BUSINESS RESOURCE GUIDE 2014

CONTRACTING WITH MARYLAND'S FEDERAL FACILITIES

Acknowledgements

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GOVERNMENT ACRONYMS

ACASS – Army Corps of Engineers Architect-Engineer Contract Administration Support System
http://www.acq.osd.mil/dpap/ccap/cc/jcchb/Files/Topical/Past_Performance/guides/acass_policy_manual_2010.pdf

APG – Aberdeen Proving Ground
http://www.apg.army.mil/

ARL – Army Research Laboratory
http://www.arl.army.mil/www/default.cfm

ARS – Agricultural Research Service, USDA
http://www.ars.usda.gov/main/main.htm

ATEC – U.S. Army Test & Evaluation Command
http://www.atec.army.mil/

BAA – Broad Agency Announcements

BARC – Beltsville Agricultural Research Center
http://www.ars.usda.gov/main/site_main.htm?modecode=12-00-00-00

BDO – Business Development Office

BPN – Business Partner Network
www.bpn.gov

CAGE – Commercial and Government Entity Code
http://www.dlis.dla.mil/cage_welcome.asp

CCASS – Army Corps of Engineers Construction Contractor Appraisal Support System
http://www.acq.osd.mil/dpap/ccap/cc/jcchb/Files/Topical/Past_Performance/guides/ccasspolicy_manual_2010.pdf

CFR – Code of Federal Regulations
http://www.gpo.gov/fdsys/browse/collectionCfr.action?collectionCode=CFR

CLINS – Contract Line Items

COC – Certificate of Competency
http://www.sba.gov/content/certificate-competency-program

CPARS – Contractor Performance Assessment Reporting System
http://www.cpars.gov/

CPS – Contractor Performance System
http://090.nihweb5.cit.nih.gov/deca/enterprise/cps.html

CRADA – Collaborative Research and Development

CSM – College of Southern Maryland
http://www.csmd.edu/

DA – Department of the Army
http://www.army.mil/

D&B – Dun and Bradstreet
http://www.dnb.com/ccr/register.html

DBED – Maryland Department Business and Economic Development
http://www.choosemaryland.org/Pages/default.aspx

DFARS – Defense Federal Acquisition Regulations
http://www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html

DISA– Defense Information Systems Agency
http://www.disa.mil/

DHS – Department of Homeland Security
http://www.dhs.gov/

DLA – Defense Logistics Agency
http://www.dla.mil/Pages/default.aspx

DMA– Defense Media Activity
http://www.dma.mil/

DOC – Department of Commerce
http://www.commerce.gov/

DOD – Department of Defense
http://www.defense.gov/

DOD EMALL – Partner eMarketplace
http://www.dlis.dla.mil/emall.asp

DOE – Department of Energy
http://energy.gov

DUNS – Data Universal Number System
http://www.dnb.com/us/duns_update/

EDI – Electronic Data Interchange

EEO Registry – Equal Employment Opportunity Registry
http://www.dol-esa.gov/preaward/pa_reg.html

EFT – Electronic Funds Transfer.

eSRS – Electronic Subcontracting Reporting System
http://www.esrs.gov/

Government Acronyms

FAR – Federal Acquisition Regulation
https://www.acquisition.gov/Far/

FDA – Food and Drug Administration
http://www.fda.gov/

FBO – FedBizOpps
https://www.fbo.gov/

FFRDC – Federally-funded R&D Center
http://www.nsf.gov/statistics/nsf05306//

FMS TOP – Financial Management Service Treasury Offset Program
http://www.fms.treas.gov/debt/top.html

FPDC – Federal Procurement Data System
https://www.fpds.gov/fpdsng_cms/

FR – Federal Register
http://www.gpo.gov/fdsys/browse/collection.action?collectionCode=FR

FSC – Federal Supply Classes
http://www.dispositionservices.dla.mil/asset/fsclist.html

FSS – Federal Supply Schedule
http://www.va.gov/osdbu/library/dbwvaFss.asp

GC – Government Contracting

GCE – Global Computer Enterprises
http://www.gcecloud.com/

GFE – Government Furnished Equipment

GFP – Government Furnished Property

GOMA – Governor's Office of Minority Affairs

GPE – Government Point of Entry
https://www.fbo.gov/

Grantee Reg – Grantee Registration
https://www.sam.gov/portal/public/SAM/

GSA – General Services Administration
http://gsa.gov/portal/category/100000

GSA Advantage – Partner eMarketplace
https://www.gsaadvantage.gov/advantage/main/start_page.do

GSFC – NASA Goddard Space Flight Center
http://www.nasa.gov/centers/goddard/home/index.html

GWAC – Government-wide Acquisition Contracts
http://www.gsa.gov/portal/content/104874

HHS – Department of Health and Human Services
http://www.hhs.gov/

HUB Zone – Historically Underutilized Business Zone
http://www.sba.gov/hubzone/

IAE – Integrated Acquisition Environment
https://www.acquisition.gov/about_iae.asp

IDIQ – Indefinite Delivery/Indefinite Quantity

IFB – Invitation for Bid

JBA – Joint Base Andrews
http://www.andrews.af.mil/

JPEO - Joint Program Executive Office for Chemical and Biological Defense
http://www.jpeocbd.osd.mil/packs/Default2.aspx?pg=0

MBIA – Maryland Business Incubation Association

MII – Maryland Innovation Initiative
http://tedco.md/program/the-maryland-innovation-initiative-mii/

MIPS – Maryland Industrial Partnerships
http://www.mips.umd.edu/

MPTAP – Maryland Procurement Technical Assistance Program
http://www.mdptap.org/

MSBDC – Maryland Small Business Development Center Network
http://choosemaryland.org/startbusiness/Pages/SBDC.aspx

MTA – Material Transfer Agreement

NABS Directory – Native American Business and Services Directory
http://www.nabsdirectory.com/

NAICS – North American Industry Classification System (replaces SIC code)
http://www.census.gov/eos/www/naics/

NASA SEWP III – NASA Solutions for Enterprise-Wide Procurement
http://www.sewp.nasa.gov/

NAWCAD – Naval Air Warfare Center – Aircraft Division
http://www.navair.navy.mil/nawcad/

NBIA – National Business Incubation Association
http://www.nbia.org/

NCI – National Cancer Institute
http://www.cancer.gov/

NIH – National Institutes of Health
http://www.nih.gov/

NIH IntraMall – Partner eMarketplace
http://www.intramalls.com/nih/

NIST – National Institute of Standards and Technology
http://www.nist.gov/index.html

NTIS – National Technical Information Service
http://www.ntis.gov/

OED – Office of Economic Development

OSBU – Office of Small Business Utilization

OSDBU – Office of Small and Disadvantaged Business Utilization
http://www.osdbu.gov/

PLA – Patent License Agreement

POC – Point of Contact

PPDB – Past Performance Data Base

PPE – Past Performance Evaluation

PPIMS – Past Performance Information Management System

PPIRS – Past Performance Information Retrieval System
http://www.ppirs.gov

PSC – Product Service Code
http://www.acquisition.gov/PSC%20Manual%20-%20Final%20-%2011%20August%202011.pdf

PTAC – Procurement Technical Assistance Center
http://www.sba.gov/content/procurement-technical-assistance-centers-ptacs

PTAP – Procurement Technical Assistance Program

R & D – Research and Development

RBI – Rural Business Incubation Initiative

RDECOM– Research, Development & Engineering Command
http://www.army.mil/info/organization/unitsandcommands/commandstructure/rdecom/

RFI – Request for Information

RFQ – Request for Quotation

RFP – Request for Proposal

SAM– System for Award Management
https://www.sam.gov/portal/public/SAM/

SBA – Small Business Administration
http://www.sba.gov/

SBDC – Small Business Development Center
http://www.sba.gov/content/small-business-development-centers-sbdcs

SBIR – Small Business Innovation Research Program
http://www.sba.gov/aboutsba/sbaprograms/sbir/index.html

SDB – Small Disadvantaged Business
http://www.sba.gov/aboutsba/sbaprograms/sdb/index.html

SDVOSB – Service Disabled Veteran-Owned Small Business
http://www.sba.gov/about-offices-content/1/2985

SIC – Standard Industrial Classification (replaced by NAICS codes)
http://www.census.gov/epcd/www/sic.html

SLIN – Subline Item Number

SOW – Scope of Work

STTR – Small Business Technology Transfer Program
http://www.sba.gov/aboutsba/sbaprograms/sbir/index.html

TCF – Technology Commercialization Fund
http://tedco.md/program/technology-commercialization-fund-tcf/

TEDCO – Maryland Technology Development Corporation
http://tedco.md/

TIN – Taxpayer Identification Number
http://www.fms.treas.gov/tinpolicy/index.html

TSA – Test Service Agreement

Government Acronyms

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
http://www.usda.gov/wps/portal/usda/usdahome

USNA – United States Naval Academy
http://www.usna.edu/homepage.php

UTDF – University Technology Development Fund

VETS – Veterans Technology Services
http://www.gsa.gov/portal/content/104996?utm_source=FAS&utm_medium=print-radio&utm_term=vetsgwac&utm_campaign=shortcuts

VETS-100 – DOL Veterans' Employment and Training Service
http://www.dol.gov/vets/aboutvets/LeadershipTeamBios/OrgChartPage.htm

VHA – Veteran's Health Administration
http://www1.va.gov/health/

VOSB – Veteran-Owned Small Business
http://www.sba.gov/about-offices-content/1/2985

WCLF – Working Capital Loan Fund

WDOL – Wage Determinations OnLine
http://www.wdol.gov/

WOSB – Woman-Owned Small Business
http://www.sba.gov/content/contracting-opportunities-women-owned-small-businesses

I.   INTRODUCTION

Maryland's technology-based economy – coupled with the preponderance of federal research and development facilities in the state – offers a range of opportunities for businesses. The biggest challenge for a small business is that small companies do not often have the human or financial resources to aggressively pursue such opportunities.

Therefore the Maryland Department of Business and Economic Development (DBED) has prepared this guide to provide assistance, information and encouragement on accessing these unique opportunities and overcoming what may seem to be a bureaucratic and regulatory complex of barriers.

The small business will find here a guide on:

- How to define and present your capabilities

- How to find the right contact at an installation, laboratory or agency

- How to determine a "fit" with an agency's needs

- How to decide what **not** to bid on

- How to find an appropriate opportunity

- How to prepare a proposal

- How to price a response

- How to use Maryland's resources to your advantage

- How and where to get help

- How to use the Internet to get help.

The valuable tools within also include a list of governmental acronyms, an annotated list of useful websites, and examples of companies and strategies that have been successful in similar new business adventures.

Note: The contact information provided reflects information as of September 2013.

The main body of the text is meant to be a succinct, user-friendly format, relegating more detailed and extensive documentation to an appendix listing appropriate websites in the back of this guide. By arranging the material in this way, firms with differing experience and levels of knowledge can concentrate on what they may not be familiar with or what seems to be most applicable to their own situation.

II.   HOW TO DEFINE AND PRESENT YOUR CAPABILITIES

A. IDENTIFY YOUR BUSINESS

Defining your business is important for accurate representation of your firm when submitting contract proposals. Your company must qualify as a small business and meet the size standards as defined below in order to take advantage of the various programs available to small business firms interested in doing business with the federal government.

1. What is a Small Business?

A small business is one that qualifies for at least one of the following subsets:

- Small business concern

- Small disadvantaged business concerns (SDB)

- Historically underutilized business zone (HUB Zone)

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

- Service disabled veteran-owned small business concerns (SDVOSB)

- Veteran-owned small business concerns (VOSB)

- Woman-owned small business concerns (WOSB).

2. What is a 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, and

- Does not exceed the numerical size standard for its industry.

Size standards are usually stated in number of employees or average annual receipts (see exhibit next page), 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. A table of size standards by NAICS industry is available at http://www.sba.gov/size (SBA Small Business Size Standards). If you do not know the NAICS code, the SBA's Size Standards web page contains a key word search routine to assist you or you may search for NAICS industries on the U.S. Census Bureau website at http://www.census.gov/eos/www/naics/ or on the SBA website at http://www.sba.gov/content/identifying-industry-codes.

The regulations specifying size standards and governing their use are set forth in Title 13, Code of Federal Regulations, part 121 (13 CFR part 121), Small Business Size Regulations. To access an electronic version of 13 CFR part 121, please visit http://www.gpoaccess.gov/cfr/index.html. SBA's size regulations pertaining to federal procurement are also found in the Federal Acquisition Regulation, 48 CFR part 19.

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 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 forecasts issued by the buying offices.

For more information about FSC codes, visit http://www.dlis.dla.mil/h2/.

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.

To learn more about NAICS, please visit http://www.census.gov/epcd/www/naicsdev.htm. For a complete list of NAICS codes, visit http://www.census.gov/cgi-bin/sssd/naics/naicsrch or see the CD ROM Table of Contents (click on the link for NAICS/SIC codes).

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 granted 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

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- 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 at http://www.dnb.com/US/duns_update/index.html or by contacting Dun & Bradstreet customer service at (800) 333-0505. If you do not have a DUNS Number, please visit http://www.dnb.com/us or contact the office at (888) 814-1435 to obtain one.

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 consolidates the capabilities in CCR/ FedReg, ORCA, and 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.

How To Create a SAM account

- Go to https://sam.gov

- 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 in at https://sam.gov 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 EIN)

- Your Standard Industrial Classification (SIC) codes

- Your Product Service codes (optional but useful)

How to Define and Present Your Capabilities

- 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 or to receive an award or you need 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.

CCR >>> SAM Facts. CCR is no longer in existence, the new website is SAM. This is a *free* website. Your CCR username will not work in SAM, you must create a new account. You need to create a new account in SAM if you want to update your records, add information or see more than publicly available information. If you have opted out of the public search, your record will not display when you perform a public search. To see your record, you need to create an account in SAM and migrate your account from CCR.

If you are a government staff member and you need to access non-public data, you should create your account now.

If you are an entity with an expired record and you need to activate your record for an impending award opportunity, you should create your account now and migrate your roles from CCR.
NOTE: Once you update your record in SAM, it will take 48 to 72 hours to complete the TIN match and CAGE validation processes, just like it did in CCR. You will be notified via email when the process is complete and your record is active in SAM. SAM cannot expedite this process.

If you are an entity with an active record and you need to update information in order to get paid or receive an impending award, then you should create your account now and migrate your roles from CCR.

Do you Need to Migrate Anything?
If you had access to edit a record in CCR, you need to migrate your CCR account before you can edit that record in SAM (If you had an expired record and need to activate for an impending award opportunity or if you have an active record and need to update information in order to get paid or receive an impending award). If that 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. You received an email from ask SAM@gsa.gov regarding the process for getting access to your account.

If you had other roles in SAM (*e.g.*, CCR Tools - Sensitive access, the ability to edit an entity record, the ability to add exclusions), then you can migrate those roles after you create your account in SAM.

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

How to Define and Present Your Capabilities

3. Registration with the Small Business Administration (SBA)

At the end of your SAM registration, you will be automatically registered with the SBA.

To view the SBA's Dynamic Small Business Search, visit http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm

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

A CAGE code is a five-position 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 require their subcontractors to have CAGE codes also.

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 at http://www.dlis.dla.mil/BINCS/. To learn more about or to search for CAGE codes, visit http://www.dlis.dla.mil/BINCS/FAQ.aspx.

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's list. Following is an example of what you should expect to do if you want to be placed on an agency's small vendor's list.

To be placed on its small business vendor list, the National Geospatial Agency (NGA) requires businesses to send an e-mail to a designated email address with the subject line reading: "New Interested Vendor". The e-mail should include the following information:

- Vendor name and address

- Point of contact with telephone number

- Business type (*e.g.*, small woman-owned)

- E-mail and business website address

- NAICS code(s) with title description

- GSA number

- CAGE Code

- DUNS number

- Highest clearance level

- If you are a certified 8A or Woman-Owned Business (see SBA website for criteria)

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 within the government sector, as well as a succinct description of your competitive advantage with an emphasis

on what differentiates your company from other small businesses in your market 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 capability 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 Capability 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 that the scope of the products and services you are selecting is not too broad or too narrow. If the scope is too broad, it may be difficult to focus in so many different directions at the same time 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 and services, or make it easier for an agency to get a more well-rounded service from another company.

In order to have a thorough capability 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

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 will be able to license technology, form R&D partnerships, access scientific knowledge and learn how to access federal R&D assets.

Note: In some cases the small and disadvantaged business utilization contacts are located at a service (Army, Navy, Air Force) office or in the Pentagon. See Section IX.C later in this document for a list of Maryland small business development office contacts.

Note: The contact names and information provided in the sections below are subject to change. Please check the Military and Federal Affairs page on the Maryland DBED website for the most up-to-date contact information.

MILITARY

A. ABERDEEN PROVING GROUND

Army's Office of Small Business Programs
Ms. Tracey Pinson
106 Army Pentagon
Washington, DC 20310-0106
(703) 697-2868; fax: (703) 693-3898
http://www.sellingtoarmy.info/

Aberdeen Proving Ground Small Business Office
John J. Obrien
(410) 436-3349
John.j.obrien122.civ@mail.mil
http://www.rdecom.army.mil/smallbusiness/

ATEC– U.S. Army Test & Evaluation Command
usarmy.APG.atec.mbx.atec-hq-pao@mail.mil
http://www.atec.army.mil/

CECOM– U.S. Army Communications– Electronics Command
(443)861-6714
http://cecom.army.mil/index.html

Edgewood Area Small Business Office
Jacob Chieffo
(410) 436-3136
Jacob.chieffo@us.army.mil
http://www.sellingtoarmy.info/

Joint Program Executive Office – Chemical– Biological Defense
(410)436-9600
http://www.jpeocbd.osd.mil/packs/Default2.aspx?pg=0

RDECOM– U.S. Army Research, Development & Engineering Command
Joseph Ferrare
(410)306-4489
Joseph.ferrare.civ@mail.mil

Small Business Innovation Research Program
Ron Hinkle (410) 436-2031; fax: (410) 436-6529
technical.outreach@apgea.army.mil
https://www.armysbir.army.mil/

Edgewood Chemical Biological Center
Don Kennedy
(410) 436-3610
Donald.n.kennedy3.civ@mail.mil
http://www.edgewood.army.mil/about/sbir_sttr.htm

Maryland Small Business Development Center - Northern Region
Serves Carroll, Harford, and Cecil Counties
401 Thomas Run Rd.
Bel Air, MD 21015-1698
(410) 836-4237
http://www.harford.edu/sbdc

B. JOINT BASE ANDREWS NAVAL AIR FACILITY WASHINGTON (JBA)

Lt. Col. Christopher Kay, Commander
11th Wing Contracting Squadron
1500 Perimeter Road, Suite 2780
Joint Base Andrews NAF, MD 20761
(240) 612-5621
Christopher.kay@afncr.af.mil

Willie J. Haney, Civ, DAF
11th Wing Small Business Specialist
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Joint Base Andrews NAF, MD
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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

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

C. ARMY RESEARCH LABORATORY

Army Research Laboratory
Joyce McDonald
2800 Powder Mill Road
Adelphi, MD 20783
(301) 394-3692
Joyce.McDonald@us.army.mil
SDBA@arl.army.mil
http://www.sellingtoarmy.info/

Army's Office of Small Business Programs
Tracey Pinson, Director
106 Army Pentagon
Washington, DC 20310-0106
(703) 697-2868; fax: (703) 693-3898
Veronica Atkinson, Small Business Point of Contact
Veronica.atkinson@us.army.mil
http://www.sellingtoarmy.info/

Army Research Laboratory Small Business Office
Joyce McDonald, Small and Disadvantaged Business Advisor
(301) 394-3692
Joyce.McDonald@us.army.mil
SDBA@arl.army.mil
http://www.sellingtoarmy.info/

SBIR Program Manager
Defense Threat Reduction Agency
Edward L. Archer, Director, Office of Small Business Programs
(703) 767-7889
edward.archer@DTRA.MIL
http://www.dtra.mil/Business/OfficeSBP.aspx

D. FORT DETRICK

Fort Detrick Business Development Office
Christine Demas, Director
Fort Detrick Business Development Office
201 Thomas Johnson Drive, Suite 208
Frederick, Maryland 21702
(301) 620-7071; fax: (301) 620-7078
http://www.fdbdo.com

U.S. Army Medical Research and Materiel Command
Office of Small Business Programs
Jerome K. Maultsby
820 Chandler Street
Fort Detrick, MD 21702-5014
(301) 619-2471; fax (301) 619-6662
http://www.mrmc.smallbusopps.army.mil/

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

Frederick Innovative Technology Center, Inc.
4539 Metropolitan Ct
Frederick, MD 21704
(301) 364-2999; fax: (301) 360-3554
info@fitci.org
http://www.fitci.org

Joint Technology Transition Initiative
Ronald Kaese
Director, Federal Programs
5565 Sterrett Place, Suite 214
Columbia, MD 21044
(410) 715-4170; fax: (410) 740-9422
rkaese@marylandtedco.org
http://www.marylandtedco.org/index.cfm

Army Medical Research Institute of Infectious Diseases
MCMR-UIZ-D
1425 Porter Street
Ft. Detrick - Frederick, MD 21702-5011
Jerome K. Maultsby
(301) 619-2471
http://www.usamriid.army.mil/
Technology transfer: http://www.usamriid.army.mil/businessopspage.cfm

Army Center for Environmental Health Research
McMR-UBZ
568 Doughten Drive
Fort Detrick, MD 21702-5010
Ms. Karen Fritz
(301) 619-2024; fax: (301) 619-7606
Karen.Fritz@amedd.army.mil
http://usacehr.detrick.army.mil/

National Cancer Institute – Frederick
Office of Acquisitions, MOSB
Building 427, Miller Drive
Frederick, MD 21702-1201
Janet Salter
(301) 846-1113
jsalter@mail.ncifcrf.gov
http://web.ncifcrf.gov/about/default.asp
http://web.ncifcrf.gov/About/mosb.aspx

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

D. FORT GEORGE G. MEADE

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Mission Installation Contracting Command-Installation Contracting Office
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Andrea.Armstrong@ us.army.mil
http://www.ftmeade.army.mil/pages/organizations/doc/doc.html

U.S. Cyber Command
http://www.arcyber.army.mil/index.html

Mark Barnett, Director, **Office of Small Business Programs** (OSBP)
National Security Agency (NSA)
9800 Savage Road, Suite 6623
Fort Meade, MD 20755-6623
(443) 479-2384
mlbarne@nsa.gov
smallbusiness@nsa.gov
http://www.nsa.gov/business/small_business_office/index.shtml

Leroy Long, **Contracts and Procurement Division**
Defense Information Systems Agency (DISA)
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6910 Cooper Avenue
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Army's Office of Small Business Programs
Ms. Tracey Pinson
106 Army Pentagon
Washington, DC 20310-0106
(703) 697-2868; fax: (703) 693-3898
http://www.sellingtoarmy.info/

E.   NAVAL SUPPORT FACILITY, INDIAN HEAD

Indian Head Small Business Office
Small Business Office, Code AB
4072 N. Jackson Road
Indian Head, MD 20640-5115
Donna Feaganes
(301) 744-6604
Donna.feaganes@navy.mil
http://www.navsea.navy.mil/nswc/indianhead/AboutUs/contactUs.aspx

Navy Office of Small Business Programs
http://www.donhq.navy.mil/OSBP

Small Business Innovation and Research Program
Office of Naval Research
One Liberty Center
875 North Randolph Street
Code 03TSB, Room 262A
Arlington, VA 22203-1995
John Williams, Director, Navy SBIR Programs
(703) 696-0342; fax (703) 696-4884
williajr@onr.navy.mil
http://www.navysbir.com
http://www.onr.navy.mil/sci_tech/3t/sbir_sttr/

F.   NAVAL SURFACE WARFARE CENTER, CARDEROCK

Carderock Division Small Business Program Office
NSWCCD, Code 018
5001 South Broad Street
Philadelphia, Pa 19112-5083
Irene Katacinski
(215) 897-7596; fax: (215) 897-7053
Irene.katacinski@navy.mil
http://www.navsea.navy.mil/nswc/carderock/pub/business/sbo.aspx

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

Small Business Innovation and Research Program Office
Naval Sea Systems Command – Carderock Division Code 0122
9500 MacArthur Blvd
West Bethesda, MD 20817-5700
Mr. James E. Wood, SBIR Program Manager
(301) 227-2690
james.e.wood@navy.mil
http://www.navsea.navy.mil/nswc/carderock/default.aspx

G. NAVAL MEDICAL RESEARCH CENTER

Naval Medical Research Center
503 Robert Grant Avenue
Silver Spring, MD 20910-7500
(301) 319-7403
http://www.nmrc.navy.mil/
Technology transfer: http://www.nmrc.navy.mil/ott/nmrc_res_srv_ott_main.htm

Navy Office of Small Business Programs
http://www.donhq.navy.mil/OSBP

H. NAVAL RESEARCH LABORATORY

Office of Small Business
ONR Associate Director of Small Business
Brenda Pickett
(703) 696-2607
brenda.pickett@navy.mil
http://sadbu.nrl.navy.mil/

Contracting Division
Rita Brede
(202) 767-5227; fax: (202) 767-0494
rita.brede@nrl.navy.mil

I. PATUXENT RIVER NAVAL AIR STATION

Navy Office of Small Business Programs
http://www.donhq.navy.mil/OSBP

Patuxent River Naval Warfare Center Business Office
NAWC Aircraft Division
Business & Partnership Office
22473 Millstone Road
Building 505, Room 116
Patuxent River, MD 20670
(301) 342-1133
nawcad.nvo@navy.mil
http://www.navair.navy.mil/nawcad

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

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J. UNITED STATES NAVAL ACADEMY

Navy Office of Small Business Programs
http://www.donhq.navy.mil/OSBP

K. U.S. ARMY CORPS OF ENGINEERS

Contracting Division
10 South Howard Street
7th Floor, Room 7000
Baltimore, MD 21201
Renee Cairo-Iocco, Chief, Contracting Division
(410) 962-2196
Tamika Gray, Deputy for Small Business
(410) 962-2587
Tamika.Gray@usace.army.mil

L. WALTER REED NATIONAL MILITARY MEDICAL CENTER

NAVAL SUPPORT ACTIVITY (NSA) BETHESDA
Carrodena Johnson, Fleet Logistics Center (FLC) Norfolk
Small Business Office
1968 Gilbert Street, Suite 600
Norfolk, VA 23511-3392
(757) 433-1435
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Walter Reed National Military Medical Center Bethesda (WRB)
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How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

Navy Office of Small Business Programs
Office of the Secretary of the Navy
Small Business Programs
720 Kennon Avenue, SE
Building 36, Room 207
Washington, DC 20374-5015
(202) 685-6485 OSBP
info@navy.mil
http://www.donhq.navy.mil/OSBP

FEDERAL AGENCIES:

A. BELTSVILLE AGRICULTURAL RESEARCH CENTER

Beltsville Agriculture Research Center
Dr. Joseph Spence, Director
Crop Systems & Global Lab
Rm. 223, Bldg. 003, BARC-West
10300 Baltimore Avenue
Beltsville, MD 20705
(301) 504-6078
Kathy.mccue@ars.usda.gov
http://www.ars.usda.gov

Department of Agriculture's Office of Small and Disadvantaged Business Utilization
USDA OSDBU
1400 Independence Ave., S.W., Room 1085 South Building
Washington, DC 20250
(202) 720-7117
Belinda.ward@usda.gov
http://www.usda.gov/osdbu/

Contracting Opportunities
http://www.dm.usda.gov/smallbus/busops.htm

Small Business Innovation and Research Unit
USDA
Cooperative State Research, Education, and Extension Service
1400 Independence Avenue SW, Stop 2201
Washington, DC 20250-2201
(202) 401-4002; fax: (202) 401-6070
Charles F. Cleland
ccleland@csrees.usda.gov
http://www.csrees.usda.gov/funding/sbir/sbir.html

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

CENSUS BUREAU

Acquisition Division:
4600 Silver Hill Rd, Room 3J438
Washington, DC 20233-1700
Michael L. Palensky
301-763-1818
michael.l.palensky@census.gov
contracts@census.gov
http://www.census.gov/procur/www/index.html

Small Business Opportunities
acq.systems.and.policy.branch@census.gov
http://www.census.gov/procur/www/sb/index.html

C. CENTERS FOR MEDICARE AND MEDICAID SERVICES

Office of Acquisition & Grants Management (OAGM)
7500 Security Blvd, Rm C2-24-18
Baltimore, MD 21244-1850
410-786-1381
http://www.cms.gov/
http://www.cms.gov/ContractingGeneralInformation/

D. CONSUMER PRODUCT SAFETY COMMISSION

Procurement Services Division:
4330 East West Highway
Room 517C
Bethesda, MD 20814
Donna Hutton
(301) 504-7009
dhutton@cpsc.gov
http://www.cpsc.gov/businfo/smbus.html

Small Business Program:
http://www.cpsc.gov/businfo/smbusprog.html

Small Business Ombudsman
U.S. CPSC
Washington, D.C. 20207
(888) 531-9070; Fax: (301) 504-0121
sbo@cpsc.gov
http://www.cpsc.gov/sbo

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

DEPARTMENT OF ENERGY

Office of Small and Disadvantaged Business Utilization
1000 Independence Ave SW
Rm 5B-148
M/S Ed-1, Washington DC 20585
Brenda J. Degraffenreid, Associate Director
(202) 586-4620
brenda.degraffenreid@hq.doe.gov
http://diversity.energy.gov/business/small_business.htm

Office of Procurement and Assistance Management
1000 Independence Ave SW
Washington DC 20585
(202) 287-1310
http://www.management.energy.gov/about_us/procurement_mission.htm

Office of Economic Impact & Diversity
US Department of Energy
1000 Independence Ave., SW
Washington, DC 20585
(202) 586-8383

Bill Valdez, Acting Director
(202) 586-8383
Bill.Valdez@hq.doe.gov
http://diversity.energy.gov/

Office of Minority Economic Impact (OMEI)
Annie P. Whatley, Associate Director
(202) 586-0281
Annie.Whatley@hq.doe.gov
http://diversity.energy.gov/minority/minority_impact.htm

ENVIRONMENTAL PROTECTION AGENCY

Office of Acquisition Management:
Ariel Rios Federal Building, 1200 Pennsylvania Avenue, NW
Mail Code 3801 R,
Washington, DC 20460
http://www.epa.gov/oam/

Office of Small Business Programs
1301 Constitution Avenue, NW
Room 1329
Washington, DC 20004
Jeanette L. Brown, Director
(202) 566-2075
http://www.epa.gov/osbp/index.htm
Business Opportunities with the EPA
http://www.epa.gov/osbp/contracts.htm

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

G. FOOD AND DRUG ADMINISTRATION

Office of Small Disadvantaged Business Utilization
Parklawn Building - Division of Acquisition Management
5600 Fishers Lane, Room 5C-26
Rockville, MD 20857
Anita Allen, Small Business Specialist
(301) 443-1715
Anita.Allen@PSC.hhs.gov
http://www.fda.gov/AboutFDA/business/ucm134069.htm

FDA Small Business Guide
http://www.fda.gov/ora/fed_state/small_business/sb_guide/default.htm
http://www.fda.gov/oc/industry/smallbusiness/outreach.html

Health and Human Services Office of Small and Disadvantaged Business Utilization
http://www.hhs.gov/asfr/ogapa/osbdu/index.html

H. NASA GODDARD SPACE FLIGHT CENTER

Goddard Space Flight Center Industry Assistance Office301
Goddard Space Flight Center, Code 210
Greenbelt, MD 20771
Elizabeth Anne Haase
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Goddard Small Business Office
Ms. Donna Broderick
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Donna.J.Broderick@nasa.gov
http://code210.gsfc.nasa.gov/industryassist.htm
http://www.nasa.gov/centers/goddard/business/index.html

NASA Office of Small Business Programs
NASA Headquarters
300 E Street SW
Washington, DC 20546
(202) 358-2088
smallbusiness@nasa.gov
http://www.osbp.nasa.gov/

New Business Opportunities Office
Goddard Space Flight Center, Code 101
Greenbelt, MD 20771
Bonnie Norris, Chief
(301) 286-5442
Bonnie.G.Norris@nasa.gov
http://www.nasa.gov/centers/goddard/business/index.html

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

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http://www.nasa.gov/centers/goddard/business/index.html

Small Business Innovation and Research Program Office
Goddard Space Flight Center, Code 504
Greenbelt, MD 20771
(301) 286-5836; fax (301) 286-0301
Jenny Geiger, Program Manager (Acting), SBIR Program
Jenny.geiger@nasa.gov
http://code210.gsfc.nasa.gov/industryassist.htm

I. NATIONAL INSTITUTES OF HEALTH (NIH)

Department of Health and Human Services Office of Small and Disadvantaged Business Utilization
sbmail@hhs.gov
http://www.dhhs.gov/osdbu/

Small Business Innovation and Research Program
6705 Rockledge Drive
RKLGI, Room 3538
Bethesda, MD 20892
(301) 435-2688; fax (301) 480-0146
sbir@od.nih.gov
http://grants.nih.gov/grants/funding/sbir.htm

NIH - National Cancer Institute (NCI)
Technology Transfer Branch
6120 Executive Blvd.
Suite 450
Rockville, MD 20852
Ms. Karen Maurey
(301) 496-0477; fax: (301) 402-2117
maureyk@mail.nih.gov
(Note that a major contingent of the NCI is located at Fort Detrick.)
http://www.cancer.gov/

Technology transfer: http://ttb.nci.nih.gov/

NIH - National Library of Medicine (NLM)
8600 Rockville Pike
Bethesda, MD 20894
Mr. Fred Wood
(301) 402-9278; fax: (301) 496-4450
fred_wood@occshost.nim.nih.gov
http://www.nlm.nih.gov/
Technology transfer: http://www.nlm.nih.gov/grants.html

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

J. *NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY (NIST)*

Department of Commerce's Small and Disadvantaged Business Utilization Office
100 Bureau Drive
Gaithersburg, MD
Roger Minami
(301) 975-8463
kinya.minami@nist.gov
http://www.osec.doc.gov/osdbu/

Business Development Office
See Manufacturing Extension Partnerships Program

Small Business Innovation and Research Program (SBIR)
NIST
Office of Technology Partnerships
100 Bureau Drive, Stop 2200
Gaithersburg, MD 20899-2200
(301) 975-4188; (301) 975-6691
sbir@nist.gov
http://www.nist.gov/sbir

NATIONAL SECURITY AGENCY

Industry Outreach & Facilitation Office
National Security Agency
9800 Savage Road, Suite 6990
Ft. Meade, MD 20755
http://www.nsa.gov/business/conferences_events/calendar/index.shtml

Acquisition Resource Center
(866) 914-6272
nsaarc@nsaarc.net
http://www.nsa.gov/business/acq_resource_center/index.shtml

Office of Small Business Programs
(301) 688-7866
smallbusiness@nsa.gov
http://www.nsa.gov/business/small_business_office/index.shtml

NSA Set-Aside for Small Business
(443) 479-4333
nsets@nsa.gov
http://www.nsa.gov/business/small_business_office/index.shtml

L. NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

NOAA Acquisitions & Grants Office (AGO)
Silver Spring Metro Center 1
1335 East-West Hwy, Room 6300
Silver Spring, MD 20910
301-713-0325
Courtney Fletcher
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www.ago.noaa.gov

M. NUCLEAR REGULATORY COMMISION

Division of Contracts
Two White Flint North Building
11545 Rockville Pike
Mail Stop TWB-01-B10M
Rockville, MD 20852
1-800-903-7227
SmallBusiness.Resource@nrc.gov
http://www.nrc.gov/about-nrc/organization/sbcrfuncdesc.html

Office of Small Business & Civil Rights
One White Flint North Building
11555 Rockville Pike
Rockville, MD 20852
http://www.nrc.gov/about-nrc/organization/sbcrfuncdesc.html

Manager of Small Business Program
Anthony Briggs
301-415-7381, 800-903-SBCR
Anthony.Briggs@nrc.gov
SmallBusiness@nrc.gov
http://www.nrc.gov/about-nrc/overview.html

N. *VETERANS AFFAIRS OFFICE OF RESEARCH AND DEVELOPMENT*

Department of Veterans Affairs
Research and Development
810 Vermont Avenue, NW
Washington, DC 20420
http://www.research.va.gov/default.cfm

Technology Transfer Program
(10P9TT)
810 Vermont Ave (NW)
Washington DC, 20420
http://www.research.va.gov/programs/tech_transfer/default.cfm

How to Find the Right Contact at a Federal Installation, Laboratory or Agency in Maryland

Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization
OSDBU (00SB)
810 Vermont Avenue, NW
Washington, DC 20420
(800) 949-8387
OSDBU@va.gov or http://www.va.gov/osdbu/.

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

It isn't 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 my company's capabilities appropriate for this project?" Everyone tailors a résumé to fit with what an agency is looking for, and the same is true for detailing past business and past clients. But the right "fit" is really something else.

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 past experience and innovative approaches that your company can meet the procurement needs of the agency. The need for a good fit is why it is essential to present your company's capabilities to the procurement contacts before you ever bid on a project from that agency. A good procurement office will guide you through the process; therefore, it is especially important to visit those agencies or facilities that seem to fit or have a need for your capabilities. Government procurement personnel should be able to suggest some disciplines or talents that you may want to acquire or at least be able to access through teaming. An agency may require specialized equipment, ties to a certain geographic area, or other credentials that will be important to be credible on an upcoming solicitation. Research on past experience with that agency is very important. There may be special rules about pricing – *e.g.*, use of part-time workers, consultants, travel and unallowable costs – that are not always obvious in the solicitation itself. 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. Others in your field may also be of assistance in terms of determining agency needs, preferences or even biases. It is always helpful to talk with a peer who has been through the process before. You may even team with such a person in a mutually-beneficial partnership. Look for someone in your field of endeavor who may be able to provide valuable insight.

V.   HOW TO DECIDE WHAT NOT TO BID ON

Deciding which proposals <u>not</u> to bid on can be critical in terms of wasted time and resources. A lot of businesses put a great deal of effort into a bid and proposal that has very little likelihood of being a winner. But how do you know? Most solicitations include a pre-bid conference. It is very important to attend such meetings to gain insight into the bid process. There is almost always a sign-in sheet. Be sure to sign in and take mental notes as to those who have already registered. This will give you a good idea as to who your competition is or help you identify potential partnering opportunities. Even though the agency will make a transcript of all questions and supply the answers to all bidders, it's good to make your own notes of the Q & A. Obvious questions include: "Is there an incumbent?" and "Is the incumbent eligible to bid on this solicitation?" If, for instance, it is a set-aside for an 8(a) (a type of SBA Small Disadvantaged Business certification allowing one to conduct business with the federal government), the incumbent firm may have graduated from the 8(a) program and therefore cannot bid. 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…don't bid.

It is also important to find out exactly what credentials the agency is looking for in a contractor. If it's a stretch for your company to qualify, you may be able to team with another bidder to present a more unified proposal, with each company bringing different strengths.

➢ If it's marginal for your firm…don't 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 teaming with a person who has the capability your company may lack. It always makes sense to keep careful notes for your file. Such a paper trail is important in case of a need to protest an award. In any event, if you don't win, when available, be sure and get a debriefing and find out exactly where your proposal came up short. Be on the lookout for prime contractors who may be large businesses looking for a small/minority business teaming partner or who may want to subcontract with a small business (in the case of a set-aside).

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. Be sure you have the right experience

6. Be sure you have the time to prepare a quality response

If any of these cannot be satisfied, do not bid.

VI.   HOW TO FIND AN APPROPRIATE OPPORTUNITY

In evaluating a request 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. Depending on the nature and structure of the bidding firm, each may have advantages and/or disadvantages. You may want to investigate agencies which may have a vehicle for unsolicited proposals from companies who have researched federal agency needs and feel they have the technology or services of value to share without being formally solicited.

A. UNDERSTANDING SOLICITATIONS

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:
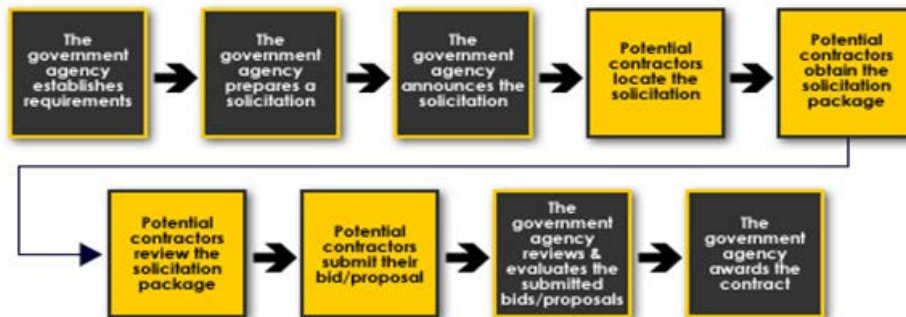
The first step is to obtain a solicitation package or bid package. The solicitation notice will tell you how to obtain the bid package. Most solicitation packages may be obtained via the Internet. However, some agencies may require companies to request the solicitation package and will provide a hard copy. When requesting a bid package, be sure to:

- Have the correct solicitation number

- Ask for or look for any amendments or changes to the requirements or terms that might have been issued.

It is important to read the solicitation package very carefully, as it contains all of the information you will need to respond with your offer.

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 a phone number.

You should fully understand exactly what the agency is requesting and what you are proposing to provide. If the contract is awarded to you, your bid/proposal results constitute a binding contract and you will be required to fulfill the terms of the contract as specified.

Different types of solicitation packages and small business opportunities are described below.

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 and 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. Generally, the contract is awarded to the lowest bidder unless the lowest bid is judged too low to be reasonable or the government has documented in the solicitation package "other price-related factors" that will influence the award decision.

Government-wide IFBs are available daily for review at https://www.fbo.gov/.

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 procurement 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 what types of firms are out there that may have relevance to what the government is looking for. Such opportunities are why it is important to arrange to present your capabilities to as many agencies, business development offices, small business contacts, and others as you can.

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.

One of the best sources of information on what all these terms mean and for government agencies in general is the website for UCLA's Anderson School of Management – the Rosenfeld Library (http://www.anderson.ucla.edu/rosenfeld-library). The section on "Government Information" (http://www.anderson.ucla.edu/rosenfeld-library/government-information) contains links to every conceivable source of information on government and business procurements.

5. *Broad Agency Announcements (BAA)*

A BAA is a method of soliciting proposals for R&D using notices published on the Federal Business Opportunities (FedBizOpps) website and 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. An award decision should be forwarded by the Government within 180 days after submission.

6. Small Business Innovation Research Program (SBIR)
Since its enactment in 1982 as part of the Small Business Innovation Development Act, SBIR has helped thousands of small businesses compete for federal research and development awards. SBIR is a highly competitive program that encourages small business to explore their technological potential and provides the incentive to profit from its commercialization. By reserving a specific percentage of federal R&D funds for small business, SBIR protects the small business and enables it to compete on the same level as larger businesses. SBIR funds the critical startup and development stages and encourages the commercialization of the technology, product, or service, which, in turn, stimulates the U.S. economy.

To qualify for the SBIR program, 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 limited to 500 employees.

Each year, ten federal departments and agencies are required by SBIR to reserve a portion of their R&D funds for award to small business. Those departments include:

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services

- Department of Transportation
- Environmental Protection Agency
- National Aeronautics and Space Administration
- National Science Foundation

These 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 of performance. Successful Phase I recipients are invited to submit Phase II proposals.

Phase II awards of up to $1,000,000, for as many as 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 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 funds support this phase. Your business must find funding in the private sector or other non-SBIR federal agency funding. Therefore, you must develop a marketing strategy and plan for taking the SBIR-developed product/technology to the marketplace.

SBIR funds are usually awarded at specific times of the year, so it is important to check with the installation regarding deadlines for proposal submission.

7. *Small Business Technology Transfer Program (STTR)*

STTR expands funding opportunities in the federal innovation research and development arena by partnering small businesses with nonprofit research laboratories.

Your business must meet certain eligibility criteria to participate in the STTR Program. To qualify, your business must be:

- American-owned and independently operated
- For-profit
- Principal researcher need not be employed by small business
- Company size limited to 500 employees.

The nonprofit research institution must also meet certain eligibility criteria:

- Located in the United States
- Meet one of three definitions:
  - Nonprofit college or university
  - Domestic nonprofit research organization
  - Federally-funded R&D center (FFRDC).

How to Find an Appropriate Opportunity

There is no size limit for nonprofit research institutions.

Each year, five federal departments and agencies are required by STTR to reserve a portion of their R&D funds for award to small business/nonprofit research institution partnerships:

- Department of Defense

- Department of Energy

- Department of Health and Human Services

- National Aeronautics and Space Administration

- National Science Foundation.

Following submission of proposals, agencies make STTR awards based on small business/nonprofit research institution qualification, degree of innovation, 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 $100,000 for approximately one year fund the exploration of the scientific, technical, and commercial feasibility of an idea or technology.

Phase II awards of up to $750,000, for as long as two years, expand Phase I results. During this period, the R&D work is performed and the developer begins to consider commercial potential. The STTR only considers Phase I award winners for Phase II.

Phase III is the period during which Phase II innovation moves from the laboratory into the marketplace. No STTR funds support this phase. The small business must find funding in the private sector or other non-STTR federal agency funding.

STTR funds also are usually awarded at specific times of the year, so it is important to check with the installation regarding deadlines for proposal submission.

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

The U.S. federal government buys nearly $100 billion worth of goods and services from small business each year. However, for many women-owned small businesses competing in this lucrative market has been tricky. In fact, in recent years, WOSBs received only four percent of the $400+ billion government contracts awarded to small businesses.

In an effort to address this shortfall and create a more level contracting playing field for WOSBs, last year the SBA implemented a women's contracting program that will allow contracting officer to set aside contracts for WOSBs and give them a better shot at reaching the goals.

Under the new National Defense Authorization Act of 2013, the SBA will make changes to its Women-Owned Small Business Federal Contract Program to help women-owned small businesses get more federal contracts and help the federal government meet and exceed its statutory five percent women's contracting goal.

Prior to the new law, the anticipated award price of a contract for women-owned and economically disadvantaged small businesses could not exceed $6.5 million for manufacturing contracts and $4 million for all other contracts. The new law removes these thresholds for such businesses allowing them greater access to federal contracting opportunities without limitations or restrictions to the value of a contract.

To be eligible for the program, you must meet the following criteria:

- Your business must be 51% owner and operated by one or more women, and primarily managed by one or more women.

- You must be a U.S. citizen.

- Your business must be considered a "small business" according to the SBA's size standards and by the NAICS (North American Industry Classification Systems).

- Your business must be "economically disadvantaged." This is determined by specific financial requirements set forth in SBA's program regulations.

Every firm that wishes to participate in the WOSB program must meet the eligibility requirements and either self-certify or obtain third party certification, such as the El Paso Hispanic Chamber of Commerce, the National Women Business Owners Corporation, the U.S. Women's Chamber of Commerce, and the Women's Business Enterprise National Council.

To ensure you can compete for these WOSB set-aside contracts as soon as possible, be certain to review all the program requirements on the SBA web site, and ensure your required documents are uploaded to the WOSB Program Repository. WOSBs also need to update their status in the System for Award Management (SAM) to indicate to contracting officers that they are eligible to participate.

SBA also offers a number of training and outreach activities to help WOSBs understand the program. Check the SBA web site for details

B. 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 available at http://www.fedbizopps.gov.

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." View the homepage at http://www.gsa.gov/smallbusiness for 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 session.

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 states:

- Delaware
- Maryland (excluding Montgomery and Prince George's county)
- 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

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 web page, "Getting Started With GSA Schedules," at http://www.gsa.gov/portal/content/202573 . 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.

In addition, GSA offers free monthly workshops designed to encourage and support small businesses interested in obtaining a GSA Federal Supply Schedules contract. These workshops are conducted once per month.

For information on scheduled workshops in Maryland, please contact:
Helena Koch
Procurement Analyst
20 North Eighth Street, 10th Floor
Philadelphia, PA 19107-3191
(215) 446-4918; fax: (215) 446-5130
Helena.koch@gsa.gov

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 be linked 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 (*i.e.*, bundled solicitations) and generate revenue against their respective GSA schedules.

Another way is to search Schedules e-Library (http://www.gsaelibrary.gsa.gov/ElibMain/ElibHome) 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 (http://www.gsaelibrary.gsa.gov/ElibMain/ScheduleList) 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 (http://www.fedbizopps.gov/) 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 (visit https://sam.gov)

- Obtain an Open Ratings, Inc. reference check (see Past Performance Evaluation form in 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.

C. OTHER TYPES OF AGREEMENTS

There are other technology transfer mechanisms available to small businesses besides the federal procurement process. Likewise, there are several contracting vehicles that your firm should consider.

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 with a diverse workforce

- 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. The web address for FedBizOpps is http://www.fedbizopps.gov.

The Small Business Administration's (SBA) SUB-Net is another site where small businesses can search for procurement opportunities, including teaming arrangements. Prime contractors post solicitations on the SUB-Net site. Solicitations are reviewed by SBA personnel for accuracy in text content. Accurate solicitations are activated by SBA personnel and the prime contractor is given a password to post additional solicitations.

The web address for SUB-Net is http://web.sba.gov/subnet. Small businesses are also potential teaming partners. The SAM (https://sam.gov) is also an excellent resource to use to search for teaming partners.

The Office of Small and Disadvantaged Business Utilization (OSDBU) in each federal agency has information about how to market your company to find teaming arrangements. You may connect to each of the OSDBU offices through several websites, including WomenBiz.gov, available at http://www.womenbiz.gov, the Department of the Treasury, available at http://www.treasury.gov/resource-center/sb-programs/, and the Department of Commerce, available at http://www.osec.doc.gov/osdbu/.

Most of the OSDBU offices' websites list contact names and telephone numbers. You can contact one of the small business specialists in the OSDBU office to discuss your company's teaming needs. The small business specialist will be able to assist you with information about what types of procurements are available for your products or services now and in the future.

For more information about subcontracting opportunities, visit http://www.sba.gov/category/navigation-structure/contracting/contracting-opportunities/sub-contracting/subcontracting-opportunities-directory.

It should be noted that the Governor's Office of Minority Affairs (GOMA) provides assistance through its Strategic Alliance Program to partner small, minority, disadvantaged, women-owned and veteran-owned companies with opportunities related to DoD contractors and mentor protégé programs. GOMA can be contacted at (410) 767-8232 or http://www.mdminoritybusiness.com.

2. *Collaborative Research and Development Agreements (CRADA)*
A CRADA is not an acquisition instrument (such as grants, contracts, and cooperative agreements), memorandum of agreement or a memorandum of understanding.

A CRADA is an agreement exempt from FAR and DFAR. Although locally reviewed and approved, agency level oversight is possible. Under a CRADA, the Government may, for the purposes of joint research, development, engineering, and testing but not manufacture, give to a nonfederal government organization (public or private) the use of federal personnel, materials, intellectual property, facilities and equipment, but not money.

Your small business may give to the federal agency the use of personnel, material, intellectual property, facilities, equipment, and money. The money, which is retained locally, may only be used for additional research and development, training, and activities that foster technology transfer. 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.

It is a felony for federal employees to disclose proprietary information (US Code Title 18, Chapter 93, Section 1905). Therefore, 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 nonfederal 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 receive 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 Agreement (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.

8. 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 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.

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:
http://www.whitehouse.gov/omb/procurement_multi_agency_contract_opps

This document provides information about and links to the various schedules, GWACs, and MACs that are offered by federal agencies.

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.
http://www.netcents.af.mil/contracts/ asp

Army CHESS: The Army's Computer Hardware, Enterprise Software and Solutions (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.
http://www.eis.army.mil/programs/chess
https://chess.army.mil/

Defense Information Systems Agency IDIQs: The Defense Information Systems Agency provides an extensive list of IT 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 information, contact information, and information about the prime contractor.
http://www.disa.mil/Services/Contracting.

Enterprise Acquisition Gateway for Leading Edge Solutions (EAGLE): 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
http://www.dhs.gov/eagle

Government Wide Acquisition Contracts (GWAC): GWACs are multiple awards, indefinite delivery; indefinite quantity contracts that help numerous agencies meet their technology requirements in a more efficient way than the typical bid process.
http://www.gsa.gov/portal/content/104874?utm_source=FAS&utm_medium=print-

How to Find an Appropriate Opportunity

radio&utm_term=gwacs&utm_campaign=shortcuts

General Services Administration's Small Business GWAC site:
http://www.gsa.gov/portal/content/104874?utm_source=FAS&utm_medium=print-radio&utm_term=gwacs&utm_campaign=shortcuts

Office of Management and Budget's List of GWACS:
http://www.whitehouse.gov/sites/default/files/omb/procurement/interagency_acq/gwac_list.pdf

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.
www.gsa.gov/networx

GSA Schedules: The General Service Administration 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. www.gsa.gov/HDR_4_Prchsng_schedules

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. www.gsa.gov/schedule70

Mission Oriented Business Integrated Services (MOBIS): The GSA's Schedule 874- MOBIS contract offers management and consulting services to federal agencies that aid in improving   performance and endeavor in meeting mission goals.
http://www.gsa.gov/portal/content/104551?utm_source=FAS&utm_medium=print-radio&utm_term=mobis&utm_campaign=shortcuts

NIH Information Technology Acquisition and Assessment Center (NITAAC): The National Institutes of Health's NITAAC program manages multiple GWACs that provide IT solutions, services, products and imaging to multiple federal agencies. NITAAC operates three major contracts: CIO-SP2i (services/solutions), ECSII (products), and IW2nd (imaging). http://nitaac.nih.gov/nitaac/

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.
www.nsa.gov/business/programs/nsets.shtml

Solutions for Enterprise-Wide Procurement (SEWP): NASA's SEWP contract provides the latest in IT products for all federal agencies through 38 pre-competed contract holders. 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.
http://www.sewp.nasa.gov

VII. HOW TO PREPARE A PROPOSAL

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'LL FIND IN AN RFP

Most solicitations will be in the form of an RFP (Request for Proposal). 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. This section 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. This section 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. This section 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. This section 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. This section 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. This section 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. This section 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. This section 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. This section 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. This section 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 might 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.

An excellent source for further information can be found at the DOD website, Doing Business with the DOD at: http://www.defense.gov/landing/contract_resources.asp

Section K - Representations, Certifications and Other Statements of Offerors. This section 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. This 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.

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Section M - Evaluation Factors for Award. This section 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 type of bid or proposal you will develop and submit to the agency will depend on the type of solicitation the agency published.

Bids and proposals always should be prepared with 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 opening 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 that the products and services you are offering fulfill the needs (meet the requirements, as stated in the solicitation)

- Make sure that you complete and submit all of the appropriate standardized form

- Make sure that your offer is clear, concise, and understandable

- Make sure that your pricing makes sense for you and the government.

Also, if there is a page limit, be sure you do not 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

- Your firm has successfully performed on a project of similar work scope and complexity

- Your firm has credentialed staff or has access to required personnel that can be directed to this project

- Your firm has work facilities in close proximity to project work site.

D. FORMS YOU MIGHT ENCOUNTER IN SEALED BIDS
Among the forms that you might be required to submit in a sealed bid are:

Standard Form 33, Solicitation, Offer, and Award. The government uses this form 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. The government uses this form 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. The government uses this form to buy, ship, and receive commercial items when using simplified acquisition procedures.

Responses to sealed bids will consist of the forms provided in the bid package that you have completed.

E.   FORMS YOU MIGHT ENCOUNTER IN RFQ
Among the forms that you might be required to submit in response to an RFQ are:

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Standard Form 18, Request for Quotation. The government uses this form to obtain company information and the quote.

Standard Form 26, Award/Contract. The government uses this form to specify the contract conditions if a contract is awarded.

Standard Form 44, Purchase Order-Invoice-Voucher. The government uses this form 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. See: http://www.dfas.mil/dfas/contractorsvendors.htm

There is a well-known former government initiative called Online Representations and Certifications (ORCA), which was designed by the Integrated Acquisition Environment (IAE) to replace 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. You can register on the website: https://sam.gov.

VIII.   HOW TO PRICE A RESPONSE

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 (http://www.dol.gov/) 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 USE MARYLAND'S RESOURCES TO YOUR ADVANTAGE

There are a number of resources in Maryland that can assist you in doing business with federal facilities.

A. *MARYLAND DEPARTMENT OF BUSINESS AND ECONOMIC DEVELOPMENT (DBED)*

DBED provides assistance to small businesses to ensure their success, including information on financing, workforce training, exporting, trade and small and minority business assistance.
DBED is composed of a number of divisions and offices. To access information about the divisions within DBED, visit: http://www.choosemaryland.org/aboutdbed/pages/default.aspx

DBED has an extensive list of both grant and loan programs that can be used to assist businesses and local communities. Note that assistance is available through the department to help applicants prepare the appropriate forms and back-up.

In anticipation of BRAC, Maryland created seven military alliances associated with the major installations.

Information on the alliances and contacts can be found at http://www.choosemaryland.org.

Andrews Business and Community Alliance
Greater Prince George's Business Roundtable
10201 Martin Luther King, Jr. Highway, Suite 220
Bowie, MD 20720
(301) 860-0809
Jim Estepp, President
jestepp@bizroundtable.org
http://www.bizroundtable.org/andrews-business-community-alliance

Army Alliance, Inc.
Bernard J. ("Barney") Michel, President
Principal Business Strategist
4694 Millennium Drive Suite 105
Belcamp, MD 21017
(443) 374-0211 ext.302; (443) 374-0216 (Fax)
bmichel@jrad.us
www.armyalliance.org

Fort Detrick Alliance
Michael J. Langford, DVM, PhD
Chief Scientific Officer
SAIC, Life Sciences Operations
5202 Presidents Court, Suite 110
Frederick, MD 21703
(240) 529-0862
langfordmj@saic.com
www.fortdetrickalliance.org

Nick Falcon, Executive Director
(301) 788-9896
director@fortdetrickalliance.org

Fort Meade Alliance
Rosemary M. Budd, Director Business Development
TASC, Inc.
2701 Technology Drive
Annapolis Junction, MD 20701
Rosemary.budd@tasc.com
(240) 456-4885 (work)
Rosemary.budd@tasc.com

Fort Meade Alliance, Inc.
1350 Dorsey Road, Suite G
Hanover, MD 21076
Tim O'Ferrall, General Manager
(410) 850-4940
toferrall@ftmeadealliance.org

Goddard Alliance
9912 Sudan PL.
Upper Marlboro, MD 20772
P.O. Box 1113
Greenbelt, MD 20768
Jacqueline Steele-McCall, President
mrsjacmc@yahoo.com
www.goddardalliance.com

Indian Head Defense Alliance
P.O. Box 2808,
113 Howard Street, Ste 302
La Plata, MD 20646
Dennis Chappel, President
Port Tobacco Consulting, LLC
(301) 392-9009
dchappell@potobac.com
www.potobac.com

Maritime Technology Alliance
16710 Batchellors Forest Road
Olney, MD 20832-2703
Richard Metrey, President
(301) 774-6995
REMetrey@aol.com
www.maritimetechnologyalliance.org/

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Southern Maryland Navy Alliance
Southern Maryland Navy Alliance
PO Box 748
Hollywood, MD 20636
Edward C. Sierra, President
(301) 737-3000, x 101
SierraEC@SIERRAMGT.com

National Naval Medical at Bethesda
Office of the County Executive
101 Monroe Street, 2nd Floor
Rockville, MD 20850
Phil Alperson, BRAC Coordinator
(240) 777-2595
Phil.Alperson@montgomerycountymd.gov
www.montgomerycountymd.gov

Federal Research Center at White Oak
(Formerly Naval Surface Warfare Center)
LABQUEST Partnership
10903 New Hampshire Avenue
Silver Spring, Maryland, 20903
Betsy Bretz, Chairperson
(301) 439-8655 (Office)/(301) 980-3050 (Cell)
bbretz@comcast.net

B. 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 is also responsible for overseeing the work of the state agencies as they plan and implement projects that are intended to overcome special problems related to minority business enterprise participation initiatives. GOMA also has a designated role in BRAC-related opportunities. GOMA representatives may be reached at (410) 767-8232.

C. SBA – MARYLAND DISTRICT OFFICE

The Maryland District Office provides assistance to small businesses. Counseling is offered in the areas of finance, management, technology and procurement.
If you need assistance, please contact:

Maryland District Office
City Crescent Building, 6th Floor
10 South Howard Street
Baltimore, Maryland 21201
(410) 962-4392; fax: (410) 962-1805

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The Maryland District Office does not serve Montgomery and Prince George's counties. For more information on the Montgomery and Prince George's counties' offices, please contact:

Washington Metropolitan Area District Office – Small Business Administration
740 15th Street NW, Suite 300
Washington, D.C. 20005-3544
(202) 272-0345
http://www.sba.gov/dc/

D. MARYLAND SMALL BUSINESS DEVELOPMENT CENTER (SBDC) NETWORK

The SBDC provides consulting services and training programs to current and prospective small business owners in Maryland. SBDC has a specialized procurement program, the Procurement Technical Assistance Program (PTAP), designed to help small businesses sell products and services to federal, state and local agencies at no cost to small business owners. This program, funded by the Defense Logistics Agency and DBED, assists you to identify, obtain and perform successfully on federal, state and local government contracts. Small businesses (as defined by the SBA) that have a product or service needed by a government agency are welcome to apply for these services.

PTAP's Procurement Technical Assistance Center (PTAC) provides marketing, contractual and technical assistance to Maryland small business owners who are interested in marketing their products and services to federal, state and local government agencies. PTAC trains businesses on how to do business and solve problems with government agencies through workshops and individual one-on-one counseling sessions. Since 2003, Maryland businesses have continued to receive more than $65 million in government prime and subcontract awards as a direct result of the assistance provided by the center, and approximately 2,000 jobs have been created.

Any small business may receive PTAC services provided it has a product or service with a reasonable expectation of being procured under government contract or purchase order.

Owners of businesses eligible for these services may invite consultants or manufacturer's representatives to attend counseling sessions with them. The cost is free. Below is a list of services that 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.

Below is a list of SBDC contacts.

Western Region
(Serving Garrett, Allegany, Washington, and Frederick Counties)
One Technology Drive, Suite 1100
Frostburg, MD 21532
301-687-1080; fax: (301) 687-1008
http://www.westernmdsbdc.org

Central Region
(Serving Baltimore, Baltimore City, Howard and Anne Arundel Counties)
University of Baltimore
11 W. Mt. Royal
Baltimore, MD 21201
(410) 837-4928
(877) 421-0830 (toll-free)
ubmdsbdc@ubalt.edu
http://www.centralmdsbdc.org/

Northern Region
(Serving Carroll, Harford and Cecil Counties)
401 Thomas Run Road
Bel Air, MD 21015-1698
(443) 412-2237
http://www.harford.edu/sbdc

Capital Region
(Serving Montgomery and Prince George's Counties)
7100 Baltimore Avenue, Suite 303
College Park, MD 20740
(301) 403-0501 x11
training@mdsbdc.umd.edu
http://www.capitalregionsbdc.umd.edu

Southern Region
(Serving Charles, Calvert, and St. Mary's counties)
College of Southern Maryland
8730 Mitchell Road
PO Box 910
La Plata, MD 20646-0910
(301) 934-7583
http://www.sbdchelp.com

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Eastern Region
(Serving Kent, Queen Anne's, Caroline, Talbot, Dorchester, Wicomico, Somerset and Worchester Counties)
Perdue School of Business - Salisbury University
215 East Campus Complex
Salisbury, MD 21801-6860
(410) 548-4419; (800) 999-7232(toll-free)
(410) 548-5389 (fax)
fahedrick@salisbury.edu
http://www.salisbury.edu/community/sbdc

To learn more about SBDC, visit http://www.mdsbdc.umd.edu or contact:

PTAC
7100 Baltimore Avenue
Suite 402
College Park, MD 20740
(301) 403-2740; fax: (301) 403-2743
http://www.mdptap.umd.edu

E. STATE OF MARYLAND SMALL BUSINESS RESERVE PROGRAM
The State of Maryland Small Business Reserve Program is committed to the growth and success of small businesses.

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.

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- 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 business will be able to bid for State contracts without competing with larger, more established companies. The designated agencies and departments below 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:

- State Treasurer
- Department of Business and Economic Development
- Department of the Environment
- Department of General Services
- Department of Health and Mental Hygiene
- Department of Housing and Community Development
- Department of Human Resources
- Department of Information Technology
- Department of Juvenile Services
- Department of Labor, Licensing, and Regulation
- Department of Natural Resources
- Maryland State Department of Education
- Department of State Police
- Department of Public Safety and Correctional Services
- Maryland Department of Transportation
- University System of Maryland
- Maryland Port Commission
- State Retirement Agency
- Maryland Insurance Administration
- Maryland Stadium Authority
- Maryland Transportation Authority
- State Lottery Agency
- Morgan State University

The websites for these 23 agencies can be accessed through http://www.maryland.gov using the Find an Agency drop down list.

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The reserve does not apply to procurements that are subject to existing preferences for State Use Industries, Blind Industries and Services of Maryland, and sheltered workshops, and to 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 https://www.smallbusinessreserve.maryland.gov/registration/. For more information about the Small Business Reserve Program, please contact:

Small Business Reserve Program
Department of General Services
301 W. Preston Street
Room M-3
Baltimore, Maryland 21201
(410) 767-4270
sbadmin@dgs.state.md.us

F. MARYLAND TECHNOLOGY DEVELOPMENT CORPORATION (TEDCO)

TEDCO is an independent entity, established by the Maryland General Assembly in 1998 to facilitate the transfer and commercialization of technology from Maryland's research universities and federal labs and to assist in the creation and growth of technology-based businesses in all regions of the State.

TEDCO's Website: www.marylandtedco.org

TEDCO's mission is to:

- **Foster** the commercialization of the results of scientific research conducted by colleges, universities and the federal laboratories in the State of Maryland;

- **Support** technology development in the private sector and help to create and sustain technology businesses in all regions of the State;

- **Promote** entrepreneurship and the creation of jobs in technology-related businesses by (i) establishing and supporting effective business incubators throughout the State, (ii) supporting entrepreneurial development, and (iii) helping to strengthen an entrepreneurial culture in Maryland.

TEDCO's role is to be Maryland's leading source of early-stage funding and entrepreneurial business assistance related to the development, transfer and commercialization of technology. To date, TEDCO's portfolio (awardees) includes over 300 companies.

1. TEDCO Funding Opportunities
The following are funding programs managed by TEDCO:

- **Maryland Technology Transfer and Commercialization Fund (MTTCF):** MTTCF, TEDCO's signature program, provides companies up to $75,000 in convertible debt for technology transfer projects that involve collaboration with a federal laboratory or academic research institution in Maryland. Companies that are affiliated with one of Maryland's technology incubators are also eligible for MTTCF funding. Funds are to be used to defray direct costs of further developing an early-stage technology. Companies that have received MTTCF funding have collectively raised downstream funding from venture and angel investors, government grants (*e.g.*, NIH, SBIR), private placements, *etc.*, to leverage each dollar of the State's investments through TEDCO by over $42.

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- **University Technology Development Fund (UTDF):** The UTDF provides up to $50,000 to universities for proof-of-concept studies for technologies owned by Maryland universities to demonstrate their ability to meet identified market needs. The objective is to make the technologies more attractive to companies seeking a license or to entrepreneurs interested in starting a company based on the technology.

- **TechStart Program:** The TechStart program provides up to $15,000 to a team of individuals to further evaluate the commercial feasibility of a technology from a Maryland university or federal lab that is being considered for the basis of a start-up company. The team must include the principal investigator, an entrepreneur, and a tech transfer manager. Funds are to be used for tasks critical to determining the viability of a new company formed around the spin-out technology.

- **Joint Technology Transfer Initiative (JTTI):** TEDCO has contracted with the Department of Homeland Security (DHS) and the U.S. Army Medical Research and Materiel Command (USAMRMC) to facilitate transfer of technology in and out of these agencies. Funding up to $75,000 is available to companies that can show how the proposed technology will meet the needs of DHS and/or USAMRMC (Spin-In) and/or that are pursuing the commercialization of DHS or USAMRMC technologies (Spin-Out).

For more information on accessing TEDCO's Technology Transfer Resources, please visit http://tedco.md/resources-information/technology-transfer/ .

2. *Maryland Stem Cell Research Fund (MSCRF)*

- MSCRF provides a variety of grant programs for human stem cell research in the State of Maryland, including: Investigator-Initiated Grants, Exploratory Grants, and Post-Doctoral Fellowships. Maryland-based organizations of all types are eligible for the grants. Such organizations include public and private, for-profit and nonprofit, universities, colleges, research institutes, companies, medical centers and others. Funding grants of $55,000 to $600,000 are available. For more information please go to www.mscrf.org.

3. *Business Assistance*

- **Rural Business Innovation Initiative (RBI^2):** The RBI^2 program supports technology-based companies in rural Maryland. The program provides intensive business and technical assistance to help companies advance to the next level. Companies may receive a maximum of $7,500 of assistance provided by industry experts.

- **Working Capital Loan Fund (WCLF):** WCLF is designed to provide loans to incubation-stage, technology-related companies in Maryland. The maximum loan is $50,000, with low interest rates and flexible terms, and includes a quick turn-around from application to a decision. Funds can be used to assist a company with expansion, market entry, staffing or other working capital needs.

For more information on accessing TEDCO's Business Resources, please visit http://marylandtedco.org/.

4. *Business Incubators*

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) at http://www.nbia.org/index.php 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) at http://www.mdbusinessincubation.org/ 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 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.

For a list of the current technology related incubators in Maryland (see http://www.choosemaryland.org/businessresources/pages/incubatorsoverview.aspx).

List of Business Incubators

Technical Innovation Center
Hagerstown Community College
11400 Robinwood Drive
Hagerstown, MD 21742-6590
(240) 500-2399
pcmarschner@hagerstowncc.edu
Chris Marschner

Silver Spring Innovation Center
8070 Georgia Avenue
Silver Spring, MD 20910
(301) 589-2034
Jerry.Godwin@montgomerycountymd.gov
Jerry Godwin

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bwtech@UMBC
Clean Energy Technology Incubatorbwtech
Advantage Incubatorbwtech
1450 South Rolling Road
Baltimore, MD 21227
(410) 455-5900
hemmerly@umbc.edu
Ellen Hemmerly

Frederick Innovative Technology Center, Inc
4539 Metropolitan Court
Frederick, MD 21704
(301) 694-2999
mdailey@fitci.org
Michael Dailey

Prince George's County - Technology Assistance Center
1100 Mercantile Lane, Suite 115A
Largo, MD 20774
Ph: 301-583-4604
Email: tmiles@pgcedc.com
Contact: Toni Miles
(301) 883-2275
sbranch@pgcedc.com
Shawn Branch

Chesapeake Innovation Center
175 Admiral Cochrane Drive
Annapolis, MD 21401
(410) 224-2030
sdjamshidi@cic-tech.org
Sara Djamshidi

Garrett Information Enterprise Center
685 Mosser Road
McHenry, MD 21541
(301) 387-3167;
lydia.reiser@garrettcollege.edu
Lydia Reiser

Shady Grove Innovation Center
9700 Great Seneca Highway
Rockville, MD 20850
(240) 453-8488
ruth.semple@montgomerycountymd.gov
Ruth Semple

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Maryland Center for Entrepreneurship
Howard County Econ. Development Authority
9250 Bendix Road
Columbia, MD 21045
gjacobovitz@hceda.org
Gloria Jacobovitz

Emerging Technology Centers
Emerging Technology Center Canton
2400 Boston Street, Suite 300
Baltimore, MD 21224
Emerging Technology Center JHU Eastern
1101 East 33rd Street
Baltimore, MD 21228
(410) 327-9150 x1399
dtillett@etcbaltimore.com
Deb Tillett

Technology Advancement Program
University of Maryland College Park
387 Technology Drive
College Park, MD 20742-3371
(301) 314-8121
deanc@eng.umd.edu
Dean Chang

TowsonGlobal
7801 York Road, Suite 342
Towson, MD 21204
(410) 769-6448
chickson@towsonglobal.com
Clay Hickson

Rockville Innovation Center
155 Gibbs Street
Rockville, MD 20850
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Ruth.Semple@montgomerycountymd.gov
Ruth Semple

The BioInnovation Center at the UM BioPark
801 West Baltimore Street
Baltimore, MD 21201
(410) 706-8282
jshaab@umbbiopark.com
Jane Shaab

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Germantown Innovation Center
20271 Goldenrod Lane
Germantown, MD 20876
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john.korpela@montgomerycountymd.gov
John Korpela

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1450 South Rolling Road
Baltimore, MD 21227
(410) 455-5900
hemmerly@umbc.edu
Ellen Hemmerly

Frederick Innovative Technology Center, Inc Hood
401 Rosemont Avenue
Frederick, MD
(301) 694-2999
mdailey@fitci.org
Michael Dailey

Frederick Innovative Technology Center, Inc. Monocacy
4539 Metropolitan Court
Frederick, MD
(301) 694-2999
info@fitci.org

Prince George's County - Technology Assistance Center
1100 Mercantile Lane, Suite 115A
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(301) 583-4604
tmiles@pgcedc.com
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Lydia Reiser

Shady Grove Innovation Center
9700 Great Seneca Highway
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Ruth Semple

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Emerging Technology Center@ Canton
2400 Boston Street, Suite 300
Baltimore, MD 21224

Emerging Technology Center @ JHU Eastern
1101 East 33rd Street
Baltimore, MD 21228
(410) 327-9150 x1399
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Deb Tillett

Technology Advancement Program
University of Maryland College Park
387 Technology Drive
College Park, MD 20742-3371
(301) 314-8121
deanc@eng.umd.edu
Dean Chang

TowsonGlobal
7801 York Road, Suite 342
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chickson@towsonglobal.com
Clay Hickson

Rockville Innovation Center
155 Gibbs Street
Rockville, MD 20850
(240) 453-8488
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Baltimore, MD 21201
(410) 706-8282
jshaab@umbbiopark.com
Jane Shaab

Germantown Innovation Center
20271 Goldenrod Lane
Germantown, MD 20876
(240) 453-6348
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John Korpela

Maryland Center for Entrepreneurship
Howard County Econ. Development Authority
9250 Bendix Road
Columbia, MD 21045
gjacobovitz@hceda.org
Gloria Jacobovitz

5. *TEDCO's Annual Program for Business Recognition, Training, and Networking*

- **Annual TEDCO ICE Awards:** The annual TEDCO ICE Awards celebrate the breadth of TEDCO's portfolio companies, which includes some of the "coolest" of Maryland's entrepreneurial community. Recipients of the Award are selected from TEDCO's portfolio - recognizing outstanding Innovation, Corporate excellence, and Entrepreneurial success (ICE). This is TEDCO's premier awards event.

- **Stem Cell Symposium:** The annual symposium is the Maryland Stem Cell Research Fund premier event that delivers comprehensive scientific talks, poster presentations, ethics discussions and networking time, enabling cell therapy basic research and technologies from the lab to pre-clinical and to commercialization.

- **Power of Ten:** TEDCO's Power of Ten™ events are designed to accomplish three objectives:

  – To educate the portfolio and Maryland incubator-affiliated companies on how to present their companies to investors,

  – To help build and sustain an investment network in Maryland, and

  – To connect investor-ready portfolio companies to investors for the purposes of facilitating downstream funding.

At each event, ten vetted companies, comprised of a mixture of TEDCO portfolio companies and companies affiliated with Maryland's incubators, each make a ten-minute pitch to angels and venture capitalists who have received a personal invitation to attend. A reception follows where the investors and company officials can mingle and establish relationships over food and drinks. The investors rave about the format where they see ten quality diverse businesses in less than two hours. Approximately 20% of the companies that have pitched have received funding with 8 months of the date of the event.

There are approximately three such events per year:

- **Technology Networking Events:** TEDCO conducts three to five technology networking events

each year. The purpose of each event is to open doors for high-tech startup companies to meet and discuss technology with Federal and academic researchers so they can explore their mutual interest and form collaborations.

- **Portfolio workshops:** TEDCO has held a series of quarterly training workshops for its portfolio companies. The workshops provide topics that are always business related and timely, plus access to subject matter experts and networking with executives from other emerging companies. The workshops have been very well received, with a substantial number of portfolio companies in attendance.

- **Funding Briefings:** TEDCO Funding Briefings provide detailed information about TEDCO's primary funding programs for seed-stage companies. Attendees learn about eligibility requirements, proposal submission guidelines, review processes, award conditions, reporting requirements, and payback requirements (MTTCF, UTDF, and WCLF only). These briefings should be of interest to economic development professionals, angel investors, entrepreneurs, small technology-based businesses, small defense contractors and university faculty inventors. They are typically offered the second Friday of each month at TEDCO, in Columbia, Md. From 2:00 to 3:30. Briefings can be arranged for other times and locations for a significant audience with advanced coordination.

- **Newsletter:** This monthly TEDCO publication provides up-to-date information, not only on TEDCO, but also what is happening in the entrepreneurial community in and around Maryland and the nation. There are feature stories, featured companies, upcoming events, media clips, and so much more.

For further information, please contact:
Robbie Melton at rmelton@marylandtedco.org (410) 715-4164

X.   HOW AND WHERE TO GET HELP

One of the challenges you will face is finding out who is buying what and when they are going to buy it. Finding opportunities will take some effort and creative thinking. Here are some ideas of where to start.

A. FEDBIZOPPS
You can locate contract opportunities by visiting http://www.FedBizOpps.gov. FedBizOpps is the single government point-of-entry (GPE) for federal government procurement opportunities over $25,000. Government buyers are able to publicize their business opportunities by posting information directly to FedBizOpps via the Internet. Through this portal, commercial vendors seeking federal markets for their products and services can search, monitor and retrieve opportunities solicited by the entire federal contracting community. This site is available 24 hours a day, seven days a week.

B. SMALL BUSINESS SPECIALISTS AT FEDERAL AGENCIES
Most federal agencies have an Office of Small and Disadvantaged Business Utilization (OSDBU) to assist them in meeting their small business goals. Once you have an idea which federal agencies are good candidates for your business, visit http://www.osdbu.gov/.
OSDBUs typically have extensive information online for potential contractors. They meet with SBA's Procurement Center Representatives to help them find procurement opportunities.

Most federal buying activities have small business advocates who can answer questions about upcoming opportunities and agency procurement practices. These people may be the best source for contact information for program managers who buy specific products or services. Many OSDBUs can provide contact information for these advocates.

C. SPECIFIC FEDERAL AGENCIES
It is always a good idea to explore the agency itself. Agency websites offer vast amounts of information about the agency including its mission, locations, programs and procurement activities, forecasts and lists of agency small business specialists.

D. GENERAL SERVICES ADMINISTRATION (GSA)
GSA is the major civilian agency that buys products and services for the federal government. GSA manages the Federal Supply Schedules Program (FSS). GSA schedules are also referred to as Multiple Award Schedules and Federal Supply Schedules. Federal buyers can purchase a product or service by using the GSA schedule.
For more information on GSA Schedules, visit http://www.gsa.gov and click on "GSA Schedules."

E. THE ACQUISITION FORECAST
For complete information about the acquisition forecast, please visit https://www.acquisition.gov/.

F. SBIR ALERTING SERVICE
Federal R&D funding is available to small businesses through the Small Business Innovative Research and Small Business Technology Research (SBIR/STTR) Programs. The **free**, award-winning SBIR/STTR Alerting Service delivers bi-weekly e-mail updates to subscribers nationwide about SBIR and STTR solicitation announcements, seminars and workshops, and proposal-writing tips. The SBIR-Alert service searches numerous federal websites and summarizes the latest information so you don't have to! To subscribe to the SBIR-Alert mailing list: send an email to lyris@lyris.pnl.gov with the following in the subject line or body of your message (your name is optional): subscribe sbir-alert first_name last_name (*e.g.*, subscribe sbir-alert joe smith). Your subscription address is kept confidential and you may cancel at any time.

For more information go to: http://www.pnl.gov/edo/opportunities/sbir.stm.

G. 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.

For additional information, visit http://www.grants.gov.

H. FEDERAL LABORATORY 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 http://www.flcmidatlantic.org. The Mid-Atlantic Region focuses on federal R&D assets. Areas served include Maryland.

For additional information, visit http://www.federallabs.org/.

I. THE SMALL BUSINESS GOVERNMENT WIDE ACQUISITION CONTRACTS (GWAC)
GWAC manages a diversified portfolio of 8(a) and HUB Zone small business set-aside contracts for information technology solutions. These contracts are pre-competed, multiple award contracts with high-quality, small business industry partners. These small business firms specialize in providing innovative, information technology solutions to federal agencies worldwide.

Federal agencies may access these unique contract vehicles through a delegation of authority granted by the Small Business GWAC Center. Delegations are simple to obtain and may be granted after completing a brief training session on proper ordering procedures. Please contact the Small Business GWAC Center at (877) 327-8732 for information or to schedule training.

The Small Business GWAC Center manages four major small business set-aside contract vehicles - 8(a) STARS, 8(a) STARS II, Alliant Small Business and VETS.

For additional information, visit http://www.gsa.gov/portal/content/271405?utm_source=FAS&utm_medium=print-radio&utm_term=sbgwac&utm_campaign=shortcuts.

J. FEDERAL PROCUREMENT DATA SYSTEM (FPDS)
The Federal Procurement Data Center (FPDC), part of GSA, manages the Federal Procurement Data System – Next Generation (FPDS-NG) which is currently owned and operated by Global Computer Enterprises (GCE). FPDS-NG is 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.

For more information about FPDS, visit https://fpds.gov.

XI.   HOW TO USE THE INTERNET TO GET HELP

The Internet offers many useful resources for small firms interested in accessing information about the many federal and state programs. Please utilize the following websites for information.

http://www.sba.gov to access the Small Business Administration website.

http://www.sba.gov/size to access the Table of Size Standards by NAICS.

http://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart=2007 to access a complete list of NAIC codes.

http://www.census.gov/eos/www/naics/ to search for NAICS industries on the U.S. Bureau of the Census website.

http://www.dlis.dla.mil/h2/ to access Federal Supply Codes.

http://www.dnb.com/us/ to register your business and obtain a DUNS number.

http://www.dnb.com/US/duns_update/index.html to access your DUNS number.

http://www.dlis.dla.mil/cage_welcome.asp to view your CAGE code and search for active registrations.

http://www.dlis.dla.mil/cage_welcome.asp to access and search for CAGE codes.

http://www.acquisition.gov/far/ to access the Federal Acquisition Regulations.

https://www.fbo.gov/ lists federal procurement information.

http://www.dol.gov/ofccp/index.htm for the U.S.Department of Labor's Employment Standards

Administration's Office of Federal Contract Compliance Programs.

http://www.acq.osd.mil/dpap/dars/dfars/index.htm to access the Defense Federal Acquisition Regulations.

http://www.gpoaccess.gov to online the Code of Federal Regulations.

http://www.choosemaryland.org/aboutdbed/Pages/default.aspx to access information about the divisions within Maryland DBED.

http://www.sba.gov/dc/ to access the Local Small Business Administration's Washington Metropolitan Area District Office for Montgomery and Prince George's Counties.

http://www.nbia.org/links_to_member_incubators/to access the National Business Incubators Associations listings for Maryland incubators, and links to each individual incubator.

To access online information about the Maryland Small Business Development Center offices nearest you, please visit:

www.westernmdsbdc.org

http://www.centralmdsbdc.org

http://www.harford.edu/sbdc

http://www.capitalregionsbdc.umd.edu/

http://www.sbdchelp.com

http://www.salisbury.edu/sbdc

http://www.mdsbdc.umd.edu to learn more about the Maryland Small Business Development Center Network.

http://www.maryland.gov to access online information about the Maryland Small Business Reserve Programs using the Agency Index drop down box.

https://ebidmarketplace.com/ for information on procurement opportunities in Maryland.

www.dgs.maryland.gov/smallbusiness/ to access information about the Small Business Reserve Program.

http://www.choosemaryland.org/businessresources/Pages/default.aspx to access online information about Maryland TEDCO's Business Resources.

http://www.federallabs.org/labs/profile/?id=1311 to access online information about federal laboratory opportunities for Army Research Laboratory at Aberdeen Proving Ground.

http://www.armyalliance.org to access online information about procurement opportunities for the Army.

http://www.federallabs.org/labs/results/?State=141 for links to federal laboratories in Maryland.

http://www.marylandtedco.org/tedcoprograms/documents/IncubatorsMapNovember2008.pdf   to access a list of Maryland technology business success stories.

http://www.nasa.gov/centers/goddard/home/index.html to access online information of NASA technologies.

http://www.osdbu.gov to access online information about Federal OSDBU offices.

https://www.acquisition.gov/comp/procurement_forecasts/index.html to access online information about the acquisition forecast.

http://www.grants.gov to electronically find and apply for federal grants.

http://www.sba.gov/category/navigation-structure/contracting/contracting-opportunities to access information on SBA's matchmaking program.

https://fpds.gov/ to access online information about federal contracting.

ADDITIONAL FEDERAL CONTRACTING RESOURCES:

Acquisition Central: the web site for the federal acquisition community and the government's business partners. From this site you can access shared systems and tools to help you conduct business efficiently. 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.
 http://business.usa.gov/

Business Partner Network: Source for vendor data for the federal government. http://www.bpn.gov/

Contractor Performance System: Contains a database of many departments' past performance reports from previous fiscal years and information on contractors. http://www.cpars.gov/
A census guide to NAICS http://www.census.gov/eos/www/naics/faqs/faqs.html

Federal Business Opportunities (fedbizops): the website is a searchable database of solicited contracts from all departments. The site was designated by the Federal Acquisition Regulation as the mandatory "Government wide point of entry" for posting of Government business opportunities, including proposed contract actions, solicitations, and associated information. https://www.fbo.gov/

General Services Administration (GSA): is the acquisition arm of the federal government. This is the

informative "how to sell to the government" portal for GSA. http://www.gsa.gov/portal/category/26759 Government Contractor Industry Survey published by Grant Thornton offers an in-depth look at the industry as a whole and into the day-to-day business of government contracting. The survey reflects findings from well over 100 companies.

The summary: http://www.grantthornton.com/staticfiles/GTCom/Government%20contractors/FINAL17thSurveyCoverhighlightsSMALLcomplete.pdf

Integrated Acquisition Environment (IAE): provides centralized shared services for both the federal acquisition community and government contractor through an efficient, competitive and transparent process. A link to frequently asked questions about the federal acquisition process and definitions: https://www.acquisition.gov/faqs_whatis.asp

Maryland Procurement Technical Assistance Center (MPTAP): free counseling and training on "how to do business" with state, local and federal government. http://www.mdptap.org/

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. http://www.ppirs.gov/

Small Business Administration's government contracting information sites:

- SBA Programs: http://www.sba.gov/aboutsba/sbaprograms/gc/index.html

- USA Spending.gov: - Prime contract awards, contains information on all agencies' contracts and transactions from FY2000 to FY2011. http://usaspending.gov/

Networking & Training Organizations for the Contractors:

- **Base Business Initiative (BBI):** (formerly the BRAC Business Initiative) is defining the environment, identifying the obstacles and documenting specific actions required by small businesses desiring to do work with the Department of Defense and/or with supporting contractors. Has a network of 500 partner companies. http://www.fortmeadergmc.org/#!bbi/c1njm

- **Veteran Institute for Procurement (VIP):** a 6-session comprehensive educational training program for veteran business owners sponsored by the Montgomery County Chamber Community Foundation. http://www.montgomerycountychamber.com/foundation/veteran-institute-procurement/

- **Government Contracting Network (GovConNet):** Federal procurement resource for education, connections and information, sponsored by the Montgomery County Chamber of Commerce. http://www.montgomerycountychamber.com/govconnet

- **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. http://www.bwcc.org/about-us/Government_Contracting_Council.aspx

- **The Government Contracting Institute (GCI):** offers webinars to receive on-demand

How to Use the Internet to Get Help

instruction from leaders in the Federal Government contracting market, sponsored by the Howard County Center for Business and Technology Development.
http://www.targetgov.com/Content.asp?id=2901

How to Use the Internet to Get Help

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choosemaryland.org