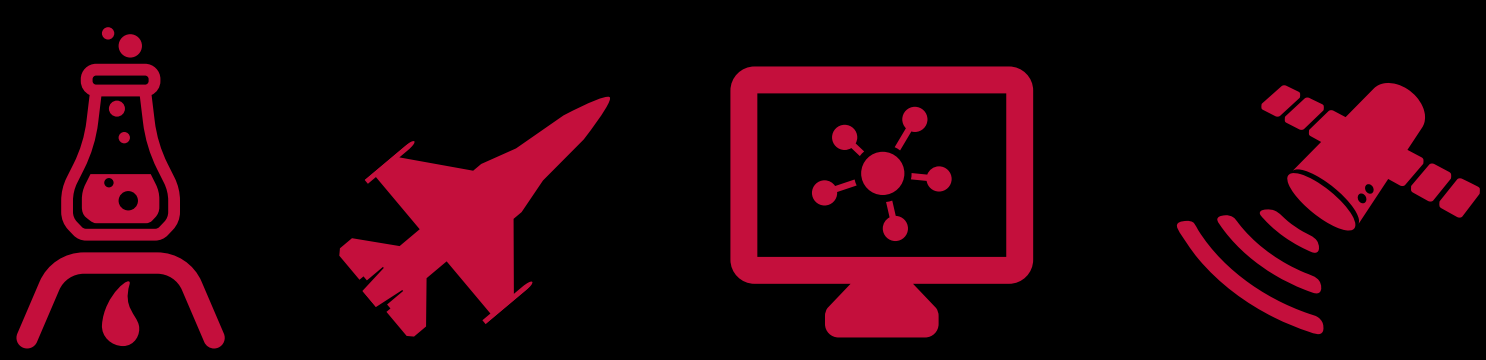




# Maryland's

## Government Contracting Guide



## Acknowledgements

SAIC, Inc. prepared this manual for the Maryland Department of Commerce, Office of Military and Federal Affairs. Clark Tyler, Tim Wittig, Patricia Smith, and Natasha Spence of SAIC, Inc. developed the material. The 2016 edition was edited by Helga Weschke, Director of Federal Business Relations, Maryland Department of Commerce.

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## **GOVERNMENT ACRONYMS**

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**ACASS** – Army Corps of Engineers Architect-Engineer Contract Administration Support System

**APG** – Aberdeen Proving Ground

**ARL** – Army Research Laboratory

**ARS** – Agricultural Research Service, USDA

**ATEC** – U.S. Army Test & Evaluation Command

**BAA** – Broad Agency Announcements

**BARC** – Beltsville Agricultural Research Center

**BDO** – Business Development Office

**CAGE** – Commercial and Government Entity Code

**CCASS** – Army Corps of Engineers Construction Contractor Appraisal Support System

**CCR** – Central Contractor Registration (replaced by SAM)

**CFR** – Code of Federal Regulations

**CLINS** – Contract Line Items

**COC** – Certificate of Competency

**CPARS** – Contractor Performance Assessment Reporting System

**CPS** – Contractor Performance System

**CRADA** – Collaborative Research and Development Agreement

**CSM** – College of Southern Maryland

**DA** – Department of the Army

**D&B** – Dun and Bradstreet

**DFARS** – Defense Federal Acquisition Regulations

**DISA** – Defense Information Systems Agency

**DHS** – Department of Homeland Security

**DLA** – Defense Logistics Agency

**DMA** – Defense Media Activity

**DOC** – Department of Commerce

**DOD** – Department of Defense

**DOE** – Department of Energy

**DOL** – Department of Labor

**DUNS** – Data Universal Number System

**EDI** – Electronic Data Interchange

**EDWOSB** – Economically Disadvantaged Woman-Owned Small Business

**EEO Registry** – Equal Employment Opportunity Registry

**EFT** – Electronic Funds Transfer

**EPLS** – Excluded Party List System

**eSRS** – Electronic Subcontracting Reporting System

**FAR** – Federal Acquisition Regulation

**FDA** – Food and Drug Administration

**FBO** – FedBizOpps

**FFRDC** – Federally-Funded R&D Center

**FPDC** – Federal Procurement Data System

**FR** – Federal Register

**FSC** – Federal Supply Classes

**FSS** – Federal Supply Schedule

**GC** – Government Contracting

**GFE** – Government Furnished Equipment

**GFP** – Government Furnished Property

**GOMA** – Governor’s Office of Minority Affairs

**GPE** – Government Point of Entry

**GSA** – General Services Administration

**GSA Advantage** – Partner eMarketplace

**GSFC** – NASA Goddard Space Flight Center

**GWAC** – Government-wide Acquisition Contracts

**HHS** – Department of Health and Human Services

**HUB Zone** – Historically Underutilized Business Zone

**IAE** – Integrated Acquisition Environment

**IDIQ** – Indefinite Delivery/Indefinite Quantity

**IFB** – Invitation for Bid

**InNBIA** – International Business Incubation Association

**JBA** – Joint Base Andrews

**JPEO-CBD** - Joint Program Executive-Office for Chemical and Biological Defense

**MBIA** – Maryland Business Incubation Association

**MII** – Maryland Innovation Initiative

**MIPS** – Maryland Industrial Partnerships

**MPTAP** – Maryland Procurement Technical Assistance Program

**MSBDC** – Maryland Small Business Development Center

**MTA** – Material Transfer Agreement

**NABS Directory** – Native American Business and Services Directory

**NAICS** – North American Industry Classification System (replaces SIC code)

**NASA** – National Aeronautics and Space Administration

**NASA SEWP III** – NASA Solutions for Enterprise-Wide Procurement

**NAWCAD** – Naval Air Warfare Center – Aircraft Division

**NCI** – National Cancer Institute

**NIH** – National Institutes of Health

**NIH IntraMall** – Partner eMarketplace

**NIST** – National Institute of Standards and Technology



**NTIS** – National Technical Information Service

**ORCA** – Online Registration and Certificate Application (replaced by SAM)

**OSBU** – Office of Small Business Utilization

**OSDBU** – Office of Small and Disadvantaged Business Utilization

**PLA** – Patent License Agreement

**POC** – Point of Contact

**PPDB** – Past Performance Database

**PPE** – Past Performance Evaluation

**PPIMS** – Past Performance Information Management System

**PIIRS** – Past Performance Information Retrieval System

**PSC** – Product Service Code

**PTAC** – Procurement Technical Assistance Center

**PTAP** – Maryland Procurement Technical Assistance Program

**R&D** – Research and Development

**RBI<sup>2</sup>** – Rural Business Incubation Initiative

**RDECOM**– Research, Development & Engineering Command

**RFI** – Request for Information

**RFQ** – Request for Quotation

**RFP** – Request for Proposal

**SAM**– System for Award Management

**SBA** – Small Business Administration

**SBDC** – Small Business Development Center

**SBIR** – Small Business Innovation Research Program

**SDB** – Small Disadvantaged Business

**SDVOSB** – Service Disabled Veteran-Owned Small Business

**SIC** – Standard Industrial Classification (replaced by NAICS codes)

**SLIN** – Subline Item Number

**SOW** – Scope of Work

**STTR** – Small Business Technology Transfer Program

**TCF** – Technology Commercialization Fund

**TEDCO** – Maryland Technology Development Corporation

**TIN** – Taxpayer Identification Number

**TSA** – Test Service Agreement

**UCF** – Uniform Contract Format

**UMES** – University of Maryland Eastern Shore

**USAMRMC** – United States Army Medical Research and Materiel Command

**USDA** – United States Department of Agriculture

**USNA** – United States Naval Academy

**VETS** – Veterans Technology Services

**VETS-100** – DOL Veterans' Employment and Training Service

**VHA** – Veteran's Health Administration

**VOSB** – Veteran-Owned Small Business

**WCLF** – Working Capital Loan Fund

**WDOL** – Wage Determinations OnLine

**WOSB** – Woman-Owned Small Business

## **I. INTRODUCTION**

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Maryland’s technology-based economy, coupled with more than seventy federal research and development facilities in the state—more than twice as many as any other state—offers an abundant range of contracting opportunities for new and existing Maryland businesses.

*Maryland Business Resource Guide, Contracting with Maryland’s Federal Facilities 2016*, edited by the Maryland Department of Commerce Office of Military and Federal Affairs, provides a comprehensive resource for small business owners as they navigate the complexities of contracting requirements. The Guide offers vital insight to key questions and concerns, includes a list of government acronyms, guidance on the State of Maryland’s procurement system, an annotated list of useful websites, examples of successful strategies and information on additional federal and state resources.

### **“How To” Questions and Concerns:**

- Define and present your capabilities
- Find the right contact at an installation, laboratory or agency
- Determine a “fit” with an agency’s needs
- Decide what “not” to bid on
- Find an appropriate opportunity
- Prepare a proposal
- Price a response
- Do business with the state of Maryland
- Use Maryland’s resources to your advantage.

### **NOTE:**

- To access hyperlinks contained in this publication, please go to:  
[www.Commerce.Maryland.gov/Documents/BusinessResource/Maryland-Federal-Facilities-Contracting-Guide.pdf](http://www.Commerce.Maryland.gov/Documents/BusinessResource/Maryland-Federal-Facilities-Contracting-Guide.pdf)
- Contact information provided reflects information as of June 2016.

## II. HOW TO DEFINE AND PRESENT YOUR CAPABILITIES

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### A. IDENTIFY YOUR BUSINESS

Defining your business is important for accurate representation when submitting contract proposals. Government contracts can be set-aside for small businesses in the following certification programs and socio-economic categories. In addition, there are sole source opportunities under the 8(a) program, HUBZone, SDVOSB, WOSB and EDWOSB programs.

#### 1. Small Business Concern

A small business concern is a business entity that:

- Is organized for profit
- Has a place of business in the United States
- Makes a significant contribution to the U.S economy by paying taxes or using American products, materials or labor
- Does not exceed the numerical size standard for its industry.

Size standards are usually stated in number of employees or average annual receipts, and represent the largest size that a business (including its subsidiaries and affiliates) may be to remain classified as a small business for federal contracting programs. A small business must meet the size standard stated in the solicitation. The contracting officer designates the size standard of the procurement by selecting the industry that best describes the principal purpose of the procurement.

If the size of a business exceeds the size standard for its overall industry group, it may still be a small business for the specific [North American Industry Classification System \(NAICS\)](#) industry in that group. Some industries have higher size standards than the general one for the industry group. If you do not know the NAICS code, the SBA's Size Standards webpage contains a key word search to assist you or you may search for NAICS industries on the [U.S. Census Bureau website](#) or on the [SBA website](#).

The regulations specifying size standards and governing their use are set forth in Title 13, Code of Federal Regulations (CFR), part 121 (13 CFR part 121), Small Business Size Regulations. Click [here](#) to access an electronic version of 13 CFR part 121. SBA's size regulations pertaining to federal procurement are also found in the [Federal Acquisition Regulation, 48 CFR, part 19](#).

#### 2. Socio-Economic Designations

- **Small disadvantaged business concerns (SDB)**
  - The firm must be 51% or more owned and controlled by one or more disadvantaged persons.
  - The disadvantaged person or persons must be socially disadvantaged and economically disadvantaged.
  - The firm must be small, according to SBA's size standards.

You can self-represent your business as an SDB through the System for Award Management (SAM).

- **8(a) Program small disadvantaged business concerns**

The 8(a) Business Development Program offers a broad scope of assistance to firms that are owned and controlled at least 51% by socially and economically disadvantaged individuals. 8(A) designated firms can receive sole sourced contracts along with set asides. This designation requires certification through the SBA.

- Participation in the program is divided into two phases over nine years: a four-year developmental stage and a five-year transition stage
- Participants can receive sole-source contracts, up to a ceiling of \$4 million for goods and services and \$6.5 million for manufacturing
- 8(a) firms are also able to form joint ventures and teams to bid on contracts. This enhances the ability of 8(a) firms to perform larger prime contracts and overcome the effects of contract bundling, the combining of two or more contracts together into one large contract.
- **Historically underutilized business zone (HUB Zone)**  
The HUB Zone was created to promote economic development and employment growth in distressed areas by providing access to more federal contracting opportunities. The program provides for set aside and sole source procurement opportunities. To qualify for the program, a business (except tribally-owned concerns) must meet the following criteria:
  - It must be a small business by SBA standards
  - It must be owned and controlled at least 51% by U.S. citizens, or a Community Development Corporation, an agricultural cooperative, or an Indian tribe
  - Its principal office must be located within a “Historically Underutilized Business Zone,” which includes lands considered “Indian Country” and military facilities closed by the Base Realignment and Closure Act
  - At least 35% of its employees must reside in a HUBZone.

This designation requires certification through the SBA.

- **Service disabled veteran-owned small business concerns (SDVOSB)**  
The SDVOSB program provides for set asides and sole source opportunities to help agencies meet their procurement goals.

In order to be eligible for the SDVOSBC, you and your business must meet the following criteria:

- The Service Disabled Veteran (SDV) must have a service-connected disability that has been determined by the Department of Veterans Affairs or Department of Defense
- The SDVOSBC must be classified as a small under the North American Industry Classification System (NAICS) code assigned to the procurement
- The SDV must unconditionally own 51% of the SDVOSBC
- The SDVO must control the management and daily operations of the SDVOSBC
- The SDV must hold the highest officer position in the SDVOSBC

- **Woman-Owned Small Business (WOSB) and Economically Disadvantaged Woman-Owned Small Business Concerns (EDWOSB)**

This program authorizes contracting officers to set aside certain federal contracts for eligible women-owned small businesses. It was enacted to assist WOSB's to compete for set-aside federal contracts that are in industries where they are underrepresented. To be eligible, the firms must meet the following criteria:

- The firm must be at least 51% owned and controlled by one or more women
- The firm must be primarily managed by one or more women
- The women who own and control the firm must be U.S. citizens
- The firm must be small in its primary industry in accordance with SBA's size standards for that industry.

In addition to the above, in order for a WOSB to be deemed an "economically disadvantaged" woman-owned business (EDWOSB), its owner(s) must demonstrate economic disadvantage. The program provides for set asides for only certain NAICS codes. The EDWOSB designation has an expanded list of qualifying NAICS codes. To become certified, you must go through an SBA-approved Third-Party Certifier. Alternatively, you may self-certify in accordance with current SBA regulations.

For further details about these programs, refer to the [SBA website](#).

## **B. IDENTIFY YOUR PRODUCT OR SERVICE**

After you have met the guidelines for qualifying as a small business, you must also identify your product or service. It is essential to know the Federal Supply Code (FSC) or the Product Service Code (PSC) and NAICS codes for your products or services.

### **1. The Federal Supply Code (FSC)**

The FSC is a four-digit code used by government buying offices to classify and identify the products and supplies that the government uses and buys. It is important to understand which FSCs apply to your products so that you can find appropriate opportunities and register to do business with the government. Government buying offices have responsibility for specific products; you'll also use FSCs to identify potential buying offices. You can also do marketing research based on the FSC by reviewing contracting forecasts issued by the buying offices.

### **2. North American Industry Classification System (NAICS)**

The NAICS is the standard for use by federal statistical agencies in classifying business establishments for the collection, analysis, and publication of statistical data related to the business economy of the United States. NAICS replaced the Standard Industrial Classification (SIC) system in 1997. Every registered company is assigned a [NAICS code](#).

### **3. What is the Difference between NAICS and SIC?**

The NAICS provides a greater level of detail about a firm's activity than the SIC system did. NAICS includes 1,170 industries, whereas the SIC system included 1,004 industries. There are 358 new industries recognized in NAICS, 250 of which are service-producing industries.

For NAICS codes, establishments that use the same or similar processes to produce goods or services are grouped together. Under the SIC codes, industries were grouped together based on either demand or production.

SIC codes do not convert to NAICS codes. Therefore, a firm that may have fallen under a particular SIC code may now be classified under a completely different NAICS code. For example, a firm classified in SIC 7359 Business Services (Not Elsewhere Classified) could now be classified under NAICS 491110 Postal Service, or NAICS 541340 Drafting Services, among others.

Below is a list of NAICS codes that are most issued or awarded in Maryland:

- 221122 Electric Power Distribution
- 541519 Other Computer Related Services
- 541511 Custom Computer Programming Services
- 421430 Computer and Computer Peripheral Equipment and Software Wholesalers
- 541512 Computer Systems Design Services
- 236220 Commercial and Institutional Building Construction
- 221310 Water Supply and Irrigation System
- 334111 Electronic Computer Manufacturing
- 221210 Natural Gas Distribution
- 541513 Computer Facilities Management Services
- 561720 Janitorial Services
- 541219 Other Accounting Services
- 514210 Data Processing Services
- 541611 Administrative Management and General Management Consulting Services.

## C. REGISTER YOUR BUSINESS

### 1. Obtain a Data Universal Number (DUNS)

In order to register your business, you must obtain a [DUNS Number](#). A DUNS is a unique nine-character identification that is used by both government and corporate officials searching for background information on companies.

You can access your DUNS number through this [searchable database](#) or by contacting Dun & Bradstreet customer service at 800-526-9018.

### 2. Register with the System for Award Management (SAM)

The System for Award Management (SAM) is a Federal Government-owned and operated free website that consolidated the capabilities in Central Contractors Registration (CCR), Online Representation and Certification Application (ORCA), and Excluded Party List (EPLS). Future phases of SAM will add the capabilities of other systems used in Federal procurement and awards processes. It is a database designed to hold information relevant to procurement and financial transactions for the U.S. Federal Government. You must register with SAM to be awarded a contract from the federal government. Your profile will allow agencies to search for your business based on several factors, including capabilities, size, location, experience and ownership.

How To Create a SAM account:

- Go to the [SAM website](#)

- Click on *Create an Account*
- Choose *Individual Account*
- Provide the requested information and submit
- Receive the email from "notifications" and click through the sam.gov link to validate your account
- Log into SAM with the username and password you created.

Information Needed to Register:

- Your NAICS codes
- Your Data Universal Numbering System (DUNS)
- Your Federal Tax Identification Number (TIN) or Employer Identification Number (EIN)
- Your Standard Industrial Classification (SIC) codes
- Your Product Service codes (optional but useful)
- Your Federal Supply Classification codes (optional but useful).

**Former CCR Registrants**

If you had an active record in CCR, you have an active record in SAM. You do not need to do anything in SAM at this time, unless a change in your business circumstances requires updates to your Entity record(s) in order for you to be paid, to receive an award or to renew your Entity(s) prior to its expiration. SAM will send notifications to the registered user via email 60, 30, and 15 days prior to expiration of the Entity. To update or renew your Entity records(s) in SAM you will need to create a SAM User Account and link it to your migrated Entity records. You do not need a user account to search for registered entities in SAM by typing the DUNS number or business name into the search box.

Since CCR is no longer in existence, you will need to establish a new account through SAM. You will need your SAM account to migrate or to update your records, add information or make information public.

If your CCR or SAM account has expired, you need to activate your record for an impending award opportunity or to receive payment on a contract.

NOTE: Once you update your record in SAM, it will take 48 to 72 hours to complete the TIN match and CAGE validation processes, as it did in CCR. You will be notified via email when the process is complete and your record is active in SAM. The SAM system cannot expedite this process.

**Do You Need to Migrate Anything?**

If the CCR record has an associated ORCA record, once you migrate the CCR account, you will also have access to the ORCA record. If you had access to edit a record in FedReg, you need to migrate your FedReg account before you can edit that record in SAM. If you had exclusions roles in EPLS, you need to migrate your EPLS account.

If you had CCR Tools - Proprietary access, you DO NOT need to migrate that role. Your account was created for you; your role was migrated for you. If so, you should have received an email from askSAM@gsa.gov regarding the process for getting access to your account.



If you need help with migration, please see the Quick Start Guide for Migration, which you can find in the SAM HELP section.

### **3. Registration in SBA's Dynamic Small Business Search Database (DSBS)**

At the end of your SAM registration and completion of your profile, you will be automatically registered with the SBA. You are now ready to bid on federal contracts.

The SBA maintains the [Dynamic Small Business Search \(DSBS\) database](#). As a small business registers in SAM, there is an opportunity to fill out your small business profile. The information provided populates DSBS. DSBS is another tool contracting officers use to identify potential small business contractors for upcoming contracting opportunities. Small businesses can also use DSBS to identify other small businesses for teaming and joint venturing.

### **4. Get a Commercial and Government Entity (CAGE) Code**

A CAGE code is a five-number code that identifies companies doing or interested in doing business with the federal government. The code provides a standardized method of identifying a given facility at a specific location and may be used for a facility clearance, a pre-award survey, automated bidders lists, pay processes, source of supply, *etc.* In some cases, prime contractors may also require their subcontractors to have CAGE codes.

CAGE codes are free and there are no associated subscription charges related to the assignment and maintenance of CAGE Codes.

The CAGE code request process is now incorporated in the SAM registration. Therefore, upon activation in SAM, your company will be assigned a CAGE code. You will be notified of your new CAGE code by a letter sent to the person named as the registrant in the registration documentation. Once your registration is active, you may view your CAGE code on the web by [searching the active registrations](#). After you have identified your business, identified your products and services and registered your business, you will have all the information needed to be placed on a vendor list.

## **D. PREPARING YOUR CAPABILITIES STATEMENT**

Before you begin marketing to the federal government, you should prepare a capabilities statement. The capabilities statement is your opportunity to clearly and precisely state your firm's ability to satisfy agencies' requirements. The information should also include your current and past performance with government customers along with commercial customers, particularly if you have no experience in the government sector. Include a succinct description of your competitive advantage with an emphasis on differentiating factors against the competition in your niche. This assumes that your business has a well-developed business plan showing that your company is ready to do business with the federal government.

Your capabilities statement should include the following:

- I. Company Overview
  - A. Company Name and Address
  - B. Company Point of Contact
  - C. Company Background Information – What does your firm do?
    1. Experience in the field
    2. Financial stability
  - D. List of Corporate Facilities

1. Your firm's equipment and resources
- E. Client List
1. A list of clients or testimonials from clients
- II. Corporate Capabilities Statement
- A. Scope of Business
1. Products and services offered
  2. Narrative description of your business, including NAICS codes
  3. List of past and current clients along with brief descriptions
  4. Detailed description of the development process for the project
  5. Description of your firm's competitive edge, *i.e.*, the compelling reason why a customer would buy from your company as opposed to a competitor
- B. Representative Corporate Projects
1. List current and recent company projects
- III. Personnel Capabilities and Experience
- A. Management and Professional Staff Capabilities and Experience
1. Include curriculum vitae of management and/or personnel
  2. Include special qualifications, experience and awards that management/personnel has that will help your firm provide services that are superior to competitors

Make sure your scope of the products and services is not too broad or too narrow. If the scope is too broad, you will have difficulty focusing on a particular customer's need, particularly if you are learning the process. If the scope is too narrow, it may be difficult to find an agency that wants or needs your products or services.

In order to have a thorough capabilities statement, make sure you:

- Know your areas of expertise
- Evaluate your ability to support the added business
- Make sure that you can provide the quantity of product required in the timeframe required
- Define your competitive edge
- Have a well-developed business plan
- Select a range of products and services that is neither too broad nor too narrow.

### **III. HOW TO FIND THE RIGHT CONTACT AT A FEDERAL INSTALLATION, LABORATORY OR AGENCY IN MARYLAND**

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The goal is to link you to federal technology, technical expertise and research and development (R&D) assets. Below is a list of federal installations, laboratories and agencies located in Maryland. By utilizing the contact information, you can pursue the licensing of technology, forming R&D partnerships, accessing scientific knowledge and learning how to access federal R&D assets. Also reach out to the Small Business Development Center and the Procurement Technical Assistance Center in your region for further assistance to access target agencies.

*Note: In some cases, the small and disadvantaged business utilization contacts are located at a service (Army, Navy, Air Force, Marine Corp and Coast Guard) office or in the Pentagon.*

*The contact names and information provided in the sections below are subject to change.*

#### **U.S. DEPARTMENT OF DEFENSE**

##### **U.S. Department of Defense Small Business Programs**

#### **AIR FORCE**

##### **Small Business Office**

Joint Base Andrews

Small Business Specialist

202-767-7967

##### **Air Force Small Business Research/Small Business Technology Transfer Program**

Air Force Research Laboratory (AFRL/SB)

1864 4th Street, Bldg 15 Rm 225

Wright-Patterson AFB, OH 45433

800-222-0336

#### **ARMY**

##### **Office of Small Business Programs**

Mary A. Birdsong, Associate Director

[mary.a.birdsong.civ@mail.mil](mailto:mary.a.birdsong.civ@mail.mil)

##### **Army Small Business Innovation Research Program**

6200 Guardian Gateway, Suite 145

Aberdeen Proving Ground, MD 21005-5201

866-570-7247

[Link to helpdesk email](#)

#### **MARINE CORP**

##### **Office of Small Business Programs**

Austin (AJ) Johnson, Deputy Small Business Programs

703-432-3944

[austin.johnson@usmc.mil](mailto:austin.johnson@usmc.mil)

[mcscosbp@usmc.mil](mailto:mcscosbp@usmc.mil)

## **NAVY**

### **Office of Small Business Programs**

Emily Harman, Director  
Emily.Harman@navy.mil  
OSBP.infor@navy.mil

### **Navy Small Business Innovation Research /Small Business Technology Transfer Programs**

Bob Smith, Director  
Office of Naval Research  
One Liberty Center  
875 North Randolph Street  
Arlington, VA 22203-1995  
robert.l.smith6@navy.mil

## **A. ABERDEEN PROVING GROUND (APG)**

### **APG Small Business Office**

John J. Obrien  
410-278-1619  
John.j.obrien122.civ@mail.mil

## **APG ARMY CONTRACTING CENTER**

### **U.S. ARMY COMMUNICATIONS– ELECTRONICS COMMAND (CECOM)**

Cathleen Higgins-Perry  
6001 Combat. Drive  
Aberdeen Proving Ground, MD 21005  
443-861-4371  
cathleen.perry.civ@mail.mil

### **U.S. ARMY TEST & EVALUATION COMMAND (ATEC)**

### **JOINT PROGRAM EXECUTIVE OFFICE – Chemical– Biological Defense (JPEO-CBD)**

410-436-9600

### **U.S. ARMY RESEARCH, DEVELOPMENT & ENGINEERING COMMAND (RDECOM)**

#### **Acquisition Center**

E5179 Hoadley Road  
Aberdeen Proving Ground, MD 21010  
(410) 436-4271

#### **Small Business Office**

3073 Aberdeen Blvd, Room 105  
Aberdeen Proving Ground, MD 21005  
Joseph Bowers  
410-278-3236  
albert.j.bowers.civ@mail.mil

### **EDGEWOOD CHEMICAL BIOLOGICAL CENTER (ECBC)**

Don Kennedy  
410-436-3610  
donald.n.kennedy3.civ@mail.mil

**B. ARMY RESEARCH LABORATORY (ARL)**  
**Army Research Laboratory Small Business Office**

Joyce McDonald  
2800 Powder Mill Road  
Adelphi, MD 20783  
301-394-3692  
Joyce.McDonald@us.army.mil  
SDBA@arl.army.mil

**SBIR Program Manager**  
Defense Threat Reduction Agency  
Edward L. Archer, Director  
Office of Small Business Programs  
703-767-7889  
edward.archer@DTRA.MIL

**C. FORT DETRICK**  
**Technology Application Office**

Shelley Marken  
1671 Nelson Street  
Fort Detrick, MD 21712  
301-619-1712  
shelley.d.marken.civ@mail.mil

**U.S. ARMY CENTER FOR ENVIRONMENTAL HEALTH RESEARCH**

Karen Fritz  
McMR-UBZ  
568 Doughten Drive  
Fort Detrick, MD 21702-5010  
301-619-2024  
karen.fritz@amedd.army.mil

**NAVAL MEDICAL LOGISTICS COMMAND**

Office of Small Business Programs  
Mimi McReal  
Command Suite, Code 00  
639 Neiman Street  
Fort Detrick, MD 21702-9203  
301-619-3097  
Mimi.mcreal@med.navy.mil

**U.S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND (USMRMC)**

**Office of Small Business Programs**  
Jerome K. Maultsby, Associate Director  
820 Chandler Street  
Fort Detrick, MD 21702-5014  
301-619-2471

Technology Transfer Program

**U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID)**

Office of Research Applications  
Jerome K. Maultsby, Associate Director  
1425 Porter Street  
Ft. Detrick - Frederick, MD 21702-5011  
301-619-2471

**D. FORT GEORGE G. MEADE**

**Mission Installation Contracting Command-Installation Contracting Office**

Andrea S. Armstrong  
Director, Installation Contracting Office, Fort Meade  
4550 Parade Field Lane  
2nd Floor, West Wing  
Fort Meade, MD 20755-5081  
301-677-5178  
[andrea.armstrong@us.army.mil](mailto:andrea.armstrong@us.army.mil)

**DEFENSE ADJUDICATION ACTIVITY**

Barbara Campbell, Facilities Manager  
600 10<sup>th</sup> Street  
Fort Meade, MD 20755  
[barbara.a.campbell@us.army.mil](mailto:barbara.a.campbell@us.army.mil)

**DEFENSE INFORMATION SYSTEMS AGENCY (DISA)**

**Contracts and Procurement Division**

Leroy Long,  
PO Box 549  
6910 Cooper Avenue  
Fort Meade, MD 20755-0549  
[leroy.long@disa.mil](mailto:leroy.long@disa.mil)  
301-677-6327

**Small Business Programs**

Sharon Jones, Director  
6910 Cooper Avenue  
Fort Meade, MD 20755-0549  
301-225-6004  
Email: [Small Business Office](mailto:Small Business Office)  
**For Industry Partners**

**DEFENSE MEDIA ACTIVITY (DMA)**

**Small Business Utilization Specialist, Acquisition & Procurement**

Charles S. Crivellaro, Policy & Compliance Specialist  
6700 Taylor Avenue  
Fort George G. Meade, MD 20755  
301-222-6032  
[charles.crivellaro@dma.mil](mailto:charles.crivellaro@dma.mil)

**NATIONAL SECURITY AGENCY (NSA)**

Acquisition Resource Center

9800 Savage Road, Suite 6623  
Ft. Meade, MD 20755  
[Business Opportunities](#)  
(See Federal Civilian Agencies for further information)

## **U.S. CYBER COMMAND**

### **E. JOINT BASE ANDREWS NAVAL AIR FACILITY WASHINGTON**

Willie J. Haney, Civ, DAF  
11th Wing Small Business Specialist  
11CONS Business Advisor  
1500 Perimeter Road, Suite 2780  
Joint Base Andrews NAF, MD  
240-612-5671  
[willie.haney@afncr.af.mil](mailto:willie.haney@afncr.af.mil)

### **AIR FORCE DISTRICT OF WASHINGTON (AFDW)**

Teresa L. Clark, NH-04, DAF  
Headquarters Air Force District of Washington  
Director, Small Business Programs  
JBAB DC 20032  
202-767-7967  
[theresa.clark@afncr.af.mil](mailto:theresa.clark@afncr.af.mil)

### **F. NAVAL AIR STATION PATUXENT RIVER (NAS Pax River)**

#### **[Small Business Programs](#)**

Dorothea Holley  
Naval Facilities Engineering Command Washington, FEAD Patuxent River  
22445 Peary Road, Bldg. 504  
Patuxent River, MD 20670  
301-757-1001  
[dorothea.holley@navy.mil](mailto:dorothea.holley@navy.mil)

#### **[Small Business Innovation and Research Program](#)**

John Williams, Director, Navy SBIR Programs  
Office of Naval Research  
One Liberty Center  
875 North Randolph Street  
Code 03TSB, Room 262A  
Arlington, VA 22203-1995  
703-696-4884  
[john.williams6@navy.mil](mailto:john.williams6@navy.mil)

### **NAVAL AIR WARFARE CENTER AIRCRAFT DIVISION (NAWCAD)**

#### **Naval Warfare Center Patuxent River Business Office**

#### **Business & Partnership Office**

22473 Millstone Road  
Building 505, Room 116  
Patuxent River, MD 20670  
301-342-1133  
[nawcad.nvo@navy.mil](mailto:nawcad.nvo@navy.mil)

**Small Business Office**

Amber Wood  
22473 Millstone Road, Bldg. 505  
Patuxent River, MD 20670-1127  
301-995-4260  
[amber.f.wood@navy.mil](mailto:amber.f.wood@navy.mil)

**NAVAL AIR SYSTEMS COMMAND (NAVAIR)**

**Office of Small Business Programs**

Mr. Ken Carkhuff, Deputy Associate Director  
22473 Millstone Road, Bldg. 505  
Patuxent River, MD 20670-1127  
301-757-9087  
[kenneth.carkhuff@navy.mil](mailto:kenneth.carkhuff@navy.mil)

**G. NAVAL RESEARCH LABORATORY (NRL)**

**Office of Small Business**

Brenda Pickett  
ONR Associate, Director of Small Business  
703-696-2607  
[brenda.pickett@navy.mil](mailto:brenda.pickett@navy.mil)

**Contracting Division**

Rita Brede  
202-767-5227; fax: 202-767-0494  
[rita.brede@nrl.navy.mil](mailto:rita.brede@nrl.navy.mil)

**H. NAVAL SUPPORT ACTIVITY BETHESDA**

**WALTER REED NATIONAL MILITARY MEDICAL CENTER BETHESDA**

**Department of Research Programs**

4494 North Palmer Road  
Building 17B, 3<sup>rd</sup> Floor  
Bethesda, MD 20889  
301-295-8239

**UNIFORMED SERVICES UNIVERSITY OF HEALTH SCIENCES**

Henry M. Jackson Foundation for the Advancement of Military Medicine  
6720-A Rockledge Drive, Suite 100  
Bethesda, MD  
[Technology Transfer and Commercialization](#)

**I. NAVAL SUPPORT FACILITY INDIAN HEAD**

**NAVAL SURFACE WARFARE CENTER**

**Indian Head Small Business Office**

Debra S. Weems  
4072 N. Jackson Road  
Indian Head, MD 20640-5115  
301-744-6604



[debra.weems@navy.mil](mailto:debra.weems@navy.mil)

**NAVAL EXPLOSIVE ORDNANCE DISPOSAL TECHNOLOGY**

Priscilla M. Swann  
2008 Stump Neck Road, Bldg 2112  
Indian Head, MD 20640-5070  
301-744-6884  
[priscilla.swann@navy.mil](mailto:priscilla.swann@navy.mil)

**CHEMICAL BIOLOGICAL INCIDENT RESPONSE FORCE (CBIRF)**

Navy Office of Small Business Programs  
Leslie Perry  
101 Strauss Ave Bldg 901  
Indian Head, MD 20640  
703-784-2807  
[leslie.perry@usmc.mil](mailto:leslie.perry@usmc.mil)

**J. NAVAL SURFACE WARFARE CENTER CARDEROCK DIVISION**

**Carderock Division Small Business Program Office**

Irene Katakinski  
NSWCCD, Code 018  
5001 South Broad Street  
Philadelphia, PA 19112-5083  
215-897-7596  
[irene.katakinski@navy.mil](mailto:irene.katakinski@navy.mil)

**Small Business Innovation and Research Program Office**

James E. Wood, SBIR Program Manager  
Naval Sea Systems Command Carderock Division Code 0122  
9500 MacArthur Blvd  
West Bethesda, MD 20817-5700  
301-227-2690  
[james.e.wood@navy.mil](mailto:james.e.wood@navy.mil)

**K. U.S. ARMY CORPS OF ENGINEERS – BALTIMORE DISTRICT**

**Contracting Division**

Renee Cairo-Iocco, Chief  
10 South Howard Street  
7th Floor, Room 7000  
Baltimore, MD 21201  
410-962-2196

**Small Business Office**

Tamika Gray, Deputy  
410-962-2587  
[tamika.gray@usace.army.mil](mailto:tamika.gray@usace.army.mil)

**Small Business Office, Headquarters**

Grace K. Fontana, Associate Director  
202-761-8789

**L. U.S. COAST GUARD YARD**

**Surface Forces Logistics Center**

Contracting and Procurement Division

Barbara Kuklinski, Division Chief

2401 Hawkins Point Road,

Baltimore, MD 21226

410-762-6659

[barbara.m.kuklinski@uscg.mil](mailto:barbara.m.kuklinski@uscg.mil)

**M. UNITED STATES NAVAL ACADEMY**

**Navy Office of Small Business Programs**

Richard Rawlings

Naval Facilities Engineering Command

Washington, FEAD Annapolis Code C-20

181 Wainwright Road, Bldg. 181

Annapolis, MD 21402

410-293-1304

[richard.rawlings@navy.mil](mailto:richard.rawlings@navy.mil)

**N. WALTER REED FOREST GLEN ANNEX**

**WALTER REED ARMY INSTITUTE OF RESEARCH (WRAIR)**

Office of Research and Technology Applications

503 Robert Grant Avenue

Silver Spring, Maryland 20910

301-319-9000

[WRAIR Partnerships and Collaborations](#)

**NAVAL MEDICAL RESEARCH CENTER**

503 Robert Grant Avenue

Silver Spring, MD 20910-7500

301-319-7403

[Technology transfer](#)

**FEDERAL CIVILIAN AGENCIES**

**A. BELTSVILLE AGRICULTURAL RESEARCH CENTER (BARC)**

**Crop Systems & Global Lab**

Dr. Joseph Spence, Director

Rm. 223, Bldg. 003, BARC-West

10300 Baltimore Avenue

Beltsville, MD 20705

301-504-6078

[kathy.mccue@ars.usda.gov](mailto:kathy.mccue@ars.usda.gov)

**Department of Agriculture Office of Small and Disadvantaged Business Utilization**

1400 Independence Ave., S.W., Room 1085 South Building

Washington, DC 20250

202-720-7117

[belinda.ward@usda.gov](mailto:belinda.ward@usda.gov)

## **Contracting Opportunities**

### **Small Business Innovation and Research Unit**

Charles F. Cleland  
Cooperative State Research, Education, and Extension Service  
1400 Independence Avenue SW, Stop 2201  
Washington, DC 20250-2201  
202-401-4002  
[cceleland@csrees.usda.gov](mailto:cceleland@csrees.usda.gov)

### **B. CENSUS BUREAU**

#### **Acquisition Division**

Michael L. Palensky  
4600 Silver Hill Rd, Room 3J438  
Washington, DC 20233-1700  
301-763-1818  
[michael.l.palensky@census.gov](mailto:michael.l.palensky@census.gov)  
[contracts@census.gov](mailto:contracts@census.gov)

## **Small Business Opportunities**

### **C. CENTERS FOR MEDICARE AND MEDICAID SERVICES (CMS)**

#### **Office of Acquisition & Grants Management**

7500 Security Blvd, Rm C2-24-18  
Baltimore, MD 21244-1850  
410-786-1381

### **D. CONSUMER PRODUCT SAFETY COMMISSION**

#### **Procurement Services Division**

Donna Hutton  
4330 East West Highway  
Room 517C  
Bethesda, MD 20814  
301-504-7009  
[dhutton@cpsc.gov](mailto:dhutton@cpsc.gov)

## **Small Business Program**

### **Small Business Ombudsman**

U.S. CPSC  
Washington, D.C. 20207  
888-531-9070  
[sbo@cpsc.gov](mailto:sbo@cpsc.gov)

### **E. DEPARTMENT OF ENERGY (DOE)**

#### **Office of Small and Disadvantaged Business Utilization**

Brenda J. Degraffenreid, Associate Director  
1000 Independence Ave SW  
Rm 5B-148  
M/S Ed-1, Washington DC 20585

202-586-4620  
brenda.degraffenreid@hq.doe.gov

**Office of Procurement and Assistance Management**

1000 Independence Ave SW  
Washington DC 20585  
202-287-1310

**F. ENVIRONMENTAL PROTECTION AGENCY (EPA)**

**Office of Acquisition Management**

Ariel Rios Federal Building  
1200 Pennsylvania Avenue, NW  
Mail Code 3801 R,  
Washington, DC 20460

**Office of Small Business Programs**

Jeanette L. Brown, Director  
1301 Constitution Avenue, NW  
Room 1329  
Washington, DC 20004  
202-566-2075

**Business Opportunities with the EPA**

**G. FOOD AND DRUG ADMINISTRATION (FDA)**

**Office of Small Disadvantaged Business Utilization**

Anita Allen, Small Business Specialist  
Parklawn Building - Division of Acquisition Management  
5600 Fishers Lane, Room 5C-26  
Rockville, MD 20857  
301-443-1715  
anita.allen@PSC.hhs.gov

**FDA Small Business Guide**

**H. INTERNAL REVENUE SERVICE (IRS)**

**Office of Procurement Policy**

LaTonya D. Bowman  
Small Business Specialist  
New Carrollton Federal Building  
5000 Ellin Road  
Lanham, MD 20706  
240-613-5633  
latonya.d.richardson@irs.gov

**Procurement Opportunities**

**I. NATIONAL AERONAUTICAL AND SPACE AGENCY (NASA) GODDARD SPACE  
FLIGHT CENTER**

**Procurement Operations**

E. Ann Haase, Assistant Chief  
Center Small Business Specialist

NASA's Goddard Space Flight Center  
301-286-3443  
elizabeth.a.haase@nasa.gov

**NASA Office of Small Business Programs**

NASA Headquarters  
300 E Street SW  
Washington, DC 20546  
202-358-2088  
smallbusiness@nasa.gov

**Business Opportunities Office**

Bonnie Norris, Chief  
Goddard Space Flight Center, Code 101  
Greenbelt, MD 20771  
301-286-5442  
bonnie.g.norris@nasa.gov

**Small Business Innovation and Research Program Office**

Kelly Wright, Program Manager  
Goddard Space Flight Center, Code 504  
Greenbelt, MD 20771  
301-286-5836; fax 301-286-0301  
kelly.wright@nasa.gov

**J. NATIONAL INSTITUTES OF HEALTH (NIH)**

**Department of Health and Human Services Office of Small and Disadvantaged Business Utilization**  
sbmail@hhs.gov

**Small Business Innovation and Research Program**

6705 Rockledge Drive  
RKLGI, Room 3538  
Bethesda, MD 20892  
301-435-2688  
sbir@od.nih.gov

**NATIONAL CANCER INSTITUTE (NCI)**

Ms. Karen Maurey  
Technology Transfer Branch  
6120 Executive Blvd., Suite 450  
Rockville, MD 20852  
301-496-0477  
maureyk@mail.nih.gov

**National Cancer Institute at Frederick**

Office of Acquisitions, MOSB  
Janet Salter  
Building 427, Miller Drive  
Frederick, MD 21702-1201  
301-846-1113  
jsalter@mail.ncifcrf.gov

**NATIONAL LIBRARY OF MEDICINE (NLM)**

Mr. Fred Wood  
8600 Rockville Pike  
Bethesda, MD 20894  
301-402-9278  
fred\_wood@ocshost.nlm.nih.gov  
**Grants and Funding**

**K. NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY (NIST)  
Department of Commerce Small and Disadvantaged Business Utilization Office**

Roger Minami  
100 Bureau Drive  
Gaithersburg, MD  
301-975-8463  
kinya.minami@nist.gov

**Small Business Innovation and Research Program (SBIR)**

Office of Technology Partnerships  
100 Bureau Drive, Stop 2200  
Gaithersburg, MD 20899-2200  
301-975-4188  
sbir@nist.gov

**L. NATIONAL SECURITY AGENCY (NSA)  
Acquisition Resource Center (ARC)**

National Security Agency  
9800 Savage Road, Suite 6623  
Ft. Meade, MD 20755  
866-914-6272  
nsaarc@nsaarc.net

**Office of Small Business Programs**

Scott Jackson, Director  
9800 Savage Road, Suite 6623  
Fort Meade, MD 20755-6623  
443-479-2384  
dsjack3@nsa.gov  
smallbusiness@nsa.gov

**Office of Tech Transfer**

Linda Burger, Director Tech Transfer  
443 634 3518  
llburg2@nsa.gov  
Tech Transfer Program

**NSA Set-Aside for Small Business**

443-479-1467  
nsets@nsa.gov

**M. NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA)**

**NOAA Acquisitions & Grants Office**

Courtney Fletcher  
Silver Spring Metro Center 1  
1335 East-West Hwy, Room 6300  
Silver Spring, MD 20910  
301-713-0325  
[c.fletcher@noa.gov](mailto:c.fletcher@noa.gov)

**N. NUCLEAR REGULATORY COMMISSION (NRC)**

**Division of Contracts**

Two White Flint North Building  
11545 Rockville Pike  
Mail Stop TWB-01-B10M  
Rockville, MD 20852  
800-903-7227  
[SmallBusiness.Resource@nrc.gov](mailto:SmallBusiness.Resource@nrc.gov)

**Small Business Program**

Anthony Briggs, Manager  
301-415-7381, 800-903-SBCR  
[anthony.briggs@nrc.gov](mailto:anthony.briggs@nrc.gov)  
[SmallBusiness@nrc.gov](mailto:SmallBusiness@nrc.gov)

**O. SOCIAL SECURITY ADMINISTRATION (SSA)**

**Office of Contracts and Grants**

Seth Binstock, Associate Commissioner  
6401 Security Blvd.  
Baltimore, MD 21244  
[seth.binstock@ssa.gov](mailto:seth.binstock@ssa.gov)

**Office of Small and Disadvantaged Business Utilization**

Wayne McDonald, Director  
1540 Robert M. Ball Building  
6401 Security Blvd.  
Baltimore, MD 21244  
410-965-7467  
[smallbusiness@ssa.gov](mailto:smallbusiness@ssa.gov)

**P. VETERANS AFFAIRS**

**Office of Research and Development**

810 Vermont Avenue, NW  
Washington, DC 20420  
Marisue Cody Ph.D., Director of Research Operations  
202-443-5681  
[marisue.cody@va.gov](mailto:marisue.cody@va.gov)

**Technology Transfer Program**

**Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization**

810 Vermont Avenue, NW  
Washington, DC 20420  
800-949-8387  
[OSDBU@va.gov](mailto:OSDBU@va.gov)



#### **IV. HOW TO DETERMINE A "FIT" WITH AN AGENCY'S NEEDS**

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It is not often that a solicitation comes out that is just the right project for your company. An opportunity may meet your financial goals in terms of new business, but the more important question is: "Are my team and company's capabilities appropriate for this solicitation?" Everyone tailors a résumé to fit with what an employer is looking for, and the same is true for detailing skills and current and former customers. The right "fit" is differently defined.

The fit is the first criteria that an agency's proposal evaluators judge to determine qualified companies. You must be able to demonstrate through both experience and innovative approaches that your company can meet the procurement needs of that specific agency. To determine the correct fit, the goal is to reach out to the program or contract officers before ever bidding on a product or service. A procurement or small business office should be able to guide you through the process.

Government procurement personnel and small business specialists should be able to suggest some disciplines or skills that you may want to acquire, which your business may not have. Teaming with small or large business may provide you with additional capabilities that meet the opportunity requirements. An agency solicitation may require specialized equipment, ties to a certain geographic area or other credentials.

There may be special rules about pricing – *e.g.*, use of part-time workers, consultants, travel and other unallowable costs important to know before bidding on a contract, but may not be obvious in a solicitation. You should be able to obtain examples of winning proposals through a direct request or a Freedom of Information Act request. Pricing data is proprietary, but technical proposals are not. Peers in your field may also offer assistance in terms of determining agency needs, preferences, biases and processes. Teaming with an experienced contractor will provide you with the knowledge and experience needed to pursue contracts on your own.

## V. HOW TO DECIDE WHAT “NOT” TO BID ON

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Deciding which proposals not to bid on can be critical in terms of valuable time and resources. Many businesses put a great deal of effort into a bid and proposal that they are likely not to win. But how do you know? Most solicitations include a pre-bid conference, a means to gain insight into the bid process and contract specifications. Through these conferences, you may learn who the competitors are. In turn, these competitors may offer potential partnering opportunities. Use this opportunity to present your own questions. The agency will make a transcript of all questions and supply the answers to all bidders. Obvious questions include: “Is there an incumbent?” and “Is the incumbent eligible to bid on this solicitation?” For instance, is it a set-aside for an 8(a) or other socio-economic classification (GSA and SBA Small Disadvantaged Business certifications providing advantages for contract opportunities)? If there is an incumbent, ask around to see if the project work they conducted met the agency’s needs in a satisfactory manner. If there is an incumbent, and they have been doing a good job, you may consider not bidding.

It is also important to determine exactly what credentials the agency is looking for in a contractor, ie. 8-A, HUB Zone, Service Disabled Veteran or Women-Owned companies. If your company cannot fully meet requirements, you may be able to team with another bidder to present a more unified proposal, with each company bringing different strengths. If your strengths are marginal for your firm - do not bid.

It is important to be on the lookout for deal breakers. Carefully check the past performance, staffing, personnel and evaluation criteria as well as the scope of work (SOW) requirements. Make a realistic assessment of your strengths and weaknesses. You may be able to overcome weak areas by hiring individuals or teaming with firms who have the capability your company may lack.

Keep a paper trail of your bid in case you or other bidders wish to protest an award. Request a debriefing from the contracting officer to determine why your proposal was unsuccessful.

Look for large prime contractors who may need to subcontract and are looking for a small/minority business teaming partner or subcontractors to meet their small or socio-economic classification goals stipulated by a solicitation.

In all cases, be sure to:

1. Meet the prospective buyers
2. Plan for their future requirements
3. Assess pre-solicitation/ solicitation requirements
4. Review evaluation criteria
5. Have the right experience
6. Have the time or capacity to prepare a quality response.

If any of these points cannot be satisfied - do not bid.

## **VI. HOW TO FIND AN APPROPRIATE OPPORTUNITY**

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The government applies standardized procedures to buy products and services it needs from suppliers who meet certain qualifications.

Contracting officials use procedures outlined in the Federal Acquisition Regulation, commonly known as the FAR, to guide government purchases.

The primary contracting methods used by the government are: micro-purchases; simplified acquisition procedures; sealed bidding; contract by negotiations; and consolidated purchasing programs, such as the use of GSA schedules, Government-Wide Acquisition Contracts and other multiple award vehicles.

In addition, the government supports innovation through formal cooperative agreements and grants to promote technology transfer and commercialization.

### **A. CREDIT CARD PURCHASES**

Government purchases of individual items under \$3,000 are considered micro-purchases. Such government buys do not require competitive bids or quotes and agencies can simply pay using a Government Purchase Card or credit card, without the involvement of a procurement officer. Seventy percent of all government procurement transactions are facilitated with a credit card.

### **B. SIMPLIFIED ACQUISITION PROCEDURES**

The Federal Acquisition Streamlining Act and other statutory amendments removed many competition restrictions on government purchases under \$150,000. Agencies can use simplified procedures for soliciting and evaluating bids up to \$150,000. Government agencies, however, are still required to advertise all planned purchases over \$25,000 in FedBizOpps.

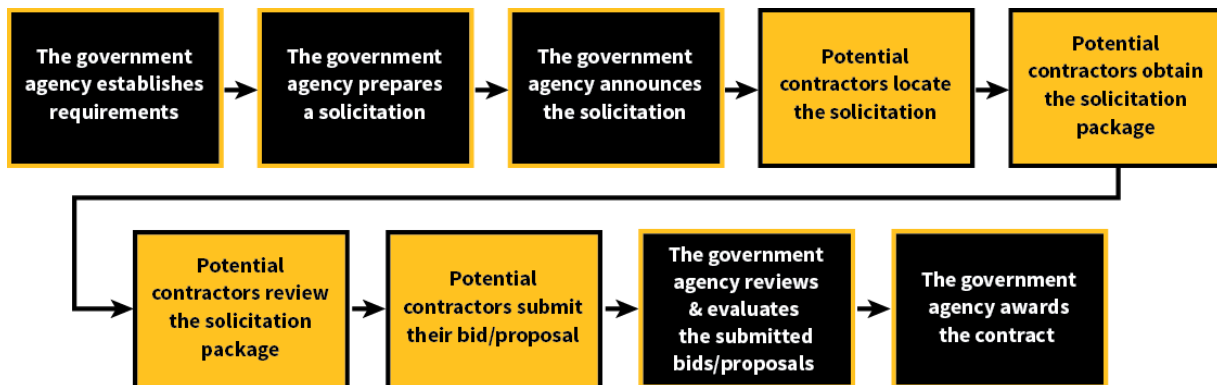
Simplified acquisition procedures require fewer administrative details, fewer approval levels, and less documentation. The procedures require all federal purchases greater than \$3,000 and less than \$150,000 to be reserved for small businesses. This small business set-aside applies, unless the contracting official cannot obtain offers from two or more small firms who are competitive on price, quality and delivery.

### **C. UNDERSTANDING SOLICITATIONS**

In evaluating a Request for Information (RFI) or solicitation, it is important to understand the different types of bid and proposal opportunities. Each type of opportunity has different requirements, regulations, timetables, and contact points that create advantages and/or disadvantages.

Consider investigating agencies that may have a vehicle for unsolicited proposals. After thoroughly researching the agency, determine if your business could address their needs or solve a problem that they do not even know about. Do you have the innovation, technology, products or services that could be of value to share? A successful outcome could result in a formal solicitation.

The federal procurement process is highly structured to ensure that the award of a contract is accurate and fair. Below is an illustration of the federal procurement process:



Once you learn of a procurement opportunity through FedBizOps, request the solicitation or bid package. The solicitation notice identifies how to obtain the bid package, which could likely be available on their website.

When requesting a bid package, be sure to:

- Have the correct solicitation number
- Ask for notification for any issued amendments, changes to the requirements or terms that might have been issued.

It is important to read the solicitation package very carefully, not only once, but twice and even a third time. Make sure that you have the exact product or service required, along with the staff and financial capacity to successfully complete the contract. The package contains all of the information you will need to respond with your offer. It is also essential that you provide the response in the exact format required.

The solicitation package will include the following information:

- What the agency wants to procure
- The type of contract (*e.g.*, fixed-price, cost-reimbursement, time and materials)
- Quantities, timeframes and delivery schedules
- Special requirements or conditions
- The point of contact (POC) with phone number or email address

If the contract is awarded to you, your bid/proposal constitutes a binding contract and you will be required to fulfill the terms of the contract as specified.

The following are descriptions of different types of solicitation packages and small business opportunities.

## **1. Sealed Bidding**

Sealed bidding is how the government contracts competitively when its requirements are clear, accurate and complete. An Invitation for Bid (IFB) is the method used for the sealed bid process. Typically, an IFB includes a description of the product or service to be acquired, instructions for preparing a bid, the conditions for purchase, packaging, delivery, shipping, payment, contract clauses to be included and the deadline for submitting bids. Each sealed bid is opened in a public forum, where prices are displayed for public viewing at the purchasing office.

An award is made to the lowest bidder who is responsive to the government needs, meets all of the specifications and is responsible, reputable and financially sound. If the lowest bid is judged too low to be reasonable or the government has documented in the solicitation package “other price-related factors,” it will influence the award decision.

Government-wide IFBs are available daily for review at FedBizOpps.

## **2. Request for Quotation (RFQ)**

The federal government uses RFQs in order to request information and pricing with no pending request to purchase commercial products and services. An RFQ may or may not result in a contract.

RFQs are used in simplified acquisitions, *i.e.*, a streamlined process for procurements that do not exceed \$100,000. Contract awards based on RFQs usually go to the lowest bidder, but not always. Buyers are often allowed to analyze the quotes and award a contract based on best value.

When evaluating best value in an RFQ, buyers may consider, among other things, any or all of the following:

- Ability to provide special features of the product or service that is required
- Environmental and energy efficiency considerations
- Maintenance availability
- Past performance of the supplier
- Probable life of an item as compared to the life of a comparable product
- Trade-in considerations
- Warranty considerations

## **3. Request for Information (RFI)**

An RFI is usually an effort to ascertain whether companies exist that may have relevance to what the government is looking for. RFI is issued solely for information and planning purposes – it does not constitute a Request for Proposal or a promise to issue an RFP in the future. This request for information does not commit the government to contract for any supply or service whatsoever. Not responding to this RFI does not preclude participation in any future RFP, if any is issued. If a solicitation is released, it will be synopsisized in FedBizOpps.

## **4. Request for Proposal (RFP)**

An RFP is a solicitation that asks companies to propose methods for addressing the need and to provide a price quote for implementing the proposed solution. RFPs are used in large, publicly announced negotiated procurements. The procurement is open to all qualified companies. An RFP will generally tell you what the customer is interested in procuring and provide instructions regarding how to prepare and submit your proposal. Government procurement is highly regulated and, therefore, the RFPs have a

particular format and structure. For a complete explanation on how to organize your response to an RFP, see Section VII, part C.

There are several different kinds of RFPs:

- Full and open (for all qualified firms)
- Small business set-aside
- 8(a) competitive
- 8(a) sole source (rare)
- 8(a) invitation.

## **5. Broad Agency Announcements (BAA)**

A BAA is a method of soliciting proposals for R&D using notices published on the FedBizOpps website and individual federal laboratory websites.

A BAA is intended to solicit research ideas, and is issued under the provisions of the Competition in Contracting Act of 1984 (Public Law 98-369), as implemented in the Federal Acquisition Regulations. Research proposals are sought from educational institutions, nonprofit organizations and private industry. The BAA provides a general description of the federal agencies research programs, including specific areas of interest; defines the evaluation and selection criteria; and provides proposal preparation instructions and formats. The BAA is a continuously open announcement. Pre-proposals, however, may be submitted at any time for consideration. Program Specific BAAs, Program Agency Announcements and supplements to the BAA are issued to solicit research proposals for specific programs.

### **Pre-Proposals**

Because the BAA is continuously open, pre-proposals may be submitted and will be evaluated at any time throughout the year. All pre-proposals will be assigned an identification number after receipt. Brochures or other descriptions of general organizational or individual capabilities will not be accepted as a pre-proposal.

### **Full Proposals**

Full proposals should be submitted within 90 days after requested. Receipt of full proposals will be acknowledged by e-mail or postcard. The identification log number for the full proposal will be the same number used for the pre-proposal (if one was submitted). Proposals should be prepared according to the instructions by each agency. Electronic and scanned signatures are acceptable. The length of time requested for support should be consistent with the nature and complexity of the proposed research. The government should forward an award decision within 180 days after submission.

## **6. Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Programs**

SBIR and STTR provide funding to transform technologic discovery to a commercial product. These programs have helped thousands of small businesses compete for federal research and development (R&D) awards. These programs are highly competitive and encourage small business to explore their technological potential and provide the incentive to profit from its commercialization. By reserving a specific percentage of federal R&D funds for technology development for small business, SBIR/STTR are set-aside programs from agency extramural funding.

To qualify for the SBIR/STTR programs, you must meet certain eligibility criteria to participate in the program. To qualify, your business must be:

- American-owned and independently operated
- For-profit
- Principal researcher employed by business
- Company size not greater than 500 employees.

The SBIR/STTR program goals are:

- Stimulate technological innovation
- Meet federal research and development needs
- Foster and encourage participation in innovation and entrepreneurship by socially and economically disadvantaged persons
- Increase private-sector commercialization of innovations derived from federal research and development funding.

In addition, STTR has a goal to foster technology transfer through cooperative R&D between small businesses and research institutions.

For the SBIR program, each year federal agencies with extramural R&D budgets that exceed \$100 million are required to allocate 3.2 % in FY2017 of their extramural budget to these programs. Currently, eleven federal agencies participate in the SBIR program:

- Department of Agriculture
- Department of Commerce: NIST and NOAA
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of Transportation
- Environmental Protection Agency
- National Aeronautics and Space Administration
- National Science Foundation

Under the STTR program, federal agencies with extramural R&D budgets that exceed \$1 billion are required to reserve .45% in FY2017 of this research budget for STTR awards to small businesses. Currently, five agencies participate in the STTR program:

- Department of Defense
- Department of Energy
- Department of Health and Human Services
- National Aeronautics and Space Administration
- National Science Foundation

These participating agencies designate R&D topics and accept proposals. Following submission of proposals, agencies make SBIR awards based on small business qualification, degree of innovation, technical merit, and future market potential. Small businesses that receive awards or grants then begin a three-phase program:

**Phase I** is the startup phase. Awards of up to \$150,000 support exploration of the technical merit or feasibility of an idea or technology. Phase I projects typically have a six-month period for SBIR and one year for STTR of performance. Successful Phase I recipients are invited to submit Phase II proposals.

**Phase II** awards of up to \$1,000,000, for up to two years, expand Phase I results. Phase II contracts enable recipients to establish the proof of principle and produce a prototype of their concepts. During this time, the R&D work is performed and the developer evaluates commercialization potential. The SBIR/STTR only considers Phase I award winners for Phase II. Phase II projects typically run for 24 months.

**Phase III** is the period during which Phase II innovation moves from the laboratory into the marketplace. No SBIR/STTR funds support this phase. Your business must find funding in the private sector or other non-federal agency funding. Therefore, you must develop a marketing strategy and plan for taking the SBIR-developed product/technology to the marketplace.

SBIR/STTR funds are usually awarded at specific times of the year, determined by each agency. Also, each agency determines the size of the award and length of time to complete each phase. Check each agency's website to determine deadlines for proposal submission, the size of the award and the length of time to complete each phase.

## **7. Small Business Set-Asides**

Small business set-asides are a powerful tool for helping small businesses compete for and win federal contracts. Every year, the federal government purchases approximately \$400 billion in goods and services from the private sector. When market research concludes that small businesses are available and able to perform the work or provide the products being procured by the government, those opportunities are "set-aside" exclusively for small business concerns.

There are many different types of set-asides. Some are open to all small businesses; others are open only to small businesses with certain socioeconomic designations. In addition, there are sole source development opportunities under the 8(a) program and sole source conditional opportunities under the HUBZone, SDVOSB, and WOSB programs. Refer to Section II, *How to Define your Capabilities*, for more information.

The Small Business Administration has several special set-aside programs for minority-owned businesses, including the aforementioned 8(a) program as well as for Women-Owned Small Businesses (WOSB) and Economically Disadvantaged Women-Owned Small Business (EDWOSB). The SBA website has great detail about the eligibility and criteria for these programs, and there is much material about changes in the law affecting these programs.

## **D. GENERAL SERVICES ADMINISTRATION (GSA) OPPORTUNITIES**

GSA is the federal government's business manager, buyer, real estate developer, telecommunications manager, and IT solutions provider. GSA offers businesses the opportunity to sell billions of dollars' worth of products and services to federal agencies through contract vehicles. GSA advertises locally and nationally. All GSA contracting opportunities over \$25,000 are advertised on FedBizOpps. GSA offers resources and means to pursue solicitations.



## **1. Office of Small Business Utilization (OSBU)**

GSA's OSBU advocates for small, minority, veteran, HUB Zone, and women business owners. The office's mission is to promote increased access to GSA's nationwide procurement opportunities.

OSBU monitors and implements small business policies and manages a range of programs required by law. GSA's small business programs nurture entrepreneurial opportunities, open doors to new business horizons, and enhance technological capabilities.

OSBU's outreach activities make it possible for the small business community to meet key contracting experts and be counseled on the procurement process.

These activities include:

- Electronic commerce/electronic data interchange training sessions
- Interagency networking breakfasts
- Marketing strategies and techniques workshops
- Procurement conferences
- Procurement networking sessions
- Roundtables
- Trade missions

The OSBU conducts monthly briefings (and sometimes nationwide telecasts) on "How to Obtain a GSA Schedules Contract." The [homepage](#) provides information on upcoming sessions. Additionally, the Regional Small Business Utilization Centers are staffed with specialists who provide current information, counseling services, and literature concerning the Schedules Program. Contact the center in your area for information on Schedules orientation sessions.

## **2. GSA Local Services**

The Mid-Atlantic OSBU is GSA's regional advocate for small, minority, veteran, service-disabled veteran, HUB Zone, and women-owned businesses. This office is committed to providing access to federal business opportunities to small businesses and to working with the GSA's acquisition community to reach the goals that have been mandated by law. The office serves the business community in the following regions:

- Delaware
- Maryland
- Commonwealth of Pennsylvania
- Southern New Jersey
- Commonwealth of Virginia (excluding the cities of Alexandria and Falls Church, and Arlington, Fairfax, Loudoun, and Prince William counties, which are served by GSA's National Capital Region, located in Washington, D.C.)
- West Virginia
- National Capital Region, including Montgomery and Prince George's Counties

### 3. Registering on a GSA Schedule

Getting on a GSA schedule involves negotiating labor rates within various categories. To become a GSA Schedule contractor, however, a vendor must first offer in response to the applicable GSA Schedule solicitation.

GSA awards contracts to responsible companies offering commercial items, at fair and reasonable prices, that fall within the generic descriptions in the GSA Schedule solicitations. In order to fully understand the process, GSA recommends that all vendors review information on its webpage, "[Getting Started with GSA Schedules](#)." Within the site, prospective vendors can obtain valuable, decision-making information:

- Various features of the GSA Schedules Program
- How to submit an offer
- The evaluation and contract award process
- How to successfully market supplies and services
- Sources of information related to Schedule contract administration

GSA offers essential training for vendors looking to sell to the government and those already on contract with the government.

Featured training includes:

- On-site Schedules contract training, targeted specifically to small business
- Scheduled webinars
- Web-based, self-learning modules found at the Vendor Support Center

For information on scheduled workshops in Maryland, please contact:

[Vendor Support Center](#)

Phone: (877) 495-4849

#### Getting Started

To start, identify the GSA Schedule solicitation that covers your supplies or services. This step may be accomplished in a number of ways. One is to review the GSA Schedule Solicitations link to determine the applicable GSA Schedule and corresponding solicitation number under which the supplies or services may be offered. Click on the appropriate Solicitation Number to link directly to the solicitation files in [FedBizOpps](#). Download the solicitation and follow the instructions in the document. The GSA Schedule Solicitations page also identifies those Schedules that accept offers using eOffer, a web-based application that allows vendors to prepare and submit their GSA Schedule offers electronically. Also, investigate the GSA Contract Teaming Agreement (CTA) which is a great means for small businesses to participate in large contracts (*i.e.*, bundled solicitations) and generate revenue against their respective GSA schedules.

Another way is to search [Schedules e-Library](#) by keyword to identify supplies or services covered by GSA Schedules. Click on the box, "Vendors: Click here to view the current solicitation on FedBizOpps." Download the solicitation and follow the instructions in the document.

You can also review the [Federal Supply Schedule Listing](#) in Schedules e-Library to determine the applicable GSA Schedule under which the supplies or services may be offered. Click on any Schedule number under the "Source" column to view descriptions of the generic categories of supplies or services under each Schedule. Click on the box, "Vendors: Click here to view the current solicitation on

FedBizOpps.” Download the solicitation and follow the instructions in the document. Finally, you can visit FedBizOpps to obtain a copy of the GSA Schedule solicitation.

Other helpful hints to assist vendors in obtaining a GSA Schedule contract:

- Register in the [SAM](#)
- Obtain an Open Ratings, Inc. reference check (see Past Performance Evaluation form in the solicitation) and make sure your company is financially sound
- Complete all information in the solicitation and be ready to negotiate your company’s best offer.

## **E. AGREEMENTS**

Outside of the regular procurement process, there are other mechanisms to partner with a federal agency and to access technologies and facility resources.

### **1. Teaming Agreements**

Teaming agreements are established when two or more companies form a partnership or joint venture to act as a potential prime contractor; or a potential prime contractor agrees with one or more other companies to have them act as its subcontractor under a specified government contract or acquisition program.

Subcontracting or teaming with a prime contractor can be a profitable experience as well as a growth opportunity for your business. If, after assessing the capabilities and capacity of your business you conclude that you are not ready to bid competitively for prime contracts, consider the opportunities available through subcontracting.

The many benefits of teaming or subcontracting include:

- Increasing annual revenue
- Working on large government procurements
- Increasing working capital
- Gaining experience and past performance
- Expanding and/or diversifying products
- Networking to develop strong business relationships
- Realizing advancements in management and technical skills
- Increasing contract awards.

You can search for federal teaming arrangements on the FedBizOpps website. Small businesses seeking federal procurements can search, monitor and retrieve opportunities solicited by the entire federal government through FedBizOpps. The Small Business Administration’s SUB-Net is another site where small businesses can search for procurement opportunities through teaming arrangements. Prime contractors post teaming solicitations, opportunities and Notice of Sources Sought on the [SUB-Net site](#). The [SAM](#) is also an excellent resource to search for teaming partners.

The Office of Small and Disadvantaged Business Utilization (OSDBU) or small business specialists located in each federal agency has information about how to market your company and to find teaming arrangements. Find the listing of all the OSDBUs [here](#).

The SBA maintains a list of subcontracting opportunity contacts. The information is obtained through the names and addresses from the listing of subcontracting plans that are submitted to the government when a large business receives a federal contract over \$650,000. For more information about subcontracting contacts, visit the [subcontracting opportunities page](#).

## **2. Collaborative Research and Development Agreements (CRADA)**

A CRADA is not an acquisition instrument (such as grants, contracts, and cooperative agreements), but is an agreement between a federal laboratory and a non-federal party to perform collaborative research and development in any area that is consistent with the federal laboratory's mission. CRADAs are the most frequently used mechanism for formalizing interactions and partnerships between private industry and federal laboratories and the only mechanism for receiving funds from non-federal sources for collaborative work.

CRADA is an excellent technology transfer tool. It can:

- Provide incentives that help speed the commercialization of federally-developed technology
- Protect any proprietary information brought to the CRADA effort by the partner
- Allow all parties to the CRADA to keep research results emerging from the CRADA confidential and free from disclosure through the Freedom of Information Act for up to 5 years
- Allow the government and the partner to share patents and patent licenses
- Permit one partner to retain exclusive rights to a patent or patent license.

A CRADA is an agreement exempt from FAR and DFAR. Although locally reviewed and approved, agency level oversight is possible. Under a CRADA agreement, for the purposes of joint research, the government may engage in development, engineering, and testing but not the manufacture a product. A federal laboratory may provide personnel, services, facilities, and equipment, but no funds, to the joint R&D effort. A non-federal party may provide funds, in addition to personnel, services, facilities, and equipment to the joint R&D effort. These agreements are usually made for five years but have sometimes been approved for 20 years and are terminable at will. They can be used as a precursor to other agreements. These agreements cannot be used to circumvent the procurement code or to allow competition with private sector organizations.

Any proprietary information provided to a federal employee is protected from disclosure provided that the disclosing party clearly indicates what is proprietary. This federal law only addresses federal employees. Proprietary information in a CRADA – *e.g.*, trade secrets, commercial or financial information that is obtained in the conduct of research or as a result of activities addressed in the Technology Transfer Act, originating from a nonfederal party participating in a CRADA – can never be disclosed unless the information becomes public knowledge.

Data (subject data) developed as a result of the research conducted under a CRADA is proprietary for five years from the time derived unless both parties agree to publish or disclose the subject data.

Remember, the rules that govern a CRADA are as follows:

- There must be one or more federal parties
- There must be one or more nonfederal parties
- Resources under the CRADA must be used for research and development

- Funds can flow to the federal party but not from the federal party
- Research and development conducted under the CRADA must be consistent with the mission of the federal laboratory
- Preference is given to small businesses
- Preference is given to businesses that agree to manufacture CRADA inventions substantially in the United States
- Foreign partners are allowed to enter CRADAs on condition that the partner's country allows U.S. entities to enter into R & D agreements and that the foreign partner is not part of the foreign government (in which case the partnership is covered by an International Agreement)
- CRADAs with foreign partners must be approved by the Office of the U.S. Trade Representative in the Department of Commerce
- Export Administration Regulations further restrict CRADAs by controlling materials that can be shipped to a foreign government, regardless of the status of the foreign partner
- Intellectual property rights in existence prior to collaboration are retained by the owner of those rights, while any rights to intellectual property newly created under the CRADA (called subject inventions) are negotiated on a case-by-case basis.

### **3. Patent License Agreements (PLA)**

A PLA is an agreement between a federal laboratory and a non-federal organization. The PLA agreement allows a nonfederal organization to enter into an agreement (exclusive, partially exclusive, or nonexclusive license) for the use of federal government-owned or assigned patent applications, patents, or other intellectual property (*e.g.*, software, copyrights, *etc.*).

A PLA offers you access to intellectual property already developed by a federal laboratory. This access will save you the expense and time doing the developmental research yourself. This approach frees your resources so they can be used to apply the federal government's intellectual property for your own commercial purposes.

The terms of the license follow commercial practice and can include initial payments, progress payments, running royalties, minimum royalties and pass-through royalties on sublicense income. Performance milestones are often required. Federal patent licenses are often limited to specific fields of protection.

In regard to royalties, your company should be prepared to negotiate the royalty rate; however, some agencies have standard royalty provisions. For example, U.S. Army Medical Research and Materiel Command (USAMRMC) provides that the inventor receives the first \$2,000 and 20 percent thereafter up to \$150,000/year of any royalties/payments resulting from commercial licensure.

The USAMRMC laboratory receives the residual income, which can be used by the Commander to do any of the following:

- Reward laboratory employees, including inventors of technology regardless of whether it has commercial application
- Fund research projects within the institute
- Further scientific exchange among laboratories
- Educate and train laboratory employees

- Pay the expenses incidental to the administration and licensing of inventions
- Support technology transfer marketing activities

Occasionally, federal laboratories will protect the federal patent in foreign jurisdictions but this is most often accomplished by the licensee. Locally reviewed and approved, the funds received from a patent license agreement are shared with the inventor and the laboratory where the invention was made.

#### **4. Test Service Agreements (TSA)**

A TSA is a technology transfer mechanism that enables federal laboratories to perform work for hire. Title 10 U.S. Code 2539(b) authorizes federal laboratory directors and commanders to make testing services available to private industry. Under a TSA, a federal laboratory performs a test or technical service for a fee. The fee must cover all direct and indirect costs. Materials, processes, equipment, models, devices, computer software, *etc.*, may all be tested.

Unlike a CRADA, the TSA is not a joint R&D effort. All inventions and data belong to the TSA partner; for some companies, this type of agreement may be more appealing than the CRADA. TSAs must involve some unique government capability and no “undue competition” with the private sector. A simple statement in a cover letter, written by the recipient of the services, serves as a certification that the conditions are met. A TSA requires minimal effort to execute and can be enacted in a reasonably short time. Because a TSA is an abbreviated agreement it typically consists of several pages and a cover letter.

#### **5. Material Transfer Agreements (MTA)**

MTA is utilized when any proprietary material is exchanged, and when the receiving party intends to use it for his/her own research purposes. Neither rights in intellectual property nor rights for commercial purposes may be granted under this agreement. MTAs define the terms and conditions under which the recipients of materials, provided by either the government or the other party, may use the materials. Included in the MTA are the requirements that the materials be used for research purposes only and that the materials cannot be used in human testing. Federal agencies require that all materials received by their scientists originating from humans be collected under 45 CFR 46, Protection of Human Subjects.

#### **6. Grants**

A grant is a legal instrument used to enter into a relationship, the principal purpose of which is to transfer a thing of value to the recipient to carry out a public purpose of support or stimulation authorized by a law of the United States, rather than to acquire property or services for the Department of Defense's direct benefit or use. Further, it is a relationship in which substantial involvement is not expected between the Department of Defense and the recipient when carrying out the activity contemplated by the grant.

#### **7. Cooperative Agreements**

A cooperative agreement is a legal instrument used to enter into the same kind of relationship as a grant except that substantial involvement is expected between the Department of Defense and the recipient when carrying out the activity contemplated by the cooperative agreement. The term does not include “cooperative research and development agreements” as defined in 15 U.S.C. §3710a.

#### **F. CONTRACT VEHICLES**

Federal agencies use a number of contract vehicles to procure goods and services in a quicker manner than the usual government procurement process. These contracts often provide goods and services across many federal agencies. Agencies may utilize the GSA's Multiple Awards Schedule Contracts (also known as the GSA or Federal Supply Schedule), Government Wide Acquisition Contracts, or Multi-Agency Contracts.

The GSA describes these three contract vehicles as:

**GSA Multiple Award Schedule (MAS)** contracts, also referred to as GSA Schedule and Federal Supply Schedule contracts, are indefinite delivery, indefinite quantity (IDIQ) contracts that are available for use by federal agencies worldwide. Under the MAS Program, GSA enters into government wide contracts with commercial firms to provide over 11 million commercial supplies and services. Agencies place orders directly with MAS contractors.

**Government Wide Acquisition Contracts (GWACs)** are pre-competed task order or delivery order contracts for information technology established by one agency for government wide use. Each GWAC is operated by an executive agent designated by the Office of Management and Budget (OMB) pursuant to section 5112(e) of the Clinger-Cohen Act. Through this vehicle, the federal government can buy cost-effective, innovative solutions for information technology. It provides access to IT solutions such as systems design, software engineering, information assurance, and enterprise architecture solutions. The three GWACs are GSA, NIH Information Technology Acquisition and Assessment Center (NITAAC) and NASA's Solutions for Enterprise-Wide Procurement (SEWP). See below for more details.

**Multi-Agency Contracts (MACs)** are task order or delivery order contracts established by one agency for use by government agencies to obtain a variety of supplies and services. The Office of Management and Budget maintains a list of [Multi-Agency Contracts](#).

The **Interagency Contract Directory (ICD)** is a central repository of Indefinite Delivery Vehicles (IDV) awarded by the federal agencies where the IDV is available for use at both the intra-agency and interagency levels. IDVs include Government-Wide Acquisition Contracts (GWAC), Multi-Agency Contracts, Other Indefinite Delivery Contracts (IDC), Federal Supply Schedules (FSS), Basic Ordering Agreements (BOA), and Blanket Purchase Agreements (BPA).

The following information is about various schedules, GWACs and MACs that are offered by federal agencies.

### **1. Air Force Network-Centric Solutions (NETCENTS)**

The Air Force's NETCENTS and NETCENTS-2 contract vehicles provide the Air Force, the Department of Defense, and other federal agencies a primary source of networking equipment/product supply and a means of system engineering, installation, integration, operations, and maintenance for a family of Department of Defense adopted commercially standardized networking solutions. The NETCENTS contract includes Network-Centric Information Technology, Networking, Telephony and Security (NCITNTS) Voice, Video and Data Communications including Commercial-off-the-Shelf products, system solutions and systems hardware and software.

### **2. Army Computer Hardware, Enterprise Software and Solutions (CHESS)**

The CHESS program is the Army's primary source to support the Warfighters's information needs. CHESS manages a variety of vehicles, including ITES-2S, for IT hardware, software, and services.

### **3. Defense Information Systems Agency (DISA) Indefinite Delivery, Indefinite Quantity (IDIQ)**

DISA provides an extensive list of information technology contracts across the Department of Defense. These contracts focus on a wide range of services and commodities across the United States and theatres that the Department of Defense operates in. The full listing includes extensive contract, contact and prime contractor information.

#### **4. Enterprise Acquisition Gateway for Leading Edge Solutions II (EAGLE II)**

The Department of Homeland Security's Enterprise Acquisition Gateway for Leading Edge Solutions series of contracts focus on information technology services and commodities procurement for both the department and all other departments.

#### **5. GSA Networx**

GSA Networx is a contract vehicle that provides telecommunications services and products across many federal agencies. The vehicle consists of two contracts, Networx Universal and Networx Enterprise, which provide a broad range of services, coverage, and solutions.

#### **6. GSA Schedules**

GSA manages a vast number of long-term government wide contracts with commercial firms that provide agencies access to over 11 million commercial supplies and services at volume-discounted prices. A listing of schedules and a guide to getting onto the schedules can be found at the GSA's website.

#### **7. IT Schedule 70**

The GSA's IT Schedule 70 grants agencies access to commercial experts who can address the needs of government IT through 20 special item numbers (SINS) that cover the most general purpose commercial IT hardware, software, and services. A list of the SINS and a description of each can be found at the GSA's Schedule 70 website.

#### **8. NIH Information Technology Acquisition and Assessment Center (NITAAC)**

A GWAC, the NITAAC program manages IT solutions, services, products and imaging to multiple federal agencies. NITAAC operates three major contracts: CIO-SP2i (services/solutions), ECSII (products), and IW2nd (imaging).

#### **9. NSA Set-Aside for Small Business (NSETS II)**

The NSA's NSETS II contract allows the NSA to competitively acquire agency requirements for business, engineering, information technology, operations support, and training services from teams of highly qualified small businesses.

#### **10. NASA's Solutions for Enterprise-Wide Procurement (SEWP)**

A GWAC, NASA's SEWP contract vehicle provides the latest in IT products for all federal agencies through 146 prime pre-competed contract holders, including 120 small businesses. The contract calls for UNIX-, Linux-, and Windows-based desktops and servers, along with peripherals, network equipment, storage devices, security tools, software, and other IT products and product-based services.

#### **11. Professional Services Schedule (PSS)**

Business consulting solutions include a full range of management and consulting services that can improve a federal agency's performance, and help customers meet their mission goals. Business services range from consulting, facilitation, quality assurance, analysis, strategy formulation, advisory and assistance, research, and training to acquisition and program support.



## **VII. HOW TO PREPARE A PROPOSAL**

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Solicitations consist of standardized forms that must be completed, as well as an explanation of your plan for solving the stated problem and meeting the requirements. Your proposal must include all requested, relevant and supporting documentation. In addition, your proposal must be easy to understand, concise and complete.

### **A. WHAT YOU WILL FIND IN A REQUEST FOR PROPOSAL (RFP)**

Most solicitations will be in the form of an RFP. Most RFPs are available in an electronic format and can be downloaded. Although there are standard sections in any RFP, the most important are: Section C – the statement of work; Section L – proposal preparation instructions; and Section M – the evaluation criteria. Be sure to analyze these sections carefully. The standard sections of an RFP are:

**Section A - Solicitation/Contract Form:** Identifies the title of the procurement, procurement number, point of contact (POC), how to acknowledge amendments and how to indicate “No Response” if you decide not to bid. Section A often appears as a one-page form.

**Section B - Supplies or Services and Prices/Cost:** Provides a listing of all supplies, data and services to be acquired. This section also provides pricing information, identifies the type of contract, identifies Contract Line Item Numbers, (CLINs), and Subline Items Numbers (SLINs) that identify billable items, describes period of performance, identifies option periods, if any, and provides cost and pricing guidelines.

**Section C - Description/Specification/Statement of Work:** Describes what the government wants you to do or supply. Outside of your pricing, most of your proposal will be responding to this section, telling them how you will deliver what they need. Sometimes this section is contained in a separate appendix, and is frequently associated with other appendices in Section J with other details to enable the bidder to understand the nature and scope of the tasks requested in Section C.

**Section D - Packaging and Marking:** Defines how all contract deliverables such as reports and material will be packaged and shipped. This information is important as these instructions may affect costs and raise logistics issues.

**Section E - Inspection and Acceptance:** Describes the process by which the government will officially accept deliverables and what to do if the work is not accepted. This process can also affect costs and identifies tasks you must be prepared to undertake.

**Section F - Deliveries or Performance:** Defines how the Government Contracting Officer will control the work performed and how you will deliver certain contract items by describing the time, place and method for delivering the procured line items, SLIN items and services.

**Section G - Contract Administration Data:** Describes how the Government Contracting Officer and your firm will interact and how information will be exchanged in administration of the contract to ensure both performance and prompt payment.

**Section H - Special Contract Requirements:** Contains a range of special contract requirements important to this particular procurement, such as procedures for managing changes to the original terms of the contract, government furnished equipment (GFE) requirements, and government furnished property (GFP) requirements.

**Section I - Contract Clauses:** Identifies the contract clauses incorporated by reference in the RFP. These clauses will be incorporated into the contract. Although this section does not require a separate response, its terms will be binding. The appropriate regulation clauses from the FAR and DFARS will be selected and inserted into this section.

**Section J - List of Attachments:** Lists the appendices to the RFP. These attachments can cover a wide swath of subjects ranging from technical specifications through lists of GFE, and it is generally used to provide data you need in order to respond to the Statement of Work. The list of attachments will include a title, date, and number of pages for each.

Documents that may be identified in Section J include:

- Specification
- Statement of Work
- Statement of Objectives
- Training Systems Requirements Document
- Training System Functional Description
- List of Addressees for Contracts Data Requirements List (CDRL) Exhibits
- DD Form 254, Contract Security Classification Specification

For further information, refer to the DOD website's *Doing Business with the DOD*.

**Section K - Representations, Certifications and Other Statements of Offeror:** Contains information that you must certify to bid on this contract, such as certification that you have acted according to procurement integrity regulations, your taxpayer identification, the status of personnel, ownership of your firm, type of business organization, authorized negotiators that your facilities are not segregated, that you comply with affirmative action guidelines, whether you qualify as a small business, disadvantaged business, and/or women-owned business, *etc.*

**Section L - Instructions, Conditions, and Notices to Offerors or Respondents:** Section provides instructions for preparing your proposal. These instructions may include any formatting requirements, how the material should be organized or outlined, how to submit questions regarding the RFP or procurement, how the proposal is to be delivered, and sometimes notices, conditions, or other instructions.

For example, the instructions may specify further organization of proposal or response parts, such as:

- Administrative
- Management
- Technical
- Logistics
- Past performance
- Cost or pricing data (see Table 15-2 of FAR 15.408), or information other than cost or pricing data

**Section M - Evaluation Factors for Award:** Defines the factors, sub-factors, and elements that the government uses to “grade” the proposal. The government grades proposals and then considers cost to determine who wins the award and gets the contract.

## **B. RESPONDING TO A SOLICITATION**

Your response to a government solicitation to provide the products or services is called an “offer.” There are two types of offers: bids and proposals. Bids are used in sealed bidding purchases, while proposals involve awards to be made following negotiations. The published solicitation will indicate whether it is a bid or proposal.

Bids and proposals always should be prepared with the utmost care. Contracts awarded on erroneous offers may result in serious financial loss or other difficulty for the bidder. Before preparing an offer, you should carefully study the specifications to ensure that your company can meet all the requirements. Particular attention should be given to the instructions to offerors, and to the conditions of purchase, delivery and payment. When determining the amount of the offer, you should be especially careful to include all costs of material, labor, overhead, packaging, and transportation. Also, you should be sure to comply with such important provisions of the solicitation as submitting the required number of copies, mailing the offer in sufficient time to reach the purchasing office before the closing date, and properly tagging, marking, and mailing any required samples well in advance of the closing date.

If you want to change or withdraw a bid, you may send a letter to the purchasing office. However, the notification must reach the office prior to the time set for the bid opening. When preparing a proposal on a negotiated procurement, the same care should be taken as with a sealed bid. However, because the negotiated purchase procedure is more flexible than the sealed bid procedure, there is greater opportunity to seek modification of specifications, conditions of purchase, or delivery and payment. If the contracting officer decides to negotiate on your company’s proposal a complete cost analysis may be required. Therefore, your company should be prepared to support the quotation with facts and figures.

## **C. ORGANIZING YOUR PROPOSAL**

Your proposal must demonstrate that:

- You understand the agency’s need
- You understand the product or service requirements
- Your proposed solution meets (or exceeds) the requirements, is appropriate to the problem, is viable, is without great risk of failure, and is reasonably priced

In addition, you may be asked to include:

- Relevant product samples
- Resumes of key personnel
- Management plans
- Other documents that demonstrate your company’s capability to fulfill the requirements

These requirements illustrate why it is important that you have a capabilities statement completed!

Most proposals are divided into three sections: (1) technical, (2) price, and (3) past experience. The technical proposal will consist of how you will respond to the scope of work. The price proposal includes your estimated cost, the number of employees who will perform the work, and the time it will

take to complete the project. The past experience section includes a list of pertinent projects, contacts and clients.

You may include any documentation you think strengthens your proposal; all supporting documentation that is requested in the RFP must be submitted to be considered for the contract award.

Regardless of the type of offer you are preparing, there are certain guidelines that you should follow. Make sure:

- The products and services you are offering fulfill the needs (meet the requirements, as stated in the solicitation)
- You complete and submit all of the appropriate standardized forms
- Your offer is clear, concise, and understandable
- Your pricing makes sense for you and the government

Also, if there is a page limit, be certain not to exceed it. (Sometimes attachments like résumés are not included in the limit.) Remember, the contract is awarded to the vendor whose proposal achieves the highest “score” in the evaluation. The award decision is fully documented to withstand public scrutiny and a possible formal, legal protest from a losing vendor.

It is also important, both in the technical proposal and in the past experience section, that you stress certain “win” themes, such as your firm has:

- Experience supporting the requesting agency or similar work
- Successfully performed on a project of similar work scope and complexity
- Credentialed staff or has access to required personnel that can be directed to this project
- Work facilities in close proximity to project work site

#### **D. FORMS YOU MAY ENCOUNTER IN SEALED BIDS**

Among the forms that you may be required to submit in a sealed bid are:

**Standard Form 33, Solicitation, Offer, and Award:** To solicit offers and award the contract. The bidder completes and signs the form, which constitutes the bid. Upon acceptance of the bid (award), the government signs the same document, establishing a binding contract.

**Standard Form 30, Amendment of Solicitation/Modification of Contract:** To amend (change the requirements of) the solicitation before it closes or to modify the contract once it has been awarded. The government completes and sends the form to the bidder or contractor for signature.

**Standard Form 1149, Solicitation/Contract/Order for Commercial Item:** To buy, ship, and receive commercial items when using simplified acquisition procedures.

Forms required for a sealed bid will be provided in the solicitation package.

#### **E. FORMS YOU MAY ENCOUNTER IN A REQUEST FOR QUOTATION (RFQ)**

Among the forms that you might be required to submit in response to an RFQ are:

**Standard Form 18, Request for Quotation:** To obtain company information and the quote.

**Standard Form 26, Award/Contract:** To specify the contract conditions if a contract is awarded.

**Standard Form 44, Purchase Order-Invoice-Voucher:** For on the spot, over-the-counter supplies and services where the supplies or services are immediately available, and one delivery/one payment will be made.

An RFQ may require the submission of a proposal.

It should be noted that there is a paperless contracting DoD-wide application designed to eliminate paper from the receipts and acceptance process of the DoD contracting lifecycle. This is called the [Wide Area Work Flow – Receipts and Acceptance \(WAWF-RA\)](#). The goal is to enable authorized defense contractors and DoD personnel the ability to create invoices, receive reports and access contract related documents.

The former government initiative called Online Representations and Certifications (ORCA), which was designed by the Integrated Acquisition Environment (IAE), replaced the paper-based Representations and Certifications process. The System for Award Management (SAM) is a Federal Government owned and operated free website consolidates the capabilities in ORCA and other programs. All contractors must register on the [SAM website](#).

## VIII. HOW TO PRICE A RESPONSE

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Make sure that your pricing makes sense for you and the government. Carefully consider your pricing, as you will be held to it if you are awarded the contract.

You should identify and estimate every cost such as direct labor, fringe benefits, materials and services, overhead, royalties and travel. In addition, you should research past historic costs for similar contracts to get an idea of your projected costs.

Your cost strategy should be based upon information provided by the federal agency and your competition, as well as your company's goals. You should always research the agency in order to obtain information about the agency's budget and target price.

Make sure you accurately calculate your figures in order to avoid mathematical errors. You do not want to lose a contract because your bid was too high or be hit with a substantial loss because you miscalculated your bid. Make sure your budget analysis is clear, concise and easy to understand.

Consider the following when you establish your price:

- Your fully loaded costs to provide the products and services
- What your competitors might bid to provide the same products or services
- A reasonable profit

If your response involves either service or construction workers be careful to adhere to the wage determinations established, often on an area or regional basis, for certain categories of workers.

Federal contracting officers must make sure that all pertinent contracts adhere to these rates whether covered by the Service Contract Act or the Davis-Bacon Act. These rates also specify fringe benefit rates for each classification of worker. Wage determinations change frequently, so it is best to go online to the [U. S. Department of Labor's website](#) and follow the link to the Wage and Hour Division. From there you can find the rates for the region or area where the workers will be.

It is extremely important to follow and conform to the various regulations affecting the proper pricing of proposals and preparations of bids.

## **IX. HOW TO DO BUSINESS WITH THE STATE OF MARYLAND**

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Maryland's procurement system has some similarities to the Federal Government system. It offers a bid board system along with small business and socioeconomic programs. Agencies have a corporate purchasing card for purchases under \$5000. Additionally, purchases and contracts between \$5000 and \$15,000 are considered as small procurements and are typically handled as direct solicitations by [agency buyers](#). Most agency websites have their own "How to Do Business ..." along with bid boards. Larger solicitations are through an equivalent to FedBizOpps – eMaryland Marketplace.

### **A. eMARYLAND MARKETPLACE**

The [eMaryland Marketplace](#) is the State of Maryland's internet-based bid board system. It is a business tool that provides access to State and local procurement opportunities. Over 200 government organizations use eMaryland Marketplace to solicit contract opportunities. Solicitations from state agencies over \$15,000 must be posted on this system.

### **B. HOW MARYLAND'S PROCUREMENT SYSTEM WORKS**

Maryland has four Statewide Procurement Control Agencies:

- [Department of General Services \(DGS\)](#) controls commodities and supplies, maintenance, capital equipment, capital construction and architectural and engineering
- [Department of Budget and Management \(DBM\)](#) controls services
- [Department of Information Technology \(DoIT\)](#) controls information technology. DOIT manages multiple Master Contract programs, the four most commonly used include CATS+, COTS, Hardware, and Desktop/Laptop
- [State Treasurer's Office \(STO\)](#) controls banking, investment, other financial services, insurance, and insurance-related services

The University of Maryland has an independent but similar system managed by [Procurement and Strategic Sourcing](#). The University follows the same purchasing guidelines as all state agencies.

Maryland's [Procurement Forecast](#) is a searchable database for both state- and federally-funded contracts that are being administered by a state agency. This valuable tool includes both recurring and projected opportunities.

### **C. MARYLAND'S SMALL BUSINESS PROGRAMS**

The state offers three programs to provide greater access and opportunity for small businesses seeking to do business with the state:

#### **1. Small Business Reserve Program (SBR)**

The SBR program is committed to the growth and success of small businesses. SBR provides small businesses with the opportunity to participate as prime contractors on state contracts and procurements by competing against other small businesses instead of larger, more established companies. Vendor registration is through eMaryland Marketplace.

A small business in the state of Maryland is a business, other than a broker, that meets the following criteria:

- The business is independently owned and operated
- The business is not a subsidiary of another business

- The business is not dominant in its field of operation
- The wholesale operations of the business did not employ more than 50 persons, and the gross sales of the business did not exceed an average of \$4,000,000 in its most recently completed three fiscal years
- The retail operations of the business did not employ more than 25 persons, and the gross sales of the business did not exceed an average of \$3,000,000 in its most recently completed three fiscal years
- The manufacturing operations of the business did not employ more than 100 persons, and the gross sales of the business did not exceed an average of \$2,000,000 in its most recently completed three fiscal years
- The service operations of the business did not employ more than 100 persons, and the gross sales of the business did not exceed an average of \$10,000,000 in its most recently completed three fiscal years
- The construction operations of the business did not employ more than 50 persons, and the gross sales of the business did not exceed an average of \$7,000,000 in its most recently completed three fiscal years.
- The architectural and engineering operations of the business did not employ more than 100 persons, and the gross sales of the business did not exceed an average of \$4,500,000 in its most recently-completed three fiscal years.

*Note: If a business has not existed for three years, the gross sales average is computed for the period of the business's existence. For newly-formed businesses, the determination will be based upon employment levels and projected gross sales.*

Small businesses will be able to bid for State contracts without competing with larger, more established companies. The [23 designated agencies and departments](#) will be required to award a minimum of 10 percent of their units' total dollar value of goods, supplies, services, maintenance, construction, construction-related, architectural service and engineering service contracts to small businesses. The websites for these agencies can be accessed through [maryland.gov](http://maryland.gov) using the "Find an Agency" drop down list.

The reserve does not apply to procurements that are subject to existing preferences for State Use Industries, Blind Industries and Services of Maryland, sheltered workshops, and procurements for which this program would represent a violation of federal law. If you are interested in registering with the Small Business Reserve Program, you may apply online at [eMaryland Marketplace](#).

## **2. Small Business Preference Program**

Agencies may designate individual procurements as **Small Business Preference**. This means a certified small business may be awarded the contract even if another bidder, who is not a certified small business, bids a lower price. If a non-certified business is low bidder, a certified small business would still be awarded the contract if their bid did not exceed the low bid by more than:

- Up to 5% where the certified small business is not veteran-owned;
- Up to 7% where the business is a certified veteran-owned small business; or
- Up to 8% where the business is a certified service-disabled veteran-owned small business.



### **3. Veteran-Owned Small Business Enterprises Program**

The [Veteran-Owned Small Business Enterprises \(VSBE\)](#) Program provides for each agency to structure its procurement procedures to try to achieve an overall minimum of 1% of the unit's total dollar value of procurement contracts to be made directly or indirectly from veteran-owned small business enterprises. To achieve this goal, an agency must assess the potential for VSBE prime contractor and subcontractor participation in each contract. If, after assessing the specific solicitation in light of the factors set forth in the regulation and the agency determines that subcontractor participation is the appropriate procurement strategy the agency establishes a VSBE subcontract goal. Agencies may establish a VSBE goal and an MBE goal in the same solicitation if the assessment supports such an action.

When a VSBE subcontract goal is established, bidders/offerors must submit a Utilization Affidavit and a Participation Schedule. If an agency does not use the recommended forms, a written determination justifying the need for different forms must be included in the contract file.

[Veteran-Owned Small Business Enterprises](#) must be verified by the Center for Veterans Enterprise of the United States Department of Veterans Affairs.

To learn more about Veteran-Owned Small Business programs, go to [Maryland Department of Veterans Affairs](#).

### **4. Minority Business Enterprise Program (MBE)**

The MBE program encourages socially- and economically-disadvantaged small business owners to participate in state procurement and contracting opportunities. Current regulations direct 70 designated State agencies to make every effort to award an overall minimum goal of 29% of the total dollar value of their procurement contracts directly (prime contractors) or indirectly (subcontractors) to certified MBE firms. MBE goals are set on a contract-by-contract basis. Only the work of certified firms can be counted toward the MBE contract goal.

The Maryland Department of Transportation's [Office of Minority Business Enterprise](#) conducts the certification and renewal process for the Minority Business Enterprise (MBE), Disadvantaged Business Enterprise (DBE), Airport Concessions Disadvantaged Business Enterprise (ACDBE), and Small Business Enterprise (SBE) programs. A directory of certified firms is available on their website. Certain local jurisdictions within the state also accept these certifications for their procurement opportunities.

### **5. Procurement Technical Assistance Program (PTAP)**

Supported by the federal and state government, PTAP provides counseling and training of the requirements of government contracting and the market know-how they need to obtain and successfully perform federal, state, and local government contracts.

### **D. GOVERNOR'S OFFICE OF MINORITY AFFAIRS (GOMA)**

The Maryland [Governor's Office of Minority Affairs](#) empowers women, minority and small businesses to compete with confidence in the public and private sectors by serving as a coordinating agency for all small business resources. GOMA has direct oversight of the MBE and SBR programs and conducts a statewide outreach campaign that provides general education as well as technical training for those firms that want to do business with the state.

### **E. WORKSHOPS AND RESOURCES**

The following organizations offer vendor outreach sessions and workshops on "How to Do Business..."

1. Maryland Department of Transportation's [Office of Minority Business Enterprise](#) provides monthly application assistance [workshops](#).
2. Maryland Department of General Services offers [Business Opportunities](#) outreach events.
3. Maryland Department of Information Technology hosts monthly small minority or disadvantaged business vendor outreach meetings and also holds quarterly sessions on how to do business with the Department. Refer to their [News and Announcements](#) page.
4. Governor's Office of Minority Affairs offers the "Ready, Set, GROW!" a workshop series that connects vendors with agency buyers and shares best practices for navigating the procurement process. In addition, GOMA's [calendar of events](#) also provides useful information for networking, business development and educational events for small businesses.

## **X. HOW TO USE MARYLAND'S RESOURCES TO YOUR ADVANTAGE**

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There are a many resources in Maryland that can assist to strengthen and grow your business and guide you in doing business with government.

### **A. MARYLAND DEPARTMENT OF COMMERCE**

The Maryland Department of Commerce stimulates private investment and fosters job creation by attracting new businesses, encouraging the expansion and retention of existing companies, and providing financial assistance to Maryland companies. The Department promotes the State's many economic advantages and markets local products and services at home and abroad to spur economic development and international investment, trade and tourism. Because they are major economic generators, the Department also supports the arts, film production, sports, and other special events. Programs and resources include:

- Building and site location assistance for existing or relocating businesses
- Business formation and licensing portal that offers a step-by-step process to register your business online
- Finance programs, including direct financing and loan guarantees for support and growth of small, existing or relocating businesses, with special programs for minority or economically disadvantaged firms
- Tax credits provided to new and existing businesses in various activities, industries and geographic locations with the opportunity to reduce costs, spur investment and create jobs
- Workforce recruitment and training to help identify and train new workers, or upgrade the skills of your existing workers
- State and federal contracting opportunities
- Business advocacy and consulting to locate the tools they need to sustain, grow and prosper by navigating a path through a variety of government programs, private organizations, community partnerships and business service providers
- Technology transfer information to support entrepreneurs looking to develop, transfer or accelerate technology-based products
- Export consulting and marketing for companies planning to enter new foreign markets or advance their export sales. The team includes foreign representatives in 11 countries

The Department of Commerce also offers resources to assist you in identifying and pursuing new business opportunities with the federal, state and local governments. The [Business to Government \(B2G\)](#) website provides helpful tips and guides along with links to federal and state contracting opportunities. B2G is a portal to federal agencies' and over 60 prime contractors' "how to do business" sites. B2G also provides procurement resources for the state and links to Maryland's counties' procurement operations.

### **B. MARYLAND'S MILITARY ALLIANCES**

Maryland has 12 military installations and more than 60 federal agencies throughout the state. The Department of Commerce's Office of Military and Federal Affairs' mission is to sustain, support, and leverage the presence of federal agencies in Maryland. To support the military installations, the Department of Commerce supports seven military alliances associated with military installations.

**Andrews Business and Community Alliance**

(Joint Base Andrews)  
Greater Prince George's Business Roundtable  
10201 Martin Luther King, Jr. Highway, Suite 220  
Bowie, MD 20720  
Jim Estep, President  
301-860-0809  
[jestep@bizroundtable.org](mailto:jestep@bizroundtable.org)

**Army Alliance, Inc.**

(Aberdeen Proving Ground)  
2021 E. Pulaski Highway, Suite D  
Havre de Grace, MD 21078  
Jill McClune, President  
410-273-1187  
[jill.mcclune@avon-protection.com](mailto:jill.mcclune@avon-protection.com)

**Fort Detrick Alliance**

P.O. Box 822  
Frederick, MD 21702  
Harold Modrow, Ph.D., President  
Eileen Mitchell, Executive Director  
301-788-9896  
[director@fortdetrickalliance.org](mailto:director@fortdetrickalliance.org)

**Fort Meade Alliance**

1350 Dorsey Road, Suite G  
Hanover, MD 21076  
Steven Tiller, President  
Tim O'Ferrall, General Manager  
410-850-4940  
[toferrall@ftmeadealliance.org](mailto:toferrall@ftmeadealliance.org)

**Military Alliance Council (MAC)**

(Naval Surface Warfare Center Indian Head)  
4275 Hawthorne Road  
Indian Head, MD 20640  
Brian Klaas, President  
301-743-6622  
[brian.klaas@verizon.net](mailto:brian.klaas@verizon.net)

**Maritime Technology Alliance**

(Naval Surface Warfare Center – Carderock Division)  
16710 Batchellors Forest Road  
Olney, MD 20832-2703  
Ivan Caplan, President  
410-647-7048  
[ilcaplan@verizon.net](mailto:ilcaplan@verizon.net)

### **Southern Maryland Navy Alliance**

(Naval Air Station Patuxent River)  
46610 Expedition Drive, Suite 101  
Lexington Park, MD 20653  
Kenneth J. Farquhar, President  
Phone: 301-862-7412  
[ken.farquhar@mantech.com](mailto:ken.farquhar@mantech.com)

In addition, the Food and Drug Administration at White Oak has a community advocacy organization called Labquest:

### **Federal Research Center at White Oak**

LABQUEST Partnership  
10903 New Hampshire Avenue  
Silver Spring, Maryland, 20903  
Betsy Bretz, Chairperson  
301-439-8655 (Office)  
[bbretz@comcast.net](mailto:bbretz@comcast.net)

### **C. MARYLAND GOVERNOR'S OFFICE OF MINORITY AFFAIRS (GOMA)**

GOMA is responsible for facilitating minority business enterprise activities through coordinating and promoting government programs aimed at strengthening and preserving the State's minority business enterprises. GOMA connects small, minority- and women-owned businesses to state contracting and procurement opportunities through the Minority Business Enterprise (MBE) and Small Business Reserve (SBR) programs while working with state agencies to implement and monitor these programs in accordance with applicable policies, laws and regulations. GOMA offers training and workshops on doing business with the State.

Maryland Governor's Office of Minority Affairs  
6 St. Paul Street, Suite 1502  
Baltimore, MD 21502  
410-767-8232

### **D. MARYLAND'S COUNTY ECONOMIC DEVELOPMENT ORGANIZATIONS**

County economic development organizations are state partners supporting local economy and business community in their jurisdiction. Like Maryland's Department of Commerce, these organizations offer support to encourage the expansion and retention of existing employers and the attraction of new ones.

[Allegany County](#)  
[Anne Arundel County](#)  
[Baltimore City](#)  
[Baltimore County](#)  
[Calvert County](#)  
[Caroline County](#)  
[Carroll County](#)  
[Cecil County](#)  
[Charles County](#)  
[Dorchester County](#)  
[Frederick County](#)

Garrett County  
Harford County  
Howard County  
Kent County  
Montgomery County  
Prince George's County  
Queen Anne's County  
St. Mary's County  
Somerset County  
Talbot County  
Washington County  
Wicomico County  
Worcester County

#### **E. SMALL BUSINESS ADMINISTRATION (SBA) – MARYLAND DISTRICT OFFICE**

SBA provides small businesses access to capital in the form of loans and loan guarantees, entrepreneurial development, advocacy and government contracting.

The U.S. government is the largest single purchaser of goods and services in the world, awarding approximately \$500 billion in contracts every year. The SBA's Office of Government Contracting & Business Development works with federal agencies to award at least 23 percent of all prime government contract dollars to small businesses and help federal agencies meet specific statutory goals for [small disadvantaged businesses](#), [women-owned small businesses \(WOSB\)](#), [service-disabled veteran-owned small businesses \(SDVOSB\)](#), and small businesses that are located in [historically underutilized business zones \(HUBZone\)](#).

In addition, SBA's [8\(a\) Business Development Program](#) assists eligible socially- and economically-disadvantaged individuals in developing and growing their businesses through one-on-one counseling, training workshops, matchmaking opportunities with federal buyers, and other management and technical guidance.

SBA offers how-to guides, counseling and workshops, and resources for finding customers, subcontracting opportunities. The [SBA website](#) provides extensive information about their many resources and programs. To reach out to the Maryland District Office, contact:

#### **SBA Maryland District Office**

City Crescent Building, 6th Floor  
10 South Howard Street  
Baltimore, MD 21201  
410-962-4392

For Montgomery and Prince George's counties contact:

#### **SBA Washington Metropolitan Area District Office**

409 3rd Street SW  
Washington, DC 20416  
202-205-8800

## **F. MARYLAND SMALL BUSINESS DEVELOPMENT CENTER (SBDC) NETWORK**

The SBDC Network provides training, confidential consulting and market and industry research to help Maryland's small businesses find practical solutions to business needs. If you are new to entrepreneurship, or a seasoned small business owner, instructors and small business consultants share their real-world experience and expertise to help you broaden your business knowledge and skill, and increase your chances for success. The center also provides intellectual property and technology commercialization assistance. Counseling in Spanish is available. Services include:

- **Consulting:** no-cost confidential consulting includes identifying local markets for your business, developing and reviewing a strategic business plan, and compliance issues that need clarification.
- **Training:** a variety of comprehensive trainings for a better understanding of what it will take to establish and operate a successful business at no or low cost. Online courses offer a convenient way to obtain training. Face-to-face sessions will provide invaluable knowledge and an opportunity to share ideas and issues with entrepreneurs with similar experiences.
- **Resources:** hundreds of research resources on print, video and electronic media where you can obtain the information you need to start, manage and grow your small business. Resources include guidance for: business plans, finance, government and international markets, minority business programs and market research.

### **Lead Center**

7100 Baltimore Avenue, Suite 400  
College Park, MD 20740  
Ruth Chaves  
Intake Coordinator  
[rchavez@umd.edu](mailto:rchavez@umd.edu)  
301-403-0501

The state is divided into six regions and each region offers services with special emphasis on programs that meet the unique needs of businesses within its jurisdiction.

### **Western**

Serving Allegany, Frederick, Garrett and Washington counties  
888-237-9007

### **Central**

Serving Baltimore City, Anne Arundel, Baltimore and Howard counties  
877-421-0830

### **Northern**

Serving Carroll, Cecil and Harford counties  
443-412-2237

### **Capital**

Serving Montgomery and Prince George's counties  
301-403-0501

### **Southern**

Serving Calvert, Charles and St. Mary's counties  
301-934-7583

### **Eastern**

Serving Caroline, Dorchester, Kent, Queen Anne's, Somerset,  
Talbot, Wicomico, and Worcester counties  
800-999-7232

## **G. MARYLAND PROCUREMENT TECHNICAL ASSISTANCE PROGRAM (PTAP)**

PTAP, a program of the Maryland SBDC Network, is designed to help small businesses sell products and services to federal, state and local agencies. At no cost to small business owners, this program provides assistance in successfully identifying, obtaining and performing government contracts. Small businesses (as defined by the SBA) that have a product or service needed by a government agency can apply for these services.

Funded in part through the Defense Logistics Agency (DLA), the Procurement Technical Assistance Centers (PTAC) train businesses on how to do business and solve problems with government agencies through workshops and individual one-on-one counseling sessions. Counseling is free, but some training programs may have a small fee. Services PTAC provides:

- Access to library of federal, state, and local procurement resources
- Assistance in obtaining solicitations, references, specifications, and drawings from buying offices
- Assistance with preparation of bidders mailing list applications
- Assistance with registrations and certifications
- Assistance with solicitation interpretation and bid package preparation
- Automated bid matching from hundreds of buying offices, tailored to individual client specifications
- Help in locating subcontracting opportunities
- Information on federal/state/local procurement actions
- Market research to locate government agencies who buy your product or services
- Pre/post award contract assistance
- Referrals to other assistance activities where appropriate
- Workshops/seminars on a variety of contracting topics

For more information, contact your local [SBDC](#) office or go to:

### **Maryland Procurement Assistance Center**

7100 Baltimore Avenue  
Suite 402  
College Park, MD 20740  
301-403-2740



## **H. MARYLAND TECHNOLOGY DEVELOPMENT CORPORATION (TEDCO)**

TEDCO is an independent organization that strives to be Maryland's lead source for entrepreneurial business assistance and seed funding for the development of startup companies in Maryland's innovation economy. TEDCO is a resource of mentoring, funding and networking for entrepreneurs and startups that need guidance as they bring innovative concepts to market.

Mentoring:

- Core competency in technology transfer from research laboratories to commercially viable business enterprises
- Core competency in technology and biotechnology business start-ups

Funding:

- Business development and funding assistance for entrepreneurs, start-ups and early-stage companies
- Funding assistance for incubators who assist entrepreneurs, start-ups and early stage

Networking:

- Support for the entrepreneur community by participating on tech councils and incubator boards
- Support for the entrepreneur community by connecting business with private investors and sponsoring entrepreneurial events

TEDCO provides funding and support to entrepreneurs through three stages of development: Idea, Start-Up, and Expansion phases.

### **1. Idea Programs**

Idea programs are centered on the advancement of technology transferred from research labs to commercial business entities. These programs are designed to assist laboratory researchers.

- The Maryland Innovation Initiative (MII) was created as a partnership between the State of Maryland and five Maryland academic research institutions. The program is designed to promote commercialization of research conducted in partnership universities and leverage each institution's strengths.
- The Maryland Stem Cell Research Fund was established by the Governor and the Maryland General Assembly under the Maryland Stem Cell Research Act of 2006. The purpose of the Fund is to promote State-funded human stem cell research and medical treatments through grants to public and private entities in the State.
- mdPACE is a new Program jointly funded by TEDCO and a Federal Department of Commerce EDA i6 Grant. The output of the program will be an increased flow of the Food and Drug Administration cleared devices from the Central Maryland region. The desired outcome of this increased flow is heightened visibility among financial and strategic investors, and manufacturers such that the increase is sustainable.
- N-STEP (NIST – Science and Technology Entrepreneurship Program) provides opportunities for motivated researchers to build upon the experience gained while working at NIST as they explore entrepreneurial careers. The program is focused on commercialization of research that has been done at NIST that are interested in forming companies to independently pursue further translational research and development of technologies specifically related to NIST's mission, so that the technologies can be commercialized as products or services to benefit the public.

## **2. Start-Up and Expansion Programs**

Start-up programs provide start-ups and early stage ventures with the knowledge, funding, and resources necessary to launch a new business. These programs are tailored to the needs of entrepreneurs who want to move forward and need assistance to successfully bring their concept to market. Expansion programs are available to assist existing companies that are in a position to advance to the next stage of commercial viability but need outside capital investment and guidance to move forward. The goal is to assist these companies as they seek to secure follow on investment from angel and venture fund.

- Maryland Entrepreneurial Resource List (MERL) provides a list of entrepreneurs who are available to mentor or provide leadership to early stage companies or other MERL entrepreneurs based on their experience.
- Cybersecurity Investment Fund (CIF) provides up to \$225,000 to support projects that advance cybersecurity technology toward commercialization. CIF enables companies to achieve early technical milestones that are critical to move cybersecurity technologies further along the commercialization pathway and lead to follow-on investments.
- The Life Science Investment Fund (LSIF) exists to meet the needs of Maryland companies developing products addressing human health that require approval from the U.S. Food and Drug Administration (FDA) for commercialization. The LSIF program helps to move products along this pathway by making investments that will enable companies to reach critical milestones early in their product development efforts, to increase the company's valuation and to better position the company for follow-on investment, product commercialization, and job creation.
- The Maryland Innovation Initiative (MII) created as a partnership between the State of Maryland and five Maryland academic research institutions. The program is designed to promote commercialization of research conducted in the partnership universities and leverage each institution's strengths.
- The Rural Business Innovation Initiative (RBI2) assists start up and small technology-based businesses in the rural areas of Maryland to advance the company to a higher level of success. The program offers professional ongoing mentoring and targeted projects to help companies succeed at no cost to the company.
- The Technology Commercialization Fund (TCF) provides up to \$225,000 to support projects that advance a technology toward commercialization. TCF enables companies to achieve early technical milestones that are critical to move technologies further along the commercialization pathway and lead to follow-on investments.
- The Technology Validation Program provides funding to validate a technology for a specific application and/or to validate the market opportunity for a technology. The validation of a technology for a specific application generally involves a small proof-of-principle study to demonstrate that the technology works as intended.
- Executive Exchange is a multi-tiered initiative designed to cut across all TEDCO funding programs by offering supplemental stage-appropriate assistance to portfolio company entrepreneurs. The integrated nature of the initiatives that make up this Program are unique within the State and will extend Maryland's existing array of entrepreneurial assistance efforts – helping executives grow and mature alongside their start-ups translates into higher success rates for their ventures.

## **3. Business Incubation**

The following are business incubator initiatives of TEDCO:

- **Incubator Development Fund:** This is a funding program designed to support the capital needs of developing a new incubator facility or renovating an existing facility. The funding leverages other private and public investment.
- **Incubator Feasibility Study Grant Program:** The Incubator Feasibility Study Grant Program is designed to assist higher education institutions and local economic development organizations in creating and expanding technology business incubators. The grant funds are used to hire a consultant to complete a feasibility study for a technology incubator. TEDCO provides matching grant dollars up to \$30,000 per study.
- **Intensive Business Assistance Program:** This program promotes the growth of technology companies in the State of Maryland through support of business incubators. Each of the 19 technology incubators receives an annual grant, based on a Scope of Work, to provide targeted business assistance services to their tenants and affiliates.

## I. TECHNOLOGY INCUBATORS IN MARYLAND

Business incubation is a business support process that accelerates the successful development of start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services. These services are usually developed or orchestrated by incubator management and offered both in the business incubator and through its network of contacts. A business incubator's main goal is to produce successful firms that will leave the program financially viable and freestanding. These incubator graduates have the potential to create jobs, revitalize neighborhoods, commercialize new technologies, and strengthen local and national economies.

The [National Business Incubation Association \(NBIA\)](#) is the world's leading organization advancing business incubation and entrepreneurship. NBIA provides thousands of professionals with the information, education, advocacy and networking resources to bring excellence to the process of assisting early-stage companies worldwide. The Maryland Business Incubation Association (MBIA) is an association of business incubator managers dedicated to sharing resources, information, and best practices among the members with the overall goal of promoting business incubation excellence within all Maryland's incubators.

The following is a list of technology related incubators in Maryland (provided by TEDCO). Maryland Department of Commerce provides an [interactive tool](#) to help identify the right incubator.

### **Anne Arundel Community College**

325 Careers Building  
 Arnold, MD 21012  
 Lisa Bradley  
 410-777-2421  
[labradley@aacc.edu](mailto:labradley@aacc.edu)

### **Betamore**

1111 Light Street  
 4th Floor  
 Baltimore, MD 21230  
 Jennifer Meyer  
 443-296-BETA (2382)  
[jen@betamore.com](mailto:jen@betamore.com)

**Bethesda Green**

4825 Cordell Avenue, Suite 200  
Bethesda, MD 20814  
Robert Snyder  
240-396-2440  
[rsnyder@bethesdagreen.org](mailto:rsnyder@bethesdagreen.org)

**BioHealth Innovation**

22 Baltimore Road  
Rockville, MD 20850  
Ethan Byler  
301-637-7950  
[ebyler@biohealthinnovation.org](mailto:ebyler@biohealthinnovation.org)

**Bowie Business Innovation Center**

Bowie State University  
Center for Business-Suite 2312  
14000 Jericho Park Road  
Bowie, MD 20715  
Lisa Smith  
301-383-1550  
[lisa.smith@bowiebic.com](mailto:lisa.smith@bowiebic.com)

**bwtech@UMBC****North Campus**

5520 Research Park Drive, Suite 100  
Baltimore, MD 21228

**South Campus and Maryland Clean Energy Technology**

1450 South Rolling Road  
Baltimore, MD 21227  
Jennifer Reynolds  
443-543-5478  
[jreynolds@umbc.edu](mailto:jreynolds@umbc.edu)

**Canton Health Ventures**

3500 Boston Street, Suite 435  
Baltimore, MD 21224  
Steve Brooks  
410-534-1161  
[sbrooks@sage-growth.com](mailto:sbrooks@sage-growth.com)

**Center for Entrepreneurship and Innovation**

University of Baltimore  
1420 N. Charles Street  
Baltimore, MD 21201  
John Zuknick  
410-837-5975  
[jzuknick@ubalt.edu](mailto:jzuknick@ubalt.edu)

**Chesapeake Innovation Center**

2288 Blue Water Blvd.

Building 300, Suite 310  
Odenton, MD 21113  
Mike Tentnowski  
410-224-2030  
mtentnowski@cic-tech.org

**Emerging Technology Center**

**ETC@Haven**

101 N Haven Street, #301  
Baltimore, MD 21224

**ETC@ JHU Eastern**

1101 East 33rd Street  
Baltimore, MD 21228

Deb Tillett  
410-327-9150  
dtillett@etcbaltimore.com

**FastForward Homewood**

810 Wyman Park Drive  
Baltimore, MD 21211

**FastForward East**

855 N. Wolfe Street  
Baltimore, MD 21205

Brian Stansky  
410-516-8300  
bstansky@jhu.edu

**Frederick Innovative Technology Center, Inc**

4539 Metropolitan Court  
Frederick, MD 21704  
Velevia Middleton  
301-694-2999 ext.2141  
vmiddleton@fitci.org

**Garrett Information Enterprise Center**

685 Mosser Road  
McHenry, MD 21541  
Mike Tumbarello  
301-387-3167  
mike.tumbarello@garrettcollege.edu

**Germantown Innovation Center**

20271 Goldenrod Lane  
Germantown, MD 20876  
John Korpela  
240-453-6348  
john.korpela@montgomerycountymd.gov

**Harbor Launch at IMET**

Columbus Center  
701 E. Pratt Street, Room G008

Baltimore, MD 21202  
Lindsay D' Ambrosio  
410-234-8811  
[ldambrosio@umces.edu](mailto:ldambrosio@umces.edu)

**Harford Business Innovation Center**

1362 Brass Mill Road  
Belcamp, MD 21017  
John Sullivan  
410-638-4460  
[oed@harfordcountymd.gov](mailto:oed@harfordcountymd.gov)

**hotDesks (Eastern Shore Entrepreneurship Center)**

31901 Tri-County Way  
Salisbury, MD 21804  
Mike Thielke  
410-770-9330  
[mike@ventureahead.org](mailto:mike@ventureahead.org)

**Maryland Center for Entrepreneurship**

Howard County Economic Development Authority  
9250 Bendix Road  
Columbia, MD 21045  
Peter Ettinger  
410-313-6550  
[pettinger@hceda.org](mailto:pettinger@hceda.org)

**Prince George's County – Technology Assistance Center**

1801 McCormick Drive, Suite 350  
Largo, MD 20774  
Toni Miles  
301-583-4609  
[tmiles@co.pg.md.us](mailto:tmiles@co.pg.md.us)

**Rockville Innovation Center**

155 Gibbs Street  
Rockville, MD 20850  
John Korpela  
240-453-8488  
[john.korpela@montgomerycountymd.gov](mailto:john.korpela@montgomerycountymd.gov)

**Silver Spring Innovation Center**

8070 Georgia Avenue  
Silver Spring, MD 20910  
Jerry Godwin  
301-589-2034  
[Jerry.Godwin@montgomerycountymd.gov](mailto:Jerry.Godwin@montgomerycountymd.gov)

**TechFire**

10400 O'Donnell Place, Suite 202

St. Charles, MD 20603  
Keith Gordon  
301-645-6637  
[kgordon@etcmd.com](mailto:kgordon@etcmd.com)

**Technical Innovation Center**  
Hagerstown Community College  
11400 Robinwood Drive  
Hagerstown, MD 21742-6590  
Janice Riley  
240-500-2479  
[jjriley@hagerstowncc.edu](mailto:jjriley@hagerstowncc.edu)

**Technology Advancement Program**  
Maryland Technology Enterprise Institute  
University of Maryland College Park  
387 Technology Drive  
College Park, MD 20742-3371  
301-405-3415

**Towson University Incubator**  
7400 York Road  
Towson, MD 21204  
Stephanie Chin  
410-704-2071  
[schin@towson.edu](mailto:schin@towson.edu)

**University of Maryland Technology Advancement Program**  
University of Maryland College Park  
387 Technology Drive  
College Park, MD 20742-3371  
Craig Dye  
301-314-8131  
[cdye@eng.umd.edu](mailto:cdye@eng.umd.edu)

**Wheaton Business Incubation Center**  
11002 Veirs Mill Road, 7th floor  
Wheaton, MD 20902  
Jerry Godwin  
301-942-4495  
[jerry.godwin@montgomerycountymd.gov](mailto:jerry.godwin@montgomerycountymd.gov)

**Worcester County Small Business Incubator**  
1732 Broad Street  
Pocomoke City, MD 21851  
Meredith Mears  
410-632-3112  
[mmears@co.worcester.md.us](mailto:mmears@co.worcester.md.us)

## **J. TECHNOLOGY COUNCILS AND ASSOCIATIONS**

The following organizations promote technology-based businesses for the region and provide programs and networking opportunities. \*

Carroll Technology Council

Charles County Tech Council

Chesapeake Regional Tech Council

Howard Tech Council

Northeastern Maryland Tech Council

The Patuxent Partnership

Technology Council of Maryland

Tri-County Council for Southern Maryland

Tri-County Council for Western Maryland

\*Source: TEDCO



## **XI. ADDITIONAL FEDERAL CONTRACTING RESOURCES**

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### **The Acquisition Forecast**

For complete information about the acquisition forecast, please visit <https://www.acquisition.gov/>.

### **Business.Gov**

Learn how to become a federal contractor, find business opportunities, and the rules and regulations that federal contractors need to follow for executive branch agencies.

### **Contractor Performance System**

Contains a database of many departments' past performance reports from previous fiscal years and information on contractors.

### **Grants.gov**

Grants.gov allows organizations to electronically find and apply for more than \$400 billion in federal grants. Grants.gov is the single access point for over 1,000 grant programs offered by all federal grant-making agencies. The U.S. Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community.

### **Federal Laboratories Consortium (FLC)**

FLC is a nationwide network of federal laboratories that provides the forum to develop strategies and opportunities for linking the laboratory mission technologies and expertise with the marketplace. The mission of the FLC is to add value to the federal agencies, laboratories and their partners to accomplish the rapid integration of research and development resources within the mainstream of the U.S. economy. [The Mid-Atlantic Region](#) of the FLC comprises over 70 federal laboratories and agencies. The Mid-Atlantic Region focuses on federal R&D assets. Areas served include Maryland.

### **Federal Procurement Data System – Next Generation (FPDS-NG)**

The Federal Procurement Data Center (FPDC), part of GSA, manages the FPDS-NG, the central repository of statistical information on federal contracting. The system currently collects detailed information on contract actions over \$2,500 and purchase card data on procurements of less than \$2,500.

### **Maryland Procurement Technical Assistance Center (PTAP)**

Free counseling and training on “how to do business” with state, local and federal government.

### **North American Industry Classification System (NAICS)**

The standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

### **Past Performance Information Retrieval Service (PPIRS)**

Provides timely and pertinent contractor past performance information to the Department of Defense and federal acquisition community for use in making source selection decisions.

### **Small Business Offices at Federal Agencies**

Most federal agencies have an [Office of Small and Disadvantaged Business Utilization \(OSDBU\)](#) at their headquarters to assist them in meeting their small business goals. Additionally, federal agencies have small business specialists that provide direct assistance on how to do business with their particular agency and how identify opportunities.

### **U.S. Small Business Administration**

The federal agency that provides information, assistance and counseling on starting or managing a business, loans and government contracting.

### **USA Spending.gov**

Prime contract awards, contains information on all agencies' contracts and transactions from FY2000 to FY2011.

### **Networking & Training Organizations for the Contractors:**

- **GovConnects:** a Howard County Chamber of Commerce initiative providing educational opportunities, a forum for networking focused specifically on this niche market, targeted events and current information guided by experienced contracting participants.
- **Government Contracting Network (GovConNet):** Federal procurement resource for education, connections and information, sponsored by the Montgomery County Chamber of Commerce.
- **Veteran Institute for Procurement (VIP):** a 3-day comprehensive educational training program for veteran business owners sponsored by the Montgomery County Chamber Community Foundation.
- **Government Contracting Council (GovCon):** assists members who are interested in doing business with government agencies – federal, state, and local – by providing information, education, and networking opportunities related to government contracting, sponsored by the Baltimore Washington Corridor Chamber.
- **The Government Contracting Institute (GCI):** offers webinars to receive on-demand instruction from leaders in the Federal Government contracting market, sponsored by the Howard County Center for Business and Technology Development.



401 E. Pratt Street | The World Trade Center | Baltimore, MD 21202  
888-246-6736 | [commerce.maryland.gov](http://commerce.maryland.gov)

Larry Hogan, Governor | Boyd Rutherford, Lt. Governor