

# Welcome!

Today's Topic:

**Strategies for Teaming,  
Partnering, and  
Subcontracting**

March 28, 2023



**Maryland**

GOVERNOR'S OFFICE OF  
SMALL, MINORITY & WOMEN  
BUSINESS AFFAIRS  
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# T.I.P.S.

Webinar  
Series

**Training & Insights for  
Procurement Success**



**#goMDsmallbiz**



Connect small businesses to greater economic opportunities.



Oversight, monitoring, and compliance of three **socioeconomic procurement programs** across 70 state agencies and departments.



Conduct a statewide outreach & training program.



Host online resources for small business growth and development.

# State Socioeconomic Procurement Programs

## Small Business Reserve (SBR) Program

- Prime contracting program
- 15% set-aside
- Race and gender neutral
- State-defined small business eligibility standards apply
- Online certification process (eMMA)
- Annual renewal

## Minority Business Enterprise (MBE) Program

- Subcontracting program
- 29% aspirational goal
- Race and gender specific
- Application-based certification process with MDOT
- Annual renewal

## Veteran-Owned Small Business Enterprise (VSBE) Program

- Subcontracting program
- 1% aspirational goal
- 3-step online certification process (eMMA) includes **verification** of veteran status
- Annual renewal

*MBEs and VSBEs are encouraged to perform as prime contractors.*

# STRATEGIES FOR TEAMING, PARTNERING, AND SUBCONTRACTING

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March 2023



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**ARLEEN WILSON, CEO**  
AW ENTERPRISES CONSULTING SERVICES, INC.



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# INSTRUCTOR

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**Arleen A. Wilson**

*Business Coach and Consultant*

Ms. Wilson founded AW Enterprises Consulting in 2006 to provide support for the business development of federal government contractors. With her extensive experience in various areas such as Business and Proposal Development, Contract Administration, and Federal Government Procurement, along with her expertise in Proposal Management, Technical Writing and Cost Price Proposals, she has helped numerous clients to successfully navigate the complexities of the federal government contracting process. Additionally, her certification as a business coach and experience in general business operations and human resources management make her a valuable asset to her clients.



# AGENDA

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- **WHAT DOES TEAMING MEAN IN GOVERNMENT CONTRACTING?**
- **PROS & CONS OF A TEAMING AGREEMENT**
- **WHAT IS A CONTRACTOR TEAMING ARRANGEMENT?**
- **WHAT IS THE DIFFERENCE BETWEEN A CTA AND A PARTNERSHIP?**
- **TEAMING AGREEMENTS VS. PRIME/SUBCONTRACTOR AGREEMENTS**
- **HOW DOES PARTNERING WORK?**
- **THE BASICS OF FEDERAL GOVERNMENT CONTRACTING**
- **SMALL BUSINESS CERTIFICATIONS**
- **BEST PRACTICES FOR SUBCONTRACTING**
- **ADVANTAGES TO SUBCONTRACTING**
- **THE AGREEMENT**
- **TAKE AWAYS FROM THIS WEBINAR**

# What does Teaming Mean in Government Contracting?

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A teaming agreement is a legal contract entered into by a government contractor and another party. These agreements are very common in government related contracting and are used by contractors who want to find work with partners that can increase the effectiveness of their job(s). Teaming agreements are regulated by the Federal Acquisition Regulation (FAR).







# Pros of a Teaming Agreement

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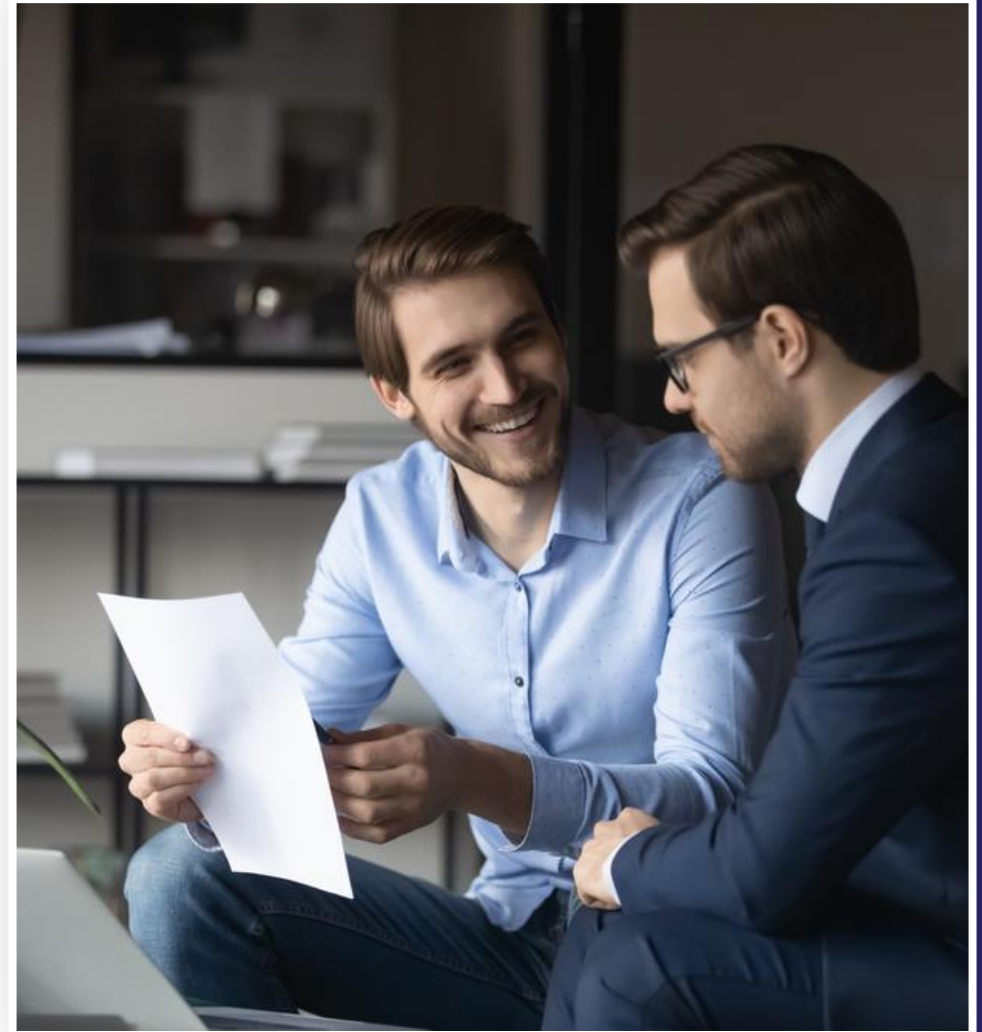
Teaming agreements can be extremely beneficial for some contractors but can also have negative elements depending on the situation. Below are some pros and cons of teaming agreements:

- Allows a contractor to build a team by partnering with an individual or firm that can contribute their resources, skills, and knowledge in a particular area.
- Teaming agreement parties are pretty much obligated to perform the work they agree upon with one another without worrying about any other employee being brought into the picture for the same job.
- The parties to the agreement can add as many means for termination sections to the contract as they feel are appropriate.
- Individuals or companies are able to bring their diversity and differing mindsets to the table to get a job done without having to work for the same entity right off the bat.
- The contractors are asked to provide an estimate for what the costs will end up being upfront so that risks are minimized.
- As long as subcontracting laws are followed the teaming agreement parties will not be viewed as affiliates so small business rules will not be of concern for the temporary workers.

# Cons of a Teaming Agreement

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- The sections need to be very carefully written or they otherwise may not have legal standing in the event one of the teammates wants to dispute a matter in court. There have been prior incidents where this happened and the court found that certain parts of the agreement were not enforceable.
- The agreements typically only apply to one project or group of tasks making it necessary to renegotiate every time a new job is proposed. This means that each time a new agreement is put into place a new teaming agreement will need to be discussed and put into writing.
- A subcontractor who was hired by the main (prime) contractor may not come to agreeable terms which can make the process difficult.
- If a contractor other than the main one becomes part of the team to complete certain work and does not do too great of a job the blame will fall on the prime contractor since this individual is the only person contracted with the government.



# What is a Contractor Teaming Arrangement?

CTA is an arrangement between two or more GSA Schedule contractors who work together to compete for and fulfill schedule orders. The terms of the arrangement are negotiated between the contractors, so it's not dictated by GSA.

Each party keeps its own legal identity. Using contractor teaming agreements and other teaming arrangements under the FAR or agency regulations is the preferred method for two or more companies to bid on or work together on a new federal contract..

# What is the difference between a CTA and a partnership?

The CTA differs from a partnership between a prime contractor and subcontractor in that all members of the team are equal parties to the contract. Other important differences are detailed below: Each team member must have a GSA Schedule contract. Only the prime contractor must have a GSA Schedule contract







# Teaming Agreements vs. Prime/Subcontractor Agreements

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Prime and subcontractor agreements in the government procurement system are probably more familiar to most people than teaming agreements.

With the normal prime and subcontractor relationship, prime contractors work directly with the government. They manage any subcontractors and are responsible for ensuring that the work is completed as defined in the contract.



# How does partnering work?

A partnership is a way of **structuring a business that involves two or more individuals** (the partners). It involves a contractual agreement (the partnership agreement) between all of the partners that set the terms and conditions of their business relationship, including the distribution of ownership, responsibilities, and profits and losses.





# THE BASICS OF FEDERAL GOVERNMENT CONTRACTING

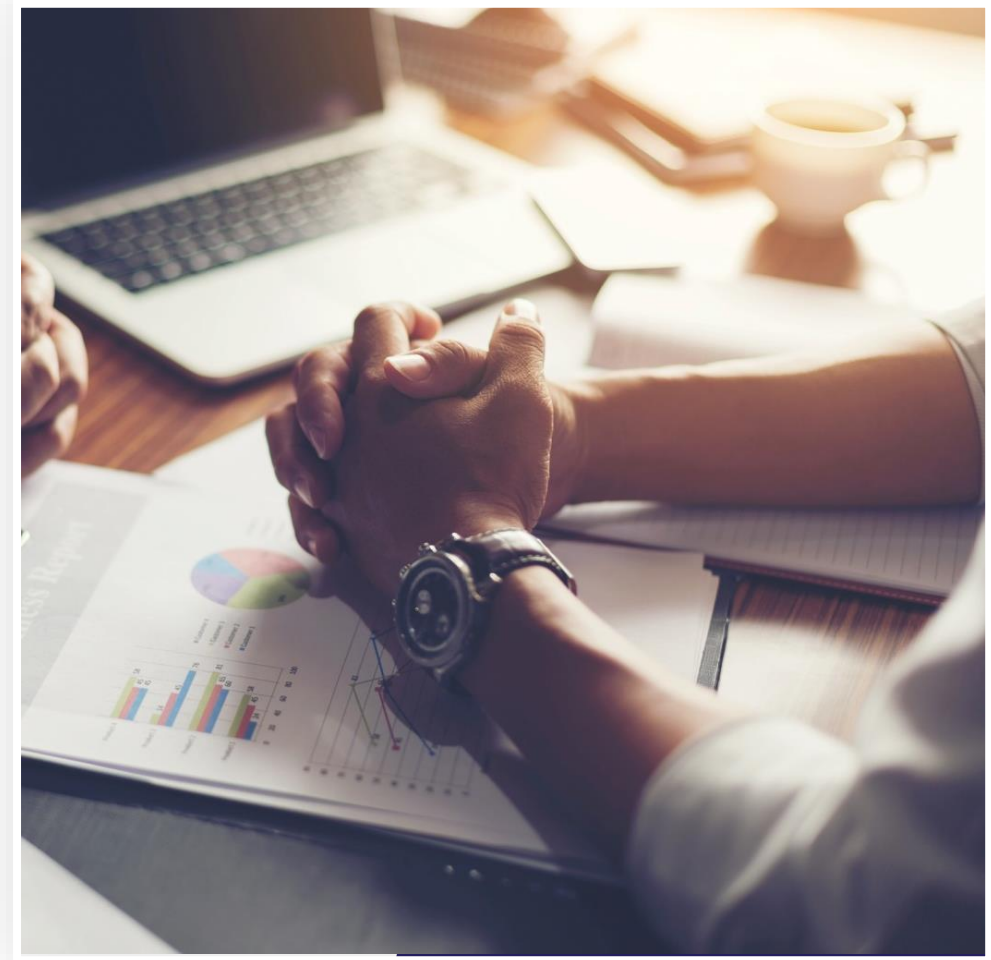
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- The Federal Government is the largest buyer in the world. Over \$500 Billion has been spent.
- The Federal Government is Risk Adverse, Meaning it prefers known, “certified” and vetted entities
- Long Sales Cycles are Influenced by:
  - Price
  - Trusted Entities & Relationships
  - Solve Problems
  - Ease of Purchase

# THE BASICS OF FEDERAL GOVERNMENT CONTRACTING

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- LPTA (Lowest Price Tech Accept):
- Most purchases, incumbents
- LPTA allows companies with limited or no past performance to enter the market
- Federal Government Abides by the [Federal Acquisition Regulations \(FAR\)](#). The FAR defines small business and purchasing guidelines
- The Small Business Administration (SBA) is available as a resource
- You must be able to identify your industry/NAICS codes





# SMALL BUSINESS CERTIFICATIONS

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- Woman Owned = 5%  
[-4 Organizations formal Cert, 3rd Party](#)
- Disadvantaged = 5%
- Service Disabled Veteran Owned Business (SDVOSB) = 3%
- HUBZone = 3%  
[Historically Underutilized Business Zone](#)



# THE SBA SCORECARD

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## Evaluation Tool for Grading Agencies:

### Small Business Set-Asides =

- 23% Small Business DIRECT (Direct award from Federal Government to the Small Business)
- 34.06% Small Business SUB CONTRACTOR (Indirect Award via Prime Contractor to Small Business)

### How Small Business Set-Asides are broken down:

- Women Owned (WOSB) = 5%
- Disadvantaged = 5%
- Service Disabled Veteran Owned Small Businesses (SDVOSB) = 3%
- Historically Underutilized Business Zones (HUBZone) = 3%
- LBGQ 2%
- The Department of Commerce defines goals and the SBA evaluates and grades
- Agencies receive a letter grade of:
  - 80% Based on Prime/Direct
  - 10% Based on Sub
  - 10% Based on Plan
  - [Click here Reference](#)





# SUBCONTRACTING RESOURCES

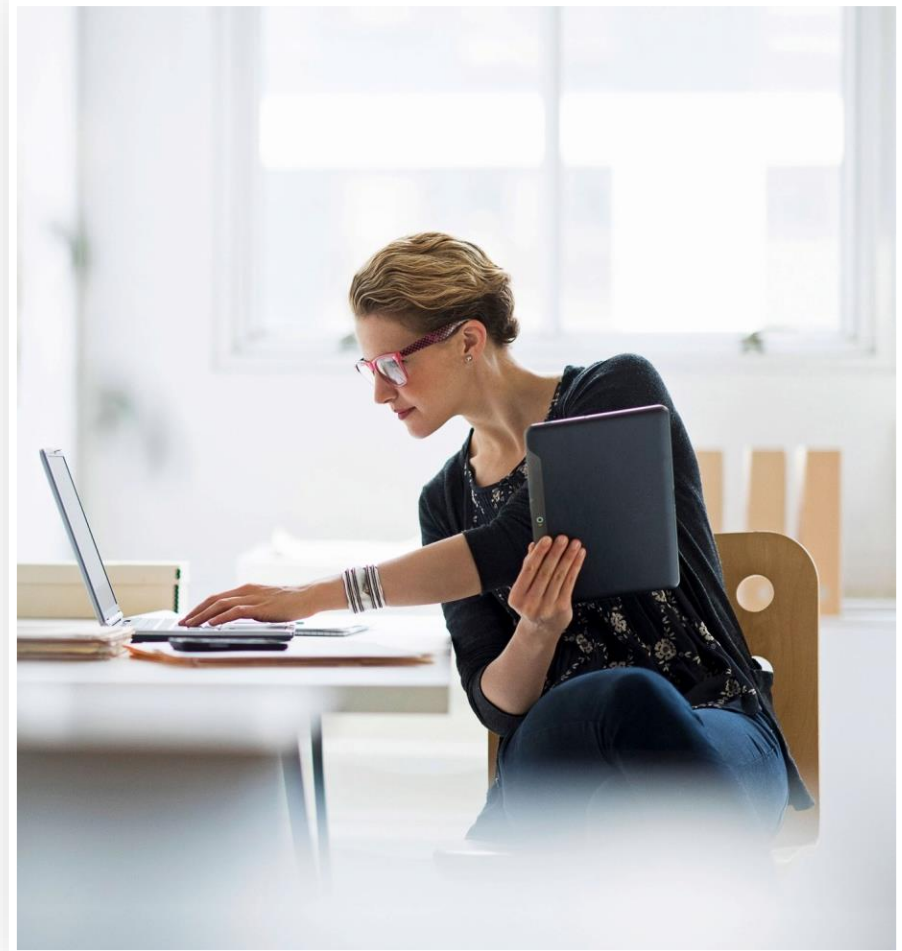
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- UEI# -Unique Entity Identification #
- Register in BETA. [SAM](#)
- Register & Find Partners in [SBA Dynamic Database](#)
- Secure appropriate Small Business Certifications
- Prepare Capability Statement
- Review SBA Scorecard
- Prepare a Strategy based on this info

# BEST PRACTICES FOR DIRECT CONTRACTING

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- Contact each Agency Office of Small & Disadvantage Business Utilization (OSDBU)
- Submit Capability Statement or Unsolicited Proposal through their portal
- Attend Industry Days (Open House for Small Businesses)
  - Typically listed on [www.FBO.gov](http://www.FBO.gov)



# BEST PRACTICES FOR SUBCONTRACTING

- Register on Primes website as a Small Business; Team with other Small Businesses
- Find contracts (on FPDS) Prime has worked on within your industry/NAICS Codes
- Attend Industry Days or events where they will be present
- Use LinkedIn as a resource
- Look for Government Contract events on [www.GovEvents.com](http://www.GovEvents.com)
- Download from FPDS the Top Federal Government Contractors (can sort by agency)

- Identify Prime Contractors holding GSA Schedules within your industry (GSA E-Library)
- Designation is "O" for Other = Large Business
- Look for Match-Making Events put on by PTAC, SCORE, Chamber of Commerce, SBDC's Incubators
- Join organizations related to Small Business Designations
- SBLO – Small Business Liaison Officer (Common job title for Prime Contractors who are seeking Small Business Partners)

# ADVANTAGES TO SUBCONTRACTING

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- Agencies and Primes have goals to contract with you
- Agency Advocates = OSDBU
- Prime Advocates = SBLO/Outreach
- Mentor Protégé Program
- Data Available to drive your strategy



# THE AGREEMENT

- Due Dilligence (in advance)
- Research, research, and research some more!
- Recommendations
- Employees
- Previous Subs
- Solid agreement protects your company and minimizes risk and cost
- What are you bringing to the table?
- Small Business Goal
- Expertise – Key Personnel

- Define roles
- Exclusivity?
- Payment Terms\
- Non-Solicitation of Employees
- Prime agreement with agency?
- Have APEX or a Government Attorney or a Contracts Administrator review the agreement prior to its signing?



# Take Aways from this Webinar



# RESOURCES

- [HUBZone MAP](#)
- [TOP 100](#)
- [GSA PRIME CONTRACTORS](#)
- [GOV VENDOR OUTREACH EVENTS](#)
- BETA.SAM.Gov – Search Set-Asides & Industry Days
- OSDBU – Office of Small Disadvantaged Business Utilization

- [THE FAR](#)
- [SIZE STANDARDS](#)
- [SBA SCOREBOARD](#)
- [SBA DYNAMIC DATABASE](#)
- [WOMEN, VETERAN , HUB ZONE CERTIFICATIONS](#)



# Thank You

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<https://calendly.com/awegovcon/govcon-connects>



# **Additional Information**

# Mining Public Data Techniques



[goMDsmallbiz.maryland.gov](http://goMDsmallbiz.maryland.gov)

## Videos & Slide Decks

[eMaryland Marketplace Advantage \(eMMA\)](#)

[Procurement Forecast](#)

[Board of Public Works](#)

[Communicating with Confidence](#)



# Keep Learning

- 2 free webinars every month
- No cost to attend
- Register in advance to receive the participation link
- Download the presenter's slide deck
- Access video recordings of all classes on our YouTube playlist

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The graphic features a black background with yellow and red geometric shapes. A white rounded rectangle in the top left contains the Maryland state flag logo and the text 'Maryland GOVERNOR'S OFFICE OF SMALL, MINORITY & WOMEN BUSINESS AFFAIRS goMDsmallbiz.maryland.gov'. A photo of a person working at a laptop is partially visible. A large yellow speech bubble in the center contains the text 'T.I.P.S. Webinar Series'. Below the speech bubble, the text 'Training & Insights for Procurement Success' is displayed. In the bottom right corner is a heart-shaped logo with the Maryland state flag design. The bottom left corner features the hashtag '#goMDsmallbiz'.

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**T.I.P.S.** Webinar Series

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## Upcoming T.I.P.S. Webinars

**Tuesday, April 25, 2023**

**10 a.m.**

The 7 C's of Good  
Proposal Writing

**Thursday, April 27, 2023**

**10 a.m.**

Maryland Contractors' and  
Subcontractors' Minority Business  
Enterprise (MBE)  
Rights & Responsibilities

[goMDsmallbiz.maryland.gov](https://goMDsmallbiz.maryland.gov)



## Upcoming Workshops

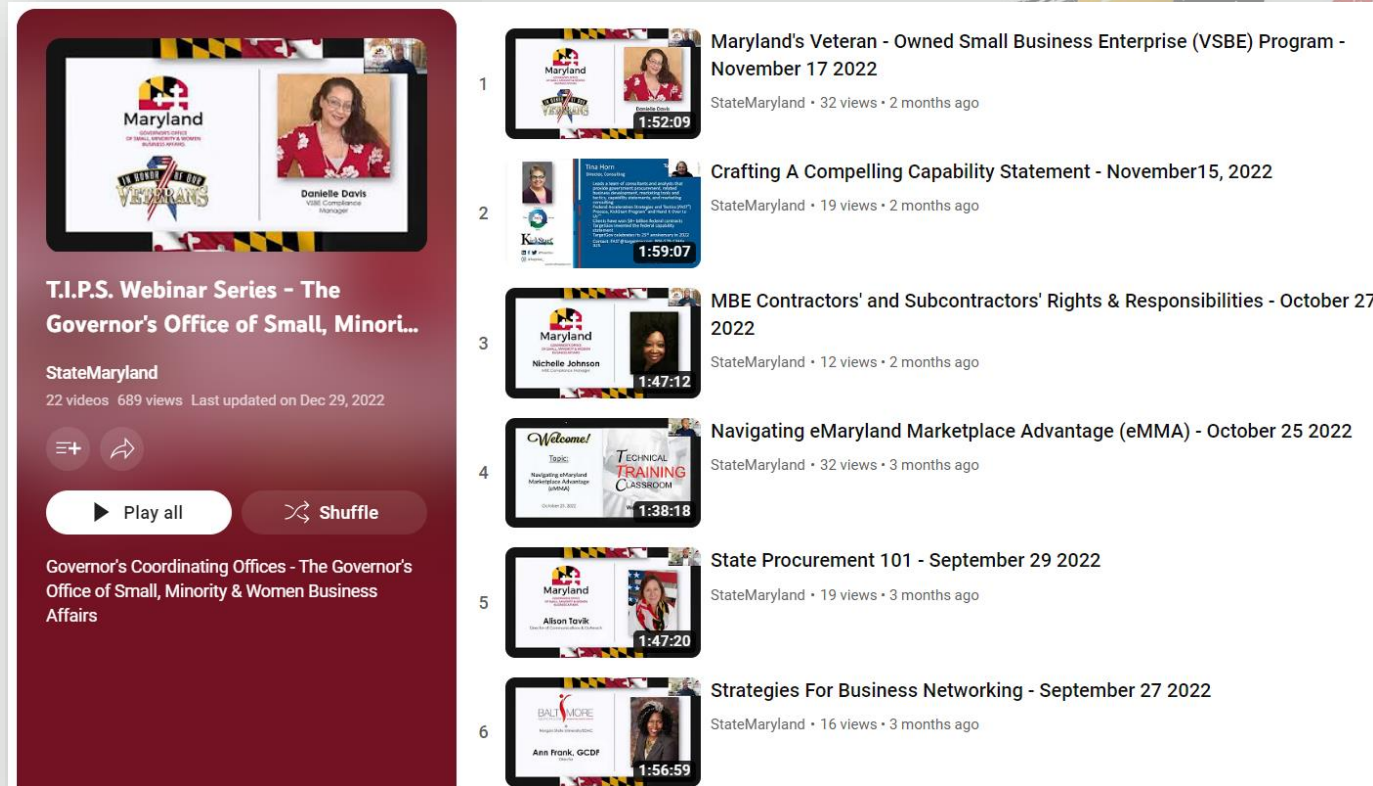
**April 14, 2023**

**10 a.m.**

**Small Biz Resource Connections:**  
[Greater Baltimore SCORE](#)

# VIDEO PLAYLIST

## T.I.P.S. Webinar Series Playlist



The screenshot shows a YouTube playlist interface. On the left is a red sidebar with the playlist title, channel name 'StateMaryland', video count (22), view count (689), and update date (Dec 29, 2022). It includes 'Play all' and 'Shuffle' buttons, and a description of the Governor's Coordinating Offices. The main area displays a list of six videos, each with a thumbnail, title, and view/age information.

**T.I.P.S. Webinar Series - The Governor's Office of Small, Minority & Women Business Affairs**  
StateMaryland  
22 videos 689 views Last updated on Dec 29, 2022

Play all Shuffle

Governor's Coordinating Offices - The Governor's Office of Small, Minority & Women Business Affairs

- Maryland's Veteran - Owned Small Business Enterprise (VSBE) Program - November 17 2022**  
StateMaryland • 32 views • 2 months ago
- Crafting A Compelling Capability Statement - November 15, 2022**  
StateMaryland • 19 views • 2 months ago
- MBE Contractors' and Subcontractors' Rights & Responsibilities - October 27 2022**  
StateMaryland • 12 views • 2 months ago
- Navigating eMaryland Marketplace Advantage (eMMA) - October 25 2022**  
StateMaryland • 32 views • 3 months ago
- State Procurement 101 - September 29 2022**  
StateMaryland • 19 views • 3 months ago
- Strategies For Business Networking - September 27 2022**  
StateMaryland • 16 views • 3 months ago

<https://www.youtube.com/playlist?list=PLlgoHh4Po1J0W63akD6aGAU8JmT0qzOrX>



# Partners

Maryland Procurement Technical Assistance Center (PTAC)  
<https://www.mdptac.org/>

Greater Baltimore SCORE  
<https://greaterbaltimore.score.org/>

Maryland Women's Business Center (MWBC)  
<https://marylandwbc.org/>

Baltimore-Metro Women's Business Center (Balt-Metro WBC)  
<https://www.baltmetrowbc.org/>

Maryland Small Business Development Center (SBDC)  
<https://www.marylandsbdc.org/>

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# Resources

Governor's Office of Small, Minority & Women Business Affairs  
<https://gomdsmallbiz.maryland.gov/Pages/default.aspx>

Maryland's Office of Minority Business Enterprise (OMBE)  
<https://www.mdot.maryland.gov/tso/pages/Index.aspx?PagelId=90>

Maryland Department of Commerce  
Maryland Financial Incentives for Business  
<https://commerce.knack.com/maryland-funding-incentives>

Maryland Entrepreneur HUB  
<https://marylandentrepreneurhub.com/>

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## To register to receive:

- T.I.P.S. Webinar Series announcements
- Notices of upcoming workshops
- Our monthly bulletin

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