firm from receiving 8(a) BD program benefits, including 8(a) contracts, if it has not submitted its business plan to your SBA District Office within 60 days after program admission. We offer an

optional format for business plans. To consider the optional 8(a) Business Plan Form 1010C, please go to: <https://www.sba.gov/sites/default/files/SBA%201010C.pdf>.

- Develop Your Strategy for Winning Contracts in Year 1: Though your firm's approved North American Industry Classification System (NAICS) Code is 541611, your firm may be awarded contracts under other NAICS Codes, as long as your firm is determined to be responsible to perform the required service or task. In this regard, please note that contracts awarded under the 8(a) Business Development Program authority generally result from the self-marketing efforts of participating firms. You must build relationships with potential federal customers, pursue federal prime contractors for subcontracts, and aggressively pursue prime contract opportunities to grow your business. Successful 8(a) firms regularly respond to competitive small business contracting opportunities posted on <https://beta.sam.gov/>. Establish a goal and vision for winning at least two (2) competitive contracts during your first year.
- Utilize Resources: There are valuable FREE resources available to you right now that offer expertise in all areas of business operation including reviewing your business plan and strategy. Two resources that you can utilize today are:
- SBA Resource Partners: I encourage you to locate your nearest Resource Partner. Please go to: <https://www.sba.gov/tools/local-assistance>. This link will provide access to upcoming small business events and the webpage for your District SBA Office, also.
- 7(j) Management and Technical Assistance: While your firm's acceptance into the 8(a) Business Development program is not a guarantee for contracts, the SBA will make every effort to assist you in implementing your business plan and strategy. Your success in the program is dependent upon the extent to which you take advantage of SBA's efforts to support you. One of the agency's major tools for your success is the 7(j) Management and Technical Assistance Services Program.

I am excited about your future and welcome you as an 8(a) Business Development Program participant. Wishing you much success!

Sincerely,

Dr. Donna L. Peebles, Associate Administrator
Office of Business Development