



**CONSULTING AND TECHNICAL SERVICES (CATS)
TASK ORDER REQUEST FOR PROPOSALS (TORFP)**

**MARYLAND CENTRAL BUSINESS LICENSING
PLANNING SUPPORT
CATS TORFP PROJECT ADPICS PO T00P0400059**

DEPARTMENT OF BUSINESS & ECONOMIC DEVELOPMENT

ISSUE DATE: JULY 8, 2009

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KEY INFORMATION SUMMARY SHEET

This Consulting and Technical Services (CATS) Task Order Request for Proposals (TORFP) is issued to obtain the services necessary to satisfy the requirements defined in Section 2 - Scope of Work. All CATS Master Contractors approved to perform work in the functional area under which this TORFP is released are invited to submit a Task Order (TO) Proposal to this TORFP. All Master Contractors must complete and submit a Master Contractor Feedback form via the CATS web site regardless of whether a TO Proposal is submitted or not. The form is accessible via, your CATS Master Contractor login screen and clicking on TORFP Feedback Response Form from the menu. In addition to the requirements of this TORFP, the Master Contractors are subject to all terms and conditions contained in the CATS RFP issued by the Maryland Department of Budget and Management (DBM), Office of Information Technology (OIT) and subsequent Master Contract Project Number 050R5800338, including any amendments. Note, as of July 1, 2008, the CATS Master Contract is administered by the Maryland Department of Information Technology (DoIT), under BPO Number 060B9800029.

TORFP Title:	Maryland Central Business Licensing Planning Support
Functional Area:	Functional Area 10 - IT Management Consulting Services
TORFP Issue Date:	07/08/2009
Closing Date and Time:	08/25/2009@2:00 pm
TORFP Issuing Agency:	Department of Business & Economic Development (DBED)
Send Questions and Proposals to:	Debi Chronister dchronister@choosemaryland.org
TO Procurement Officer:	Debi Chronister Office Phone Number: 410-767-2211 Office FAX Number: 410-767-2216
TO Manager:	Regina Tillery Office Phone Number: 410-767-3391 Office FAX Number: 410-333-6860
TO Project Number:	ADPICS Purchase Order Number T00P0400059
TO Type:	Fixed price
Period of Performance:	October 1, 2009 - April 30, 2009
MBE Goal:	35 percent
Small Business Reserve (SBR):	Yes
Primary Place of Performance:	Awarded Contractor's Location
TO Pre-proposal Conference:	MDOT Headquarters 7201 Corporate Center Drive Hanover, Maryland 21076 08/10/2009@ 09:30 AM See Attachment 6 for directions.

SECTION 1 - ADMINISTRATIVE INFORMATION

1.1 RESPONSIBILITY FOR TORFP AND TO AGREEMENT

The TO Procurement Officer has the primary responsibility for the management of the TORFP process, for the resolution of TO Agreement scope issues, and for authorizing any changes to the TO Agreement. See Section 2.8 for information on change orders.

The TO Manager has the primary responsibility for the management of the work performed under the TO Agreement; administration functions, including issuing written directions; ensuring compliance with the terms and conditions of the CATS Master Contract; and, in conjunction with the selected Master Contractor, achieving on budget/on time/on target (e.g., within scope) completion of the Scope of Work.

1.2 TO AGREEMENT

Based upon an evaluation of TO Proposal responses, a Master Contractor will be selected to conduct the work defined in Section 2 - Scope of Work. A specific TO Agreement, Attachment 3, will then be entered into between the State and the selected Master Contractor, which will bind the selected Master Contractor (TO Contractor) to the contents of its TO Proposal, including the price proposal.

1.3 TO PROPOSAL SUBMISSIONS

The TO Procurement Officer will not accept submissions after the stated date and exact time. The time will be local time as determined by DBED e-mail system time stamp. The TO Proposal is to be submitted via e-mail as two attachments in MS Word format. The "subject" line in the e-mail submission shall state the TORFP #T00P0400059. The first file will be the TO Proposal technical response to this TORFP and titled, "CATS TORFP #T00P0400059 Technical". The second file will be the financial response to this CATS TORFP and titled, "CATS TORFP #T00P0400059 Financial". The following proposal documents must be submitted with required signatures as .PDF files with signatures clearly visible:

- Attachment 1 – Price Proposal
- Attachment 2 - MBE Forms D-1 and D-2
- Attachment 4 - Conflict of Interest and Disclosure Affidavit

1.4 ORAL PRESENTATIONS/INTERVIEWS

All Master Contractors and proposed staff will be required to make an oral presentation to State representatives. Significant representations made by a Master Contractor during the oral presentation shall be submitted in writing. All such representations will become part of the Master Contractor's proposal and are binding, if the Contract is awarded. The Procurement Officer will notify Master Contractor of the time and place of oral presentations.

1.5 MINORITY BUSINESS ENTERPRISE (MBE)

A Master Contractor that responds to this TORFP shall complete, sign, and submit all required MBE documentation (Attachment 2 - Forms D-1 and D-2) at the time it submits its TO Proposal. **Failure of the Master Contractor to complete, sign, and submit all required MBE documentation at the time it submits its TO Proposal will result in the State's rejection of the Master Contractor's TO Proposal.**

1.6 CONFLICT OF INTEREST

The TO Contractor awarded the TO Agreement shall provide IT technical and/or consulting services for State agencies or component programs with those agencies, and must do so impartially and without any conflicts of interest. Each Master Contractor shall complete and include a Conflict of Interest Affidavit in the form included as Attachment 4 this TORFP with its TO Proposal. If the TO Procurement Officer makes a determination that facts or circumstances exist that give rise to or could in the future give rise to a conflict of interest within the meaning of COMAR 21.05.08.08A, the TO Procurement Officer may reject a Master Contractor's TO Proposal under COMAR 21.06.02.03B.

Master Contractors should be aware that the State Ethics Law, State Government Article, §15-508, might limit the selected Master Contractor's ability to participate in future related procurements, depending upon specific circumstances.

1.7 NON-DISCLOSURE AGREEMENT

Certain system documentation may be available for potential Offerors to review at a reading room at:

World Trade Center – Baltimore
401 East Pratt Street
Baltimore, MD 21202

Offerors who review such documentation will be required to sign a Non-Disclosure Agreement (Offeror) in the form of Attachment 10. Please contact the TO Procurement Officer of this TORFP to schedule an appointment.

In addition, certain documentation may be required by the TO Contractor awarded the TO Agreement in order to fulfill the requirements of the TO Agreement. The TO Contractor, employees and agents who review such documents will be required to sign, including but not limited to, a Non-Disclosure Agreement (TO Contractor) in the form of Attachment 11.

1.8 LIMITATION OF LIABILITY CEILING

Pursuant to Section 28(C) of the CATS Master Contract, the limitation of liability per claim under this TORFP shall not exceed the total TO Agreement amount established.

1.9 CONTRACT MANAGEMENT OVERSIGHT ACTIVITIES

DoIT will be performing contract management oversight on the CATS master contract. As part of that oversight, DoIT has implemented a process for self-reporting contract management activities of CATS task orders (TO). This process shall typically apply to active TOs for operations and maintenance services valued at \$1 million or greater, but all CATS TOs are subject to review.

Attachment 12 is a sample of the TO Contractor Self-Reporting Checklist. DoIT will send initial checklists out to applicable TO Contractors approximately three months after the award date for a TO. The TO Contractor shall complete and return the checklist as instructed on the checklist. Subsequently, at six month intervals from the due date on the initial checklist, the TO Contractor shall update and resend the checklist to DoIT.

SECTION 2 - SCOPE OF WORK

2.1 PURPOSE AND BACKGROUND

2.1.1 PURPOSE

The Department of Business and Economic Development (DBED) is issuing this CATS TORFP to obtain assistance with the planning activities for a State business licensing system.

The desired result is for a TO Contractor to provide personnel with the required expertise to complete the activities and deliverables required by this SOW. The TO Contractor will gather information on the existing situation, conduct research regarding best practices in this area, and develop a business case.

Upon review of the business case, DBED may decide to exercise the option to have the TO Contractor assist the State in pre-acquisition activities.

Please note that the Master Contractor awarded this TO Agreement may NOT submit a proposal in response to any subsequent solicitations associated with the acquisition or implementation of the Maryland Central Business Licensing System.

2.1.2 REQUESTING AGENCY BACKGROUND

DBED is the agency that is responsible for not only increasing the number of businesses in the State, but also ensuring they prosper in the Maryland environment. They accomplish this by:

- investigating and assembling information about the economic development, industrial opportunities, and economic resources of the State, including raw materials, power and water resources, transportation facilities, markets, labor, banking and financing facilities, industrial sites, and other fields of research;
- encouraging location and development of new businesses in the State and the retention and expansion of present enterprises in coordination with local governments and local economic development units;
- encouraging formation of local and sectional development committees and cooperate with local civic groups and other local, State, and federal development units;
- disseminating information in the interest of industrial development in the State, by publication, advertising, and other means;
- assisting businesses in the areas of technology development and commercialization, small business development, workforce development and productivity, manufacturing modernization, and defense conversion;
- serving as an ombudsman for businesses affected by State policies and programs;
- coordinating business assistance service delivery to individual companies;
- linking groups of businesses to address regional and industry specific needs;
- brokering information exchange and entrepreneurial services that enhance economic development through partnerships with businesses, not-for-profit organizations, professional groups, local economic development entities, and local governments;
- assisting in developing and conducting regional strategic planning and coordinating State investments with regional economic development entities;
- collecting and assembling information and data available from other State units; and
- monitoring economic conditions, releasing reports, and maintain inter-industry models of State regulations and local economies.

This project crosses multiple agency boundaries; therefore it will be a cross-cutting effort. Although multiple agencies will be involved, DBED will be the lead agency for the Central Business Licensing project. DBED will oversee the management of the project and assist in coordinating the involvement of other stakeholder agencies.

The following agencies have already been identified as stakeholders in the project: Department of Labor, Licensing and Regulation; Maryland Department of Environment; Maryland Department of Agriculture; Department of Natural Resources; Department of Information Technology; Maryland Department of Transportation; Department of General Services; Governor's Office for Minority Affairs; Department of Housing and Community Development; Office of the Attorney General; Department of Human Resources; Maryland State Police; Department of Aging; Maryland Higher Education Commission; Maryland Insurance Agency; Maryland Institute of Emergency Medical Services System; Maryland State Department of Education; Public Service Commission; Governor's Office For Children; Secretary of State; Department of Public Safety and Correctional Services; and the Comptroller's Office.

2.1.3 PROJECT BACKGROUND

Roughly two dozen Maryland State agencies issue more than 400 different types of permits, licenses, registrations and certifications (See Exhibit B). The processing associated with these 400+ permits, licenses, registrations and certifications are conducted in relative isolation from each other. In most cases, applicants are required to fill out multiple applications (many asking for the same information) and submit them to multiple locations.

This TORFP is the initiation step for the Central Business Licensing project. The desire is to create a more user friendly environment for existing and prospective businesses by simplifying the customer experience associated with State interactions.

The vision for the Maryland Central Business Licensing system is that citizens seeking to start a business or that currently own a Maryland-based business have one location to access information and conduct all State interactions (e.g. learn about business start up assistance, register a new business, apply for licenses and permits, pay for licenses and permits, pay taxes) in real time. The expectation is that the Central Business Licensing system would reduce the time and/or cost required for processing, guide the customer through a query process that identifies the required licenses, permits, registrations, and applicable documentation and creates a path to obtain them, eliminating the redundant entry of information for different forms and allowing for all fees to be paid through a single transaction. This Central Business Licensing system is not intended to replace any existing systems. Rather it is intended to provide a single "user friendly" front-end interface for existing processes and systems, designed to allow users to flow smoothly through their interactions without having to visit numerous agency offices, websites and systems.

2.2 TECHNICAL REQUIREMENTS

2.2.1 TASKS

The TO Contractor shall provide the personnel with the required expertise to complete the following tasks.

2.2.1.1 Project Management

The TO Contractor shall manage and coordinate all TO Contractor team activities and deliverables required by this TORFP. The TO Contractor shall oversee the activities and performance of all other TO Contractor support personnel provided by the Master Contractor in support of this project. A primary point of contact for the project shall be identified by the TO Contractor. In addition, the TO Contractor shall provide the following project management tasks:

- Prepare, submit and gain approval for the Project Management Plan
- Coordinate and attend regularly scheduled project planning and status meetings.
- Provide bi-weekly project status reports on activities and progress. These reports are to be provided to the TO Manager at least 1 day prior to the status meetings.
- Coordinate the preparation, submission and approval of the deliverables identified in section 2.2.2.
- Provide planning and budgeting expertise to the TO Manager.
- Assist TO Manager in formulating a Project Team that includes representatives from stakeholder agencies.

- Conduct kickoff meeting with the Project Team.

2.2.1.2 Assess the Current Situation

The TO Contractor shall gather information and document when and how a business or prospective business interfaces with the State. This assessment should at a minimum identify:

- Statutes and Regulations that require a business or prospective business to interact with the State and which agency is responsible for the interaction;
- current interactions that occur between the State and businesses or prospective businesses;
- agency(s) associated with each interaction;
- current process associated with the interaction;
- current data associated with each interaction;
- current systems associated with each interaction;
- current cost associated with each interaction; and
- opportunities for improving the current situation.

In addition, the TO Contractor shall gather information from businesses that currently interact with the State of Maryland to identify opportunities for improvement in the new system.

To complete the current situation assessment, the TO Contractor shall assess how other States interact with businesses and identify best practices to be considered by Maryland. See Appendix 1 for additional requirements to be included in the assessment.

2.2.1.3 Develop Central Business Licensing Concept of Operations

The TO Contractor shall work with the stakeholders to develop the Maryland Central Business Licensing Concept of Operations (CONOPS). The CONOPS document will describe the characteristics of the Maryland Central Business Licensing System from the viewpoint of the individual(s) who will use the system. See Appendix 1 for additional requirements to be included in the assessment.

2.2.1.4 Develop Central Business Licensing Business Case

The TO Contractor shall develop a Maryland Central Business Licensing business case and IT Project Request (ITPR). This business case will capture the goals and objectives; scope (a list of interactions and activities that will be supported); high-level requirements; benefits; risks; assumptions; constraints; implementation and maintenance costs; and a schedule associated with the development of the Central Business Licensing System. It is to be where all relevant facts are documented and linked together into a cohesive story, providing decision makers with the what, when, where, how and why Maryland should invest in a Central Business Licensing System. The ITPR will follow the guidelines and format that is required by DoIT. For guidelines and format see <http://doit.maryland.gov/policies/Pages/PoliciesGuidance.aspx>.

2.2.1.5 Support Pre-Acquisition Activities

The TO Contractor shall assist in the development of solicitation(s) required to implement the Maryland Central Business Licensing System by:

- Developing draft solicitation(s) for implementation of the Maryland Central Business Licensing System using documentation generated during previous tasks and solicitation templates provided by the TO Manager;
- Working with the Project Team to finalize the solicitation(s); and
- Working with the Procurement Officer and Project Team to manage the solicitation(s) process and assist in the evaluation of responses to the solicitation(s).

The solicitation(s) must meet all COMAR Title 21 Procurement Regulations requirements applicable to the procurement.

2.2.2 DETAILED REQUIREMENTS

For each written deliverable, draft and final, the TO Contractor shall submit to the TO Manager one hard copy and one electronic copy compatible with Microsoft Office 2003, Microsoft Project 2003 and/or Visio 2003.

Drafts of all final deliverables are required at least two weeks in advance of when all final deliverables are due. Written deliverables defined as draft documents must demonstrate due diligence in meeting the scope and requirements of the associated final written deliverable. A draft written deliverable may contain limited structural errors such as poor grammar, misspellings or incorrect punctuation, but must:

- A) Be presented in a format appropriate for the subject matter and depth of discussion.
- B) Be organized in a manner that presents a logical flow of the deliverable’s content.
- C) Represent factual information reasonably expected to have been known at the time of submittal.
- D) Present information that is relevant to the Section of the deliverable being discussed.
- E) Represent a significant level of completeness towards the associated final written deliverable that supports a concise final deliverable acceptance process.

Upon completion of a deliverable, the TO Contractor shall document each deliverable in final form to the TO Manager for acceptance. The TO Contractor shall memorialize such delivery in an Agency Receipt of Deliverable Form (Attachment 8). The TO Manager shall countersign the Agency Receipt of Deliverable Form indicating receipt of the contents described therein.

Upon receipt of a final deliverable, the TO Manager shall commence a review of the deliverable as required to validate the completeness and quality in meeting requirements. Upon completion of validation, the TO Manager shall issue to the TO Contractor notice of acceptance or rejection of the deliverables in an Agency Acceptance of Deliverable Form (Attachment 9). In the event of rejection, the TO Contractor shall correct the identified deficiencies or non-conformities. Subsequent project tasks may not continue until deficiencies with a deliverable are rectified and accepted by the TO Manager or the TO Manager has specifically issued, in writing, a waiver for conditional continuance of project tasks. Once the State’s issues have been addressed and resolutions are accepted by the TO Manager, the TO Contractor will incorporate the resolutions into the deliverable and resubmit the deliverable for acceptance. Accepted deliverables shall be invoiced within 30 days in the applicable invoice format (Reference 2.6 Invoicing).

When presented for acceptance, a written deliverable defined as a final document must satisfy the scope and requirements of this TORFP for that deliverable. Final written deliverables shall not contain structural errors such as poor grammar, misspellings or incorrect punctuation, and must:

- F) Be presented in a format appropriate for the subject matter and depth of discussion.
- G) Be organized in a manner that presents a logical flow of the deliverable’s content.
- H) Represent factual information reasonably expected to have been known at the time of submittal.
- I) Present information that is relevant to the Section of the deliverable being discussed.

The State required deliverables are defined below. Within each task, the TO Contractor may suggest other subtasks or deliverables to improve the quality and success of the project.

ID	Deliverables	Expected Completion:
2.2.1.1	Project Management Plan	NTP + 14 Calendar Days
2.2.1.1	Bi-Weekly Project Status Report	Bi-Weekly after NTP
2.2.1.2	Current Situation Report	NTP + 180 Calendar Days
2.2.1.3	Central Business Licensing Concept of Operations	NTP + 30 Calendar Days
2.2.1.4	Central Business Licensing Business Case	NTP + 60 Calendar Days
2.2.1.4	Central Business Licensing Business Case Briefing	NTP + 70 Calendar Days

ID	Deliverables	Expected Completion:
2.2.1.4	IT Project Request (ITPR)	NTP + 70 Calendar Days
2.2.1.5	Solicitations	NTP + 60 Calendar Days

2.2.3 REQUIRED PROJECT POLICIES, GUIDELINES AND METHODOLOGIES

The TO Contractor shall be required to comply with all applicable laws, regulations, policies, standards and guidelines affecting information technology projects, which may be created or changed periodically. The TO Contractor shall adhere to and remain abreast of current, new, and revised laws, regulations, policies, standards and guidelines affecting project execution. The following policies, guidelines and methodologies can be found at <http://doit.maryland.gov/policies/Pages/ContractPolicies.aspx> under “Policies and Guidance.” These may include, but are not limited to:

- The State’s System Development Life Cycle (SDLC) methodology
- The State Information Technology Security Policy and Standards
- The State Information Technology Project Oversight
- The State of Maryland Enterprise Architecture
- The TO Contractor shall follow the project management methodologies that are consistent with the Project Management Institute’s Project Management Body of Knowledge Guide. TO Contractor’s staff and sub Contractors are to follow a consistent methodology for all TO activities.

2.3 CONTRACTOR EXPERTISE REQUIRED

The TO Contractor shall be capable of furnishing all necessary services required to successfully complete all tasks and work requirements and produce high quality deliverables described herein. The TO Contractor shall demonstrate, in its proposal, that it possesses such expertise in-house or has fostered strategic alliances with other firms for providing such services.

A TO Contractor must demonstrate that it possesses experience in executing a project of a size and complexity comparable to that contained herein.

2.4 CONTRACTOR MINIMUM QUALIFICATIONS

The following minimum qualifications are mandatory:

The individual proposed point of contact for the TO Contractor must have experience in (1) contract and project management, (2) business case development, (3) managing the collection and documenting of functional and technical requirements, and (4) functioning as project manager for a project of similar size and complexity. The proposed Project Manager must also have an understanding of State government to business and business to State government processes, interactions and transactions. Resumes must demonstrate at least seven (7) years experience where this knowledge and experience were applied.

All individuals proposed for this project must have excellent coordination, organizational, verbal and written communication skills and experience in (1) gathering information, (2) facilitating meetings/work sessions, (3) performing research, (4) documenting results, (5) collecting and documenting requirements, and (6) preparing solicitations. Resumes must demonstrate at least five (5) years experience where the required knowledge and skills were applied.

2.5 INVOICING

Payment will only be made upon completion and acceptance of the deliverables as defined in 2.2.3.

Invoice payments to the TO Contractor shall be governed by the terms and conditions defined in the CATS Master Contract. Invoices for payment shall contain the TO Contractor's Federal Tax Identification Number, as well as the

information described below, and must be submitted to the TO Manager for payment approval. Payment of invoices will be withheld if a signed Acceptance of Deliverable form – Attachment 9, is not submitted.

The TO Contractor shall submit invoices for payment upon acceptance of separately priced deliverables, on or before the 15th day of the month following receipt of the approved notice(s) of acceptance from the TO Manager. A copy of the notice(s) of acceptance shall accompany all invoices submitted for payment.

2.5.1 INVOICE SUBMISSION PROCEDURE

This procedure consists of the following requirements and steps:

- A) The invoice shall identify the DBED as the TO Requesting Agency, deliverable description, associated TO Agreement number, date of invoice, period of performance covered by the invoice, and a TO Contractor point of contact with telephone number.
- B) The TO Contractor shall send the original of each invoice and supporting documentation (itemized billing reference for employees and any subcontractor and signed Acceptance of Deliverable form – Attachment 9, for each deliverable being invoiced) submitted for payment to the DBED at the following address:

World Trade Center – Baltimore
401 East Pratt Street
Baltimore, MD 21202
- C) Invoices for final payment shall be clearly marked as “FINAL” and submitted when all work requirements have been completed and no further charges are to be incurred under the TO Agreement. In no event shall any invoice be submitted later than 60 calendar days from the TO Agreement termination date.

2.5.2 MBE PARTICIPATION REPORTS

Monthly reporting of MBE participation is required in accordance with the terms and conditions of the CATS Master Contract by the 15th day of each month. The TO Contractor shall provide a completed MBE Participation form (Attachment 2, Form D-5) to DBED at the same time the invoice copy is sent. The TO Contractor shall ensure that each MBE Subcontractor provides a completed MBE Participation Form (Attachment 2, Form D-6). Subcontractor reporting shall be sent directly from the subcontractor to DBED. DBED will monitor both the TO Contractor’s efforts to achieve the MBE participation goal and compliance with reporting requirements. The TO Contractor shall email all completed forms, copies of invoices and checks paid to the MBE directly to the TO Procurement Officer and TO Manager.

2.6 REPORTING

The TO Contractor and the DBED shall conduct bi-weekly progress meetings. A bi-weekly project progress report shall be submitted electronically to the TO Manager at least one (1) day in advance of the progress meeting and shall contain, at a minimum, the following information:

- Agency name, TO Agreement number, functional area name and number, reporting period and “Progress Report” to be included in the e-mail subject line.
- Work accomplished during the period.
- Deliverable progress, as a percentage of completion.
- Problem areas, including scope creep or deviation from the work plan.
- Planned activities for the next reporting period.
- Gantt chart updated from the original to show actual progress; as applicable, explanations for variances and plan for completion on schedule.

- An accounting report for the current reporting period and a cumulative summary of the totals for both the current and previous reporting periods. The accounting report shall include amounts invoiced-to-date and paid-to-date.

SECTION 3 - TASK ORDER PROPOSAL FORMAT AND SUBMISSION REQUIREMENTS

3.1 REQUIRED RESPONSE

Each Master Contractor receiving this CATS TORFP must respond within the submission time designated in the Key Information Summary Sheet. Each Master Contractor is required to submit one or two possible responses: 1) a proposal and/or 2) a completed Master Contractor Feedback form submitted electronically via the CATS web site explaining why the Master Contractor will not be submitting a proposal. The form is accessible via, your CATS Master Contractor login screen and clicking on TORFP Feedback Response Form from the menu.

3.2 FORMAT

If a Master Contractor elects to submit a TO Proposal, the Master Contractor shall do so in conformance with the requirements of this CATS TORFP. A TO Proposal shall provide the following:

3.2.1 THE TECHNICAL PORTION OF THE TO PROPOSAL SHALL INCLUDE

D) Proposed Services – Work Plan

- 1) Requirements: A detailed discussion of the Master Contractor's understanding of the work outlined in Section 2.
- 2) Assumptions: A description of any assumptions formed by the Master Contractor in developing the Technical Proposal.
- 3) Risk Assessment: An assessment of any risks inherent in the work requirements and actions to mitigate these risks.
- 4) Proposed Approach: A description of the Master Contractor's proposed approach to accomplish the specified work requirements.
- 5) Proposed Tools: A description of all proposed tools that will be used to facilitate the work.
- 6) Tasks and Deliverables: A description of and the schedule for each task and deliverable, illustrated by a Gantt chart. Start and completion dates for each task, milestone, and deliverable shall be indicated. The Gantt chart will form the baseline for task order monitoring, and will be updated bi-weekly as part of progress reporting (see Section 2.7).
- 7) Work Breakdown Structure: A detailed work breakdown structure and staffing schedule, with labor hours by skill category that will be applied to meet each milestone and deliverable, and to accomplish all specified work requirements.
- 8) Acceptance Criteria: A statement acknowledging the Master Contractor's understanding of the acceptance criteria.

E) Proposed Personnel

- 1) Identify and provide resumes for all proposed personnel by labor category. The resume should highlight the proposed personnel's applicable responsibilities and accomplishments as they relate to the requirements of this TORFP.
- 2) Certification that all proposed personnel meet the minimum required qualifications and possess the required certifications in accordance to Section 2.4.
- 3) Provide the names and titles of all key management personnel who will be involved with the services rendered under this TO Agreement.
- 4) Complete and provide, at the interview, Attachment 5 – Labor Classification Personnel Resume Summary.

F) MBE Participation

- 5) Submit completed MBE documents Attachment 2 - Forms D-1 and D-2.

G) Subcontractors

- 6) Identify all proposed subcontractors, including MBEs, and their full roles in the performance of this TORFP Scope of Work.

H) Master Contractor and Subcontractor Experience and Capabilities

- 7) Provide three examples of projects that you have completed that were similar in scope to the one defined in this TORFP Scope of Work. Each of the three examples must include a reference, to be provided at the interview, complete with the following:
 - a) Name of organization.
 - b) Name, title, and telephone number of point-of-contact for the reference.
 - c) Type, and duration of contract(s) supporting the reference.
 - d) The services provided, scope of the contract and performance objectives satisfied as they relate to the scope of this TORFP.
 - e) Whether the Master Contractor is still providing these services and, if not, an explanation of why it is no longer providing the services to the client organization.
- 8) State of Maryland Experience: If applicable, the Master Contractor shall submit a list of all contracts it currently holds or has held within the past five years with any government entity of the State of Maryland. For each identified contract, the Master Contractor shall provide:
 - a) The State contracting entity.
 - b) A brief description of the services/goods provided.
 - c) The dollar value of the contract.
 - d) The term of the contract.
 - e) Whether the contract was terminated prior to the specified original contract termination date.
 - f) Whether any available renewal option was not exercised.
 - g) The State employee contact person (name, title, telephone number and e-mail address.

This information will be considered as part of the experience and past performance evaluation criteria in the TORFP.

I) Proposed Facility

- 9) Identify Master Contractor's facilities, including address, from which any work will be performed.

J) State Assistance

- 10) Provide an estimate of expectation concerning participation by State personnel.

K) Confidentiality

- 11) A Master Contractor should give specific attention to the identification of those portions of its proposal that it considers confidential, proprietary commercial information or trade secrets, and provide justification why such materials, upon request, should not be disclosed by the State under the Public Information Act, Title 10, Subtitle 6, of the State Government Article of the Annotated Code of Maryland. Contractors are advised that, upon request for this information from a third party, the TO Procurement Officer will be required to make an independent determination regarding whether the information may be disclosed.

3.2.2 THE FINANCIAL RESPONSE OF THE TO PROPOSAL SHALL INCLUDE

- A) A description of any assumptions on which the Master Contractor's Financial Proposal is based (Assumptions shall not constitute conditions, contingencies, or exceptions to the price proposal);
- B) Attachment 1 - Completed Financial Proposal, including:

The Master Contractor should indicate on Attachment 1 the appropriate fixed cost per deliverable for a total fixed price.

SECTION 4 - PROCEDURE FOR AWARDING A TASK ORDER AGREEMENT

4.1 EVALUATION CRITERIA

The TO Contractor will be selected from among all eligible Master Contractors within the appropriate functional area responding to the CATS TORFP. In making the TO Agreement award determination, the TO Requesting Agency will consider all information submitted in accordance with Section 3.

4.2 TECHNICAL CRITERIA

The following are technical criteria for evaluating a TO Proposal in descending order of importance.

- The experience and certifications required in Sections 2.3 and 2.4, of the Master Contractor's proposed personnel.
- Experience of the Master Contractor's proposed personnel performing the duties and responsibilities required in Section 2.2.
- The Master Contractor's approach to completing the tasks identified in Section 2.2.
- The Master Contractor's understanding of the work to be accomplished.

4.3 SELECTION PROCEDURES

- C) Proposed personnel will be assessed for compliance with the minimum qualifications in Section 2.4 of the TORFP. Master Contractors' proposing personnel who fail to meet the minimum qualifications will be disqualified and their proposals eliminated from further consideration.
- D) TO Proposals deemed technically qualified will have their financial proposal considered. All others will receive e-mail notice from the TO Procurement Officer of not being selected to perform the work.
- E) The State may conduct interviews of all personnel proposed in each TO Proposal that meets minimum qualifications.
- F) Qualified TO Proposal financial responses will be reviewed and ranked from lowest to highest price proposed.
- G) The most advantageous TO Proposal offer considering technical and financial submission shall be selected for the work assignment. In making this selection, technical merit has greater weight than price.

4.4 COMMENCEMENT OF WORK UNDER A TO AGREEMENT

Commencement of work on each task within the TO Agreement shall be initiated only upon issuance of a fully executed TO Agreement, a Non-Disclosure Agreement (TO Contractor), a Purchase Order, and by a Notice to Proceed authorized by the TO Procurement Officer. See Attachment 7 - Notice to Proceed (sample).

ATTACHMENT 1 –PRICE PROPOSAL

PRICE PROPOSAL FORM

PRICE PROPOSAL FOR CATS TORFP # ADPICS TO0B0400002

Identification	Task	Proposed Price
1	Project Management	
2	Assess the Current Situation	
3	Develop Central Business Licensing Concept of Operations	
4	Develop Central Business Licensing Business Case	
5	Support Pre-Acquisition Activities	
6	Data flow diagrams for the specified agencies' databases	
7	Documentation of the data elements and field types/sizes for the specified agencies' databases	
8	Data dictionary for the specified agencies' databases	
9	Process flow diagrams for the specified agencies' processes	
10	List of reports that are currently generated by the specified agencies' databases	
	Total Proposed Fixed Price	

Authorized Individual Name

Company Name

Title

Company Tax ID #

SUBMIT AS A .PDF FILE WITH THE FINANCIAL RESPONSE

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS
TO CONTRACTOR MINORITY BUSINESS ENTERPRISE REPORTING
REQUIREMENTS

CATS TORFP # ADPICS PO T00P0400059

These instructions are meant to accompany the customized reporting forms sent to you by the TO Manager. If, after reading these instructions, you have additional questions or need further clarification, please contact the TO Manager immediately.

1. As the TO Contractor, you have entered into a TO Agreement with the State of Maryland. As such, your company/firm is responsible for successful completion of all deliverables under the contract, including your commitment to making a good faith effort to meet the MBE participation goal(s) established for TORFP. Part of that effort, as outlined in the TORFP, includes submission of monthly reports to the State regarding the previous month's MBE payment activity. Reporting forms D-5 (TO Contractor Paid/Unpaid MBE Invoice Report) and D-6 (Subcontractor Paid/Unpaid MBE Invoice Report) are attached for your use and convenience.
2. The TO Contractor must complete a separate Form D-5 for each MBE subcontractor for each month of the contract and submit one copy to each of the locations indicated at the bottom of the form. The report is due no later than the 15th of the month following the month that is being reported. For example, the report for January's activity is due no later than the 15th of February. With the approval of the TO Manager, the report may be submitted electronically. Note: Reports are required to be submitted each month, regardless of whether there was any MBE payment activity for the reporting month.
3. The TO Contractor is responsible for ensuring that each subcontractor receives a copy (e-copy of and/or hard copy) of Form D-6. The TO Contractor should make sure that the subcontractor receives all the information necessary to complete the form properly, i.e., all of the information located in the upper right corner of the form. It may be wise to customize Form D-6 (upper right corner of the form) for the subcontractor the same as the Form D-5 was customized by the TO Manager for the benefit of the TO Contractor. This will help to minimize any confusion for those who receive and review the reports.
4. It is the responsibility of the TO Contractor to make sure that all subcontractors submit reports no later than the 15th of each month, regardless of whether there was any MBE payment activity for the reporting month. Actual payment data is verified and entered into the State's financial management tracking system from the subcontractor's D-6 report only. Therefore, if the subcontractor(s) do not submit their D-6 payment reports, the TO Contractor cannot and will not be given credit for subcontractor payments, regardless of the TO Contractor's proper submission of Form D-5. The TO Manager will contact the TO Contractor if reports are not received each month from either the prime contractor or any of the identified subcontractors. The TO Contractor must promptly notify the TO Manager if, during the course of the contract, a new MBE subcontractor is utilized. Failure to comply with the MBE contract provisions and reporting requirements may result in sanctions, as provided by COMAR 21.11.03.13.

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS

FORM D – 1

CERTIFIED MBE UTILIZATION AND FAIR SOLICITATION AFFIDAVIT

This document shall be included with the submittal of the Offeror's TO Proposal. If the Offeror fails to submit this form with the TO Proposal, the TO Procurement Officer shall determine that the Offeror's TO Proposal is not reasonably susceptible of being selected for award.

In conjunction with the offer submitted in response to TORFP No. T00P0400059, I affirm the following:

1. I acknowledge the overall certified Minority Business Enterprise (MBE) participation goal of 35% percent. I have made a good faith effort to achieve this goal.

OR

After having made a good faith effort to achieve the MBE participation goal, I conclude that I am unable to achieve it. Instead, I intend to achieve an MBE goal of [redacted] percent and request a waiver of the remainder of the goal. If I am selected as the apparent TO Agreement awardee, I will submit written waiver documentation that complies with COMAR 21.11.03.11 within 10 business days of receiving notification that our firm is the apparent low bidder or the apparent awardee.

2. I have identified the specific commitment of certified Minority Business Enterprises by completing and submitting an MBE Participation Schedule (Attachment 2 - Form D-2) with the proposal.
3. I acknowledge that the MBE subcontractors/suppliers listed in the MBE Participation Schedule will be used to accomplish the percentage of MBE participation that I intend to achieve.
4. I understand that if I am notified that I am the apparent TO Agreement awardee, I must submit the following documentation within 10 working days of receiving notice of the potential award or from the date of conditional award (per COMAR 21.11.03.10), whichever is earlier.
 - (a) Outreach Efforts Compliance Statement (Attachment D-3)
 - (b) Subcontractor Project Participation Statement (Attachment D-4)
 - (c) MBE Waiver Documentation per COMAR 21.11.03.11 (if applicable)
 - (d) Any other documentation required by the TO Procurement Officer to ascertain offeror's responsibility in connection with the certified MBE participation goal.

If I am the apparent TO Agreement awardee, I acknowledge that if I fail to return each completed document within the required time, the TO Procurement Officer may determine that I am not responsible and therefore not eligible for TO Agreement award. If the TO Agreement has already been awarded, the award is voidable.

5. In the solicitation of subcontract quotations or offers, MBE subcontractors were provided not less than the same information and amount of time to respond as were non-MBE subcontractors.

I solemnly affirm under the penalties of perjury that the contents of this paper are true to the best of my knowledge, information, and belief.

Offeror Name

Signature of Affiant

Address

Printed Name, Title

Date

SUBMIT AS A .PDF FILE WITH TO RESPONSE

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS

FORM D – 2

MINORITY BUSINESS ENTERPRISE PARTICIPATION SCHEDULE

This document shall be included with the submittal of the TO Proposal. If the Offeror fails to submit this form with the TO Proposal, the TO Procurement Officer shall determine that the TO Proposal is not reasonably susceptible of being selected for award.

TO Prime Contractor (Firm Name, Address, Phone)	Task Order Description
Task Order Agreement Number T00P0400059	
List Information For Each Certified MBE Subcontractor On This Project	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	

USE ATTACHMENT D-2 CONTINUATION PAGE AS NEEDED

SUMMARY

TOTAL MBE PARTICIPATION:	_____ %
TOTAL WOMAN-OWNED MBE PARTICIPATION:	_____ %
TOTAL AFRICAN AMERICAN-OWNED MBE PARTICIPATION:	_____ %

Document Prepared By: (please print or type)

Name: _____ Title: _____

SUBMIT AS A .PDF FILE WITH TO RESPONSE

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS

FORM D – 2

MINORITY BUSINESS ENTERPRISE PARTICIPATION SCHEDULE (CONTINUED)

List Information For Each Certified MBE Subcontractor On This Project	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	
Minority Firm Name	MBE Certification Number
Work To Be Performed/SIC	
Percentage of Total Contract	

SUBMIT AS A .PDF FILE WITH TO RESPONSE

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS

FORM D – 3

OUTREACH EFFORTS COMPLIANCE STATEMENT

In conjunction with the bid or offer submitted in response to TORFP # T00P0400059, I state the following:

1. Offeror identified opportunities to subcontract in these specific work categories:

2. Attached to this form are copies of written solicitations (with bidding instructions) used to solicit certified MBEs for these subcontract opportunities.

3. Offeror made the following attempts to contact personally the solicited MBEs:

4. Offeror assisted MBEs to fulfill or to seek waiver of bonding requirements.
(DESCRIBE EFFORTS)

- This project does not involve bonding requirements.

5. Offeror did/did not attend the pre-proposal conference
 No pre-proposal conference was held.

Offeror Name

By: _____
Name

Address

Title

Date

SUBMIT WITHIN 10 WORKING DAYS OF RECEIVING NOTICE OF THE POTENTIAL AWARD

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS

FORM D – 4

SUBCONTRACTOR PROJECT PARTICIPATION STATEMENT

SUBMIT ONE FORM FOR EACH CERTIFIED MBE LISTED IN THE MBE PARTICIPATION SCHEDULE

Provided that _____ is awarded the TO Agreement in

(Prime TO Contractor Name)

conjunction with TORFP No. T00P0400059, it and _____,

(Subcontractor Name)

MDOT Certification No. _____, intend to enter into a contract by which the subcontractor shall:

(Describe work to be performed by MBE):

- No bonds are required of Subcontractor
- The following amount and type of bonds are required of Subcontractor:

By:

By:

Prime Contractor Signature

Subcontractor Signature

Name

Name

Title

Title

Date

Date

SUBMIT WITHIN 10 WORKING DAYS OF RECEIVING NOTICE OF THE POTENTIAL AWARD

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS

FORM D – 5

MINORITY BUSINESS ENTERPRISE PARTICIPATION TO CONTRACTOR PAID/UNPAID INVOICE REPORT

Report #: _____ Reporting Period (Month/Year): _____ Report is due by the 15th of the following month.	CATS TORFP #T00P0400059 Contracting Unit _____ Contract Amount _____ MBE Sub Contract Amt _____ Contract Begin Date _____ Contract End Date _____ Services Provided _____
--	---

Prime TO Contractor:		Contact Person:	
Address:			
City:		State:	ZIP:
Phone:	FAX:		
Subcontractor Name:		Contact Person:	
Phone:	FAX:		
Subcontractor Services Provided:			
List all unpaid invoices over 30 days old received from the MBE subcontractor named above:			
1.			
2.			
Total Dollars Unpaid: \$ _____			

**If more than one MBE subcontractor is used for this contract, please use separate forms.

Return one copy of this form to the following address:

Regina Tillery Department of Business and Economic Development World Trade Center - Baltimore 401 E, Pratt St. Baltimore, MD 21202 rtillery@choosemaryland.org	Deb Chronister Department of Business and Economic Development World Trade Center - Baltimore 401 E, Pratt St. Baltimore, MD 21202 dchronister@choosemaryland.org	Everett Ross Department of Business and Economic Development World Trade Center - Baltimore 401 E, Pratt St. Baltimore, MD 21202 eross@choosemaryland.org
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Signature: _____ Date: _____

SUBMIT AS REQUIRED IN TO CONTRACTOR MBE REPORTING REQUIREMENTS

ATTACHMENT 2 – MINORITY BUSINESS ENTERPRISE FORMS

FORM D – 6

MINORITY BUSINESS ENTERPRISE PARTICIPATION SUBCONTRACTOR PAID/UNPAID INVOICE REPORT

Report #: _____ Reporting Period (Month/Year): ___/_____ Report Due By the 15th of the following Month.	CATS TORFP #T00P0400059 Contracting Unit _____ Contract Amount _____ MBE Sub Contract Amt _____ Contract Begin Date _____ Contract End Date _____ Services Provided _____
---	---

MBE Subcontractor Name: _____

MDOT Certification #: _____

Contact Person: _____

Address: _____

City: _____	State: _____	ZIP: _____
-------------	--------------	------------

Phone: _____	FAX: _____
--------------	------------

Subcontractor Services Provided: _____

<p>List all payments received from Prime TO Contractor during reporting period indicated above.</p> <p>1. _____</p> <p>2. _____</p> <p>Total Dollars Paid: \$ _____</p>	<p>List dates and amounts of any unpaid invoices over 30 days old.</p> <p>1. _____</p> <p>2. _____</p> <p>Total Dollars Unpaid: \$ _____</p>
---	--

Prime TO Contractor: _____	Contact Person: _____
----------------------------	-----------------------

Return one copy of this form to the following address:

Regina Tillery Department of Business and Economic Development World Trade Center - Baltimore 401 E, Pratt St. Baltimore, MD 21202 rtillery@choosemaryland.org	Deb Chronister Department of Business and Economic Development World Trade Center - Baltimore 401 E, Pratt St. Baltimore, MD 21202 dchronister@choosemaryland.org	Everett Ross Department of Business and Economic Development World Trade Center - Baltimore 401 E, Pratt St. Baltimore, MD 21202 eross@choosemaryland.org
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Signature: _____ Date: _____

SUBMIT AS REQUIRED IN TO CONTRACTOR MBE REPORTING REQUIREMENTS

ATTACHMENT 3 – TASK ORDER AGREEMENT

CATS TORFP# T00P0400059 OF MASTER CONTRACT #060B9800035

This Task Order Agreement (“TO Agreement”) is made this day of Month, 200X by and between Task Order Contractor (TO Contractor) and the STATE OF MARYLAND, Department of Business and Economic Development (DBED).

IN CONSIDERATION of the mutual premises and the covenants herein contained and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. Definitions. In this TO Agreement, the following words have the meanings indicated:
 - a. “Agency” means Department of Business and Economic Development, as identified in the CATS TORFP # T00P0400059.
 - b. “CATS TORFP” means the Task Order Request for Proposals # T00P0400059, dated July 8, 2009, including any addenda.
 - c. “Master Contract” means the CATS Master Contract between the Maryland Department of Budget and Management and TO Contractor dated December 19, 2005.
 - d. “TO Procurement Officer” means Debi Chronister. The Agency may change the TO Procurement Officer at any time by written notice to the TO Contractor.
 - e. “TO Agreement” means this signed TO Agreement between DBED and TO Contractor.
 - f. “TO Contractor” means the CATS Master Contractor awarded this TO Agreement, whose principal business address is _____ and whose principal office in Maryland is _____.
 - g. “TO Manager” means Regina Tillery, or deisgnee of the Agency. The Agency may change the TO Manager at any time by written notice to the TO Contractor.
 - h. “TO Proposal - Technical” means the TO Contractor’s technical response to the CATS TORFP dated date of TO Proposal – Technical.
 - i. “TO Proposal – Financial” means the TO Contractor’s financial response to the CATS TORFP dated date of TO Proposal - Financial.
 - j. “TO Proposal” collectively refers to the TO Proposal – Technical and TO Proposal – Financial.
2. Scope of Work
 - 2.1 This TO Agreement incorporates all of the terms and conditions of the Master Contract and shall not in any way amend, conflict with or supercede the Master Contract.
 - 2.2 The TO Contractor shall, in full satisfaction of the specific requirements of this TO Agreement, provide the services set forth in Section 2 of the CATS TORFP. These services shall be provided in accordance with the Master Contract, this TO Agreement, and the following Exhibits, which are attached and incorporated herein by reference. If there is any conflict among the Master Contract, this TO Agreement, and these Exhibits, the terms of the Master Contract shall govern. If there is any conflict between this TO Agreement and any of these Exhibits, the following order of precedence shall determine the prevailing provision:
 - a. The TO Agreement,
 - b. Exhibit A – CATS TORFP
 - c. Exhibit B – TO Proposal-Technical
 - d. Exhibit C – TO Proposal-Financial

2.3 The TO Procurement Officer may, at any time, by written order, make changes in the work within the general scope of the TO Agreement. No other order, statement or conduct of the TO Procurement Officer or any other person shall be treated as a change or entitle the TO Contractor to an equitable adjustment under this Section. Except as otherwise provided in this TO Agreement, if any change under this Section causes an increase or decrease in the TO Contractor's cost of, or the time required for, the performance of any part of the work, whether or not changed by the order, an equitable adjustment in the TO Agreement price shall be made and the TO Agreement modified in writing accordingly. The TO Contractor must assert in writing its right to an adjustment under this Section within thirty (30) days of receipt of written change order and shall include a written statement setting forth the nature and cost of such claim. No claim by the TO Contractor shall be allowed if asserted after final payment under this TO Agreement. Failure to agree to an adjustment under this Section shall be a dispute under the Disputes clause of the Master Contract. Nothing in this Section shall excuse the TO Contractor from proceeding with the TO Agreement as changed.

3. Time for Performance

Unless terminated earlier as provided in the Master Contract, the TO Contractor shall provide the services described in the TO Proposal and in accordance with the CATS TORFP on receipt of a Notice to Proceed from the TO Manager. The term of this TO Agreement is for a period of six months, commencing on the date of Notice to Proceed and terminating on April 30, 2009.

4. Consideration and Payment

4.1 The consideration to be paid the TO Contractor shall be done so in accordance with the CATS TORFP and shall not exceed \$total amount of task order. Any work performed by the TO Contractor in excess of the not-to-exceed ceiling amount of the TO Agreement without the prior written approval of the TO Manager is at the TO Contractor's risk of non-payment.

4.2 Payments to the TO Contractor shall be made as outlined Section 2 of the CATS TORFP, but no later than thirty (30) days after the Agency's receipt of an invoice for services provided by the TO Contractor, acceptance by the Agency of services provided by the TO Contractor, and pursuant to the conditions outlined in Section 4 of this Agreement.

4.3 Each invoice for services rendered must include the TO Contractor's Federal Tax Identification Number which is Federal ID number. Charges for late payment of invoices other than as prescribed by Title 15, Subtitle 1, of the State Finance and Procurement Article, Annotated Code of Maryland, as from time-to-time amended, are prohibited. Invoices must be submitted to the Agency TO Manager unless otherwise specified herein.

4.4 In addition to any other available remedies, if, in the opinion of the TO Procurement Officer, the TO Contractor fails to perform in a satisfactory and timely manner, the TO Procurement Officer may refuse or limit approval of any invoice for payment, and may cause payments to the TO Contractor to be reduced or withheld until such time as the TO Contractor meets performance standards as established by the TO Procurement Officer.

IN WITNESS THEREOF, the parties have executed this TO Agreement as of the date hereinabove set forth.

TO Contractor Name

By: Type or Print TO Contractor POC

Date

Witness: _____

STATE OF MARYLAND, Department of Business and Economic Development

By: Regina Tillery, TO manager

Date

Witness: _____

ATTACHMENT 4 – CONFLICT OF INTEREST AFFIDAVIT AND DISCLOSURE

- A) "Conflict of interest" means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the State, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.
- B) "Person" has the meaning stated in COMAR 21.01.02.01B(64) and includes a bidder, Offeror, Contractor, consultant, or subcontractor or subconsultant at any tier, and also includes an employee or agent of any of them if the employee or agent has or will have the authority to control or supervise all or a portion of the work for which a bid or offer is made.
- C) The bidder or Offeror warrants that, except as disclosed in §D, below, there are no relevant facts or circumstances now giving rise or which could, in the future, give rise to a conflict of interest.
- D) The following facts or circumstances give rise or could in the future give rise to a conflict of interest (explain in detail—attach additional sheets if necessary):
- E) The bidder or Offeror agrees that if an actual or potential conflict of interest arises after the date of this affidavit, the bidder or Offeror shall immediately make a full disclosure in writing to the procurement officer of all relevant facts and circumstances. This disclosure shall include a description of actions which the bidder or Offeror has taken and proposes to take to avoid, mitigate, or neutralize the actual or potential conflict of interest. If the contract has been awarded and performance of the contract has begun, the Contractor shall continue performance until notified by the procurement officer of any contrary action to be taken.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

Date: _____ By: _____

(Authorized Representative and Affiant)

SUBMIT AS A .PDF FILE WITH TO RESPONSE

ATTACHMENT 5 – LABOR CLASSIFICATION PERSONNEL RESUME SUMMARY

INSTRUCTIONS:

1. Master Contractors must comply with all personnel requirements under the Master Contract RFP 060B9800035.
2. Only labor categories proposed in the Master Contractors Financial Proposal may be proposed under the CATS TORFP process.
3. For each person proposed in any of the labor categories, complete one Labor Category Personnel Resume Summary to document how the proposed person meets each of the minimum requirements. This summary is required at the time of the interview.

For example: If you propose John Smith, who is your subcontractor, and you believe he meets the requirements of the Group Facilitator, you will complete the top section of the form by entering John Smith's name and the subcontractor's company name. You will then complete the right side of the Group Facilitator form documenting how the individual meets each of the requirements. Where there is a time requirement such as three months experience, you must provide the dates from and to showing an amount of time that equals or exceeds mandatory time requirement; in this case, three months.

4. Each form also includes examples of duties to perform. The proposed person must be able to fulfill those duties.
5. For each subject matter expert, the State will identify the particular area of expertise and the Master Contractor shall provide proof the individual has qualifications within that area of expertise.
6. Additional information may be attached to each Labor Category Personnel Resume Summary that may assist a full and complete understanding of the individual being proposed.

ATTACHMENT 6 – DIRECTIONS

TO THE PRE-TO PROPOSAL CONFERENCE

Driving directions for MDOT Headquarters

7201 Corporate Center Dr.

Hanover, Md. 21076

Baltimore:

From 695; Take Baltimore –Washington Parkway (295) south to I-195 towards the BWI airport. Take I-195 to Md. Rte 170 south towards Dorsey. Go to the fifth traffic light and turn left on Stoney Run Rd. (“ramp” for Rental Car Return). Turn left at top of “ramp” to stay on Stoney Run Rd. Go through next light at New Ridge Rd. and continue to the stop sign. (This is a 3-way stop.) Turn right onto Corporate Center Dr. (Corporate Center Dr. curves to the left.) Take Corporate Center Dr. to 7201 on the right side of road. Parking is on the left side of road.

Washington:

From Baltimore-Washington Parkway (295); Take Baltimore-Washington Parkway North to I-195 and exit towards the BWI Airport (East). Take I-195 towards the BWI Airport to Md. Rte.170. Take Md. Rte. 170 south towards Dorsey. Go to the fifth traffic light and turn left on Stoney Run Rd. (“ramp” for Rental Car Return). Turn left at top of “ramp” to stay on Stoney Run Rd. Go through next light at New Ridge Rd. and continue to the stop sign. (This is a 3-way stop.) Turn right onto Corporate Center Dr. (Corporate Center Dr. curves to the left.) Take Corporate Center Dr. to 7201 on the right side of road. Parking is on the left side of road.

Annapolis:

From I-97; Take I-97 North to Rte.100 towards Columbia (west). Take Rte. 100 to Rte 170 north towards BWI Airport. Take Rte. 170 to the third traffic light and turn right on Stoney Run Rd. (“ramp” for Rental Car Return). Turn left at top of “ramp” to stay on Stoney Run Rd. Go through next light at New Ridge Rd. and continue to the stop sign. (This is a 3-way stop.) Turn right onto Corporate Center Dr. (Corporate Center Dr. curves to the left.) Take Corporate Center Dr. to 7201 on the right side of road. Parking is on the left side of road.

ATTACHMENT 7 – NOTICE TO PROCEED

Month Day, Year

TO Contractor Name

TO Contractor Mailing Address

Re: CATS Task Order Agreement #T00P0400059

Dear TO Contractor Contact:

This letter is your official Notice to Proceed as of Month Day, Year, for the above-referenced Task Order Agreement. Regina Tillery, of DBED will serve as your contact person on this Task Order. Ms. Tillery can be reached at (410) 767-3391 and rtillery@choosemaryland.org.

Enclosed is an original, fully executed Task Order Agreement and purchase order.

Sincerely,

Debi Chronister, C.P.M.

Task Order Procurement Officer

Enclosures (2)

cc: Regina Tillery

Procurement Liaison Office, Department of Information Technology

Project Management Office, Department of Information Technology

ATTACHMENT 8 – AGENCY RECEIPT OF DELIVERABLE FORM

I acknowledge receipt of the following:

TORFP Title: Maryland Central Business Licensing Planning Support

TO Agreement Number: #T00P0400059

Title of Deliverable: _____

TORFP Reference Section # _____

Deliverable Reference ID # _____

Name of TO Manager: Regina Tillery

TO Manager Signature

Date Signed

Name of TO Contractor's Project Manager: _____

TO Contractor's Project Manager Signature

Date Signed

SUBMIT AS REQUIRED IN SECTION 2.2.2 OF THE TORFP.

ATTACHMENT 9 – AGENCY ACCEPTANCE OF DELIVERABLE FORM

Agency Name: Department of Business and Economic Development

TORFP Title: Maryland Central Business Licensing

TO Manager: Regina Tillery, (410) 767-3391

To:

The following deliverable, as required by TO Agreement #T00P0400059, has been received and reviewed in accordance with the TORFP.

Title of deliverable: _____

TORFP Contract Reference Number: Section # _____

Deliverable Reference ID # _____

This deliverable:

Is accepted as delivered.

Is rejected for the reason(s) indicated below.

REASON(S) FOR REJECTING DELIVERABLE:

OTHER COMMENTS:

TO Manager Signature

Date Signed

ISSUED BY THE TO MANAGER AS REQUIRED IN SECTION 2.2.2 OF THE TORFP.

ATTACHMENT 10 – NON-DISCLOSURE AGREEMENT (OFFEROR)

This Non- Disclosure Agreement (the "Agreement") is made this ___ day of _____ 200_, by and between _____ (hereinafter referred to as "the OFFEROR ") and the State of Maryland (hereinafter referred to as " the State").

OFFEROR warrants and represents that it intends to submit a TO Proposal in response to CATS TORFP #T00P0400059 for Maryland Central Business Licensing Planning Support. In order for the OFFEROR to submit a TO Proposal, it will be necessary for the State to provide the OFFEROR with access to certain confidential information including, but not limited, to _____. All such information provided by the State shall be considered Confidential Information regardless of the form, format, or media upon which or in which such information is contained or provided, regardless of whether it is oral, written, electronic, or any other form, and regardless of whether the information is marked as "Confidential Information". As a condition for its receipt and access to the Confidential Information described in Section 1.7 of the TORFP, OFFEROR agrees as follows:

1. OFFEROR will not copy, disclose, publish, release, transfer, disseminate or use for any purpose in any form any Confidential Information received under Section 1.7, except in connection with the preparation of its TO Proposal.
2. Each employee or agent of the OFFEROR who receives or has access to the Confidential Information shall execute a copy of this Agreement and the OFFEROR shall provide originals of such executed Agreements to the State. Each employee or agent of the OFFEROR who signs this Agreement shall be subject to the same terms, conditions, requirements and liabilities set forth herein that are applicable to the OFFEROR.
3. OFFEROR shall return the Confidential Information to the State within five business days of the State's Notice of recommended award. If the OFFEROR does not submit a Proposal, the OFFEROR shall return the Confidential Information to Debi Chronister, DBED on or before the due date for Proposals.
4. OFFEROR acknowledges that the disclosure of the Confidential Information may cause irreparable harm to the State and agrees that the State may obtain an injunction to prevent the disclosure, copying, or other impermissible use of the Confidential Information. The State's rights and remedies hereunder are cumulative and the State expressly reserves any and all rights, remedies, claims and actions that it may have now or in the future to protect the Confidential Information and/or to seek damages for the OFFEROR'S failure to comply with the requirements of this Agreement. The OFFEROR consents to personal jurisdiction in the Maryland State Courts.
5. In the event the State suffers any losses, damages, liabilities, expenses, or costs (including, by way of example only, attorneys' fees and disbursements) that are attributable, in whole or in part to any failure by the OFFEROR or any employee or agent of the OFFEROR to comply with the requirements of this Agreement, OFFEROR and such employees and agents of OFFEROR shall hold harmless and indemnify the State from and against any such losses, damages, liabilities, expenses, and/or costs.
6. This Agreement shall be governed by the laws of the State of Maryland.
7. OFFEROR acknowledges that pursuant to Section 11-205.1 of the State Finance and Procurement Article of the Annotated Code of Maryland, a person may not willfully make a false or fraudulent statement or representation of a material fact in connection with a procurement contract. Persons making such statements are guilty of a felony and on conviction subject to a fine of not more than \$20,000 and/or imprisonment not exceeding 5 years or both. OFFEROR further acknowledges that this Agreement is a statement made in connection with a procurement contract.
8. The individual signing below warrants and represents that they are fully authorized to bind the OFFEROR to the terms and conditions specified in this Agreement. If signed below by an individual employee or agent of the OFFEROR under Section 2 of this Agreement, such individual acknowledges that a failure to comply with the requirements specified in this Agreement may result in personal liability.

OFFEROR: _____ BY: _____

NAME: _____ TITLE: _____

ADDRESS: _____

SUBMIT AS REQUIRED IN SECTION 1.7 OF THE TORFP

ATTACHMENT 11 – NON-DISCLOSURE AGREEMENT (TO CONTRACTOR)

THIS NON-DISCLOSURE AGREEMENT (“Agreement”) is made as of this ____ day of _____, 200____, by and between the State of Maryland (“the State”), acting by and through the Department of Business and Economic Development (the “Department”), and _____ (“TO Contractor”), a corporation with its principal business office located at _____ and its principal office in Maryland located at _____.

RECITALS

WHEREAS, the TO Contractor has been awarded a Task Order Agreement (the “TO Agreement”) for Maryland Central Business Licensing Planning Support TORFP No. T00P0400059 dated July 8, 2009, (the “TORFP” issued under the Consulting and Technical Services procurement issued by the Department, Project Number 050R5800338; and

WHEREAS, in order for the TO Contractor to perform the work required under the TO Agreement, it will be necessary for the State to provide the TO Contractor and the TO Contractor’s employees and agents (collectively the “TO Contractor’s Personnel”) with access to certain confidential information regarding _____ (the “Confidential Information”).

NOW, THEREFORE, in consideration of being given access to the Confidential Information in connection with the TORFP and the TO Agreement, and for other good and valuable consideration, the receipt and sufficiency of which the parties acknowledge, the parties do hereby agree as follows:

1. Confidential Information means any and all information provided by or made available by the State to the TO Contractor in connection with the TO Agreement, regardless of the form, format, or media on or in which the Confidential Information is provided and regardless of whether any such Confidential Information is marked as such. Confidential Information includes, by way of example only, information that the TO Contractor views, takes notes from, copies (if the State agrees in writing to permit copying), possesses or is otherwise provided access to and use of by the State in relation to the TO Agreement.
2. TO Contractor shall not, without the State’s prior written consent, copy, disclose, publish, release, transfer, disseminate, use, or allow access for any purpose or in any form, any Confidential Information provided by the State except for the sole and exclusive purpose of performing under the TO Agreement. TO Contractor shall limit access to the Confidential Information to the TO Contractor’s Personnel who have a demonstrable need to know such Confidential Information in order to perform under the TO Agreement and who have agreed in writing to be bound by the disclosure and use limitations pertaining to the Confidential Information. The names of the TO Contractor’s Personnel are attached hereto and made a part hereof as Exhibit A. Each individual whose name appears on Exhibit A shall execute a copy of this Agreement and thereby be subject to the terms and conditions of this Agreement to the same extent as the TO Contractor. TO Contractor shall update Exhibit A by adding additional names as needed, from time to time.
3. If the TO Contractor intends to disseminate any portion of the Confidential Information to non-employee agents who are assisting in the TO Contractor’s performance of the TORFP or who will otherwise have a role in performing any aspect of the TORFP, the TO Contractor shall first obtain the written consent of the State to any such dissemination. The State may grant, deny, or condition any such consent, as it may deem appropriate in its sole and absolute subjective discretion.
4. TO Contractor hereby agrees to hold the Confidential Information in trust and in strictest confidence, to adopt or establish operating procedures and physical security measures, and to take all other measures necessary to protect the Confidential Information from inadvertent release or disclosure to unauthorized third parties and to prevent all or any portion of the Confidential Information from falling into the public domain or into the possession of persons not bound to maintain the confidentiality of the Confidential Information.
5. TO Contractor shall promptly advise the State in writing if it learns of any unauthorized use, misappropriation, or disclosure of the Confidential Information by any of the TO Contractor’s Personnel or the TO Contractor’s former Personnel. TO Contractor shall, at its own expense, cooperate with the State in seeking injunctive or other equitable relief against any such person(s).
6. TO Contractor shall, at its own expense, return to the Department, all copies of the Confidential Information in its care, custody, control or possession upon request of the Department or on termination of the TO Agreement.
7. A breach of this Agreement by the TO Contractor or by the TO Contractor’s Personnel shall constitute a breach of the TO Agreement between the TO Contractor and the State.

8. TO Contractor acknowledges that any failure by the TO Contractor or the TO Contractor's Personnel to abide by the terms and conditions of use of the Confidential Information may cause irreparable harm to the State and that monetary damages may be inadequate to compensate the State for such breach. Accordingly, the TO Contractor agrees that the State may obtain an injunction to prevent the disclosure, copying or improper use of the Confidential Information. The TO Contractor consents to personal jurisdiction in the Maryland State Courts. The State's rights and remedies hereunder are cumulative and the State expressly reserves any and all rights, remedies, claims and actions that it may have now or in the future to protect the Confidential Information and/or to seek damages from the TO Contractor and the TO Contractor's Personnel for a failure to comply with the requirements of this Agreement. In the event the State suffers any losses, damages, liabilities, expenses, or costs (including, by way of example only, attorneys' fees and disbursements) that are attributable, in whole or in part to any failure by the TO Contractor or any of the TO Contractor's Personnel to comply with the requirements of this Agreement, the TO Contractor shall hold harmless and indemnify the State from and against any such losses, damages, liabilities, expenses, and/or costs.
9. TO Contractor and each of the TO Contractor's Personnel who receive or have access to any Confidential Information shall execute a copy of an agreement substantially similar to this Agreement and the TO Contractor shall provide originals of such executed Agreements to the State.
10. The parties further agree that:
 - a. This Agreement shall be governed by the laws of the State of Maryland;
 - b. The rights and obligations of the TO Contractor under this Agreement may not be assigned or delegated, by operation of law or otherwise, without the prior written consent of the State;
 - c. The State makes no representations or warranties as to the accuracy or completeness of any Confidential Information;
 - d. The invalidity or unenforceability of any provision of this Agreement shall not affect the validity or enforceability of any other provision of this Agreement;
 - e. Signatures exchanged by facsimile are effective for all purposes hereunder to the same extent as original signatures; and
 - f. The Recitals are not merely prefatory but are an integral part hereof.

TO Contractor/TO Contractor's Personnel:

DBED:

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

SUBMIT AS REQUIRED IN SECTION 1.7 OF THE TORFP

ATTACHMENT 12 – TO CONTRACTOR SELF-REPORTING CHECKLIST

The purpose of this checklist is for CATS Master Contractors to self-report on adherence to procedures for task orders (TO) awarded under the CATS master contract. Requirements for TO management can be found in the CATS master contract RFP and at the TORFP level. The Master Contractor is requested to complete and return this form by the **Checklist Due Date** below. Master Contractors may attach supporting documentation as needed. Please send the completed checklist and direct any related questions to contractoversight@doit.state.md.us with the TO number in the subject line.

Master Contractor:	
Master Contractor Contact / Phone:	
Procuring State Agency Name:	
TO Title:	
TO Number:	
TO Type (Fixed Price, T&M, or Both):	
Checklist Issue Date:	
Checklist Due Date:	
Section 1 – Task Orders with Invoices Linked to Deliverables	
<p>A) Was the original TORFP (Task Order Request for Proposals) structured to link invoice payments to distinct deliverables with specific acceptance criteria? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, skip to Section 2.)</p>	
<p>B) Do TO invoices match corresponding deliverable prices shown in the accepted Financial Proposal? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	
<p>C) Is the deliverable acceptance process being adhered to as defined in the TORFP? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	
Section 2 – Task Orders with Invoices Linked to Time, Labor Rates and Materials	
<p>A) If the TO involves material costs, are material costs passed to the agency without markup by the Master Contractor? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	
<p>B) Are labor rates the same or less than the rates proposed in the accepted Financial Proposal? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	
<p>C) Is the Master Contractor providing timesheets or other appropriate documentation to support invoices? Yes <input type="checkbox"/> No <input type="checkbox"/> (If no, explain why) _____</p>	

Section 3 – Substitution of Personnel

A) Has there been any substitution of personnel?

Yes No (If no, skip to Section 4.)

B) Did the Master Contractor request each personnel substitution in writing?

Yes No (If no, explain why) _____

C) Does each accepted substitution possess equivalent or better education, experience and qualifications than incumbent personnel?

Yes No (If no, explain why) _____

D) Was the substitute approved by the agency in writing?

Yes No (If no, explain why) _____

Section 4 – MBE Participation

A) What is the MBE goal as a percentage of the TO value? (If there is no MBE goal, skip to Section 5)
%

B) Are MBE reports D-5 and D-6 submitted monthly?

Yes No (If no, explain why) _____

C) What is the actual MBE percentage to date? (divide the dollar amount paid to date to the MBE by the total amount paid to date on the TO)

%

(Example - \$3,000 was paid to date to the MBE sub-contractor; \$10,000 was paid to date on the TO; the MBE percentage is 30% ($3,000 \div 10,000 = 0.30$))

D) Is this consistent with the planned MBE percentage at this stage of the project?

Yes No (If no, explain why) _____

E) Has the Master Contractor expressed difficulty with meeting the MBE goal?

Yes No

(If yes, explain the circumstances and any planned corrective actions)

Section 5 – TO Change Management

A) Is there a written change management procedure applicable to this TO?

Yes No (If no, explain why) _____

B) Does the change management procedure include the following?

Yes No Sections for change description, justification, and sign-off

Yes No Sections for impact on cost, scope, schedule, risk and quality (i.e., the impact of change on satisfying TO requirements)

Yes No A formal group charged with reviewing / approving / declining changes (e.g., change control board, steering committee, or management team)

C) Have any change orders been executed?

Yes No

(If yes, explain expected or actual impact on TO cost, scope, schedule, risk and quality)

D) Is the change management procedure being followed?

Yes No **(If no, explain why)** _____

ATTACHMENT 14: TO Contractor Performance Review Form

Department of Business and Economic Development

TO Contractor Performance Review

TO Contractor:

Review Period Start:

Review Period End:

Reviewer: Regina Tillery

Reviewer Title: TO Manager

Performance Competencies

Section Weight: 100%

RATINGS

- Low = Unsatisfactory
- Needs improvement
- Meets standards
- Exceeds standards
- High = Outstanding

Job Knowledge

Weight: 20%

	<i>N/A</i>	<i>Low</i>			<i>High</i>
Competent in required job skills and knowledge	<input type="checkbox"/>				
Exhibits ability to learn and apply new skills	<input type="checkbox"/>				
Keeps abreast of current developments	<input type="checkbox"/>				
Requires minimal supervision	<input type="checkbox"/>				
Displays understanding of how job relates to others	<input type="checkbox"/>				
Uses resources effectively	<input type="checkbox"/>				
Overall	<input type="checkbox"/>				

Judgment

Weight: 10%

	<i>N/A</i>	<i>Low</i>				<i>High</i>
Displays willingness to make decisions	<input type="checkbox"/>					
Exhibits sound and accurate judgment	<input type="checkbox"/>					
Supports and explains reasoning for decisions	<input type="checkbox"/>					
Includes appropriate people in decision making process	<input type="checkbox"/>					
Makes timely decisions	<input type="checkbox"/>					
Overall	<input type="checkbox"/>					

Communications

Weight: 20%

	<i>N/A</i>	<i>Low</i>				<i>High</i>
Expresses ideas and thoughts verbally	<input type="checkbox"/>					
Expresses ideas and thoughts in written form	<input type="checkbox"/>					
Exhibits good listening and comprehension	<input type="checkbox"/>					
Keeps others adequately informed	<input type="checkbox"/>					
Selects and uses appropriate communication methods	<input type="checkbox"/>					
Overall	<input type="checkbox"/>					

Planning & Organization

Weight: 10%

	<i>N/A</i>	<i>Low</i>				<i>High</i>
Prioritizes and plans work activities	<input type="checkbox"/>					
Uses time efficiently	<input type="checkbox"/>					
Plans for additional resources	<input type="checkbox"/>					
Integrates changes smoothly	<input type="checkbox"/>					
Sets goals and objectives	<input type="checkbox"/>					
Works in an organized manner	<input type="checkbox"/>					

Quantity

Weight: 10%

N/A Low High

Meets productivity standards	<input type="checkbox"/>					
Completes work in timely manner	<input type="checkbox"/>					
Strives to increase productivity	<input type="checkbox"/>					
Works quickly	<input type="checkbox"/>					
Achieves established goals	<input type="checkbox"/>					
Overall	<input type="checkbox"/>					

N/A Low High

Summary	<input type="checkbox"/>					
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TO Contractor Acknowledgment

I have reviewed this document and discussed the contents with my manager. My signature means that I have been advised of my performance status and does not necessarily imply that I agree with the evaluation.

I hereby certify that the evaluation meeting took place on this date.

I have received and reviewed a copy of my job description from my supervisor on this date

TO Contractor Signature/Date

Reviewer Comments

TO Manager Signature/Date

TO Procurement Signature/Date

EXHIBIT A

**TO CONTRACTOR'S EMPLOYEES AND AGENTS WHO WILL BE GIVEN
ACCESS TO THE CONFIDENTIAL INFORMATION**

Printed Name and Address
of Employee or Agent

Signature

Date

EXHIBIT B

List of current licenses, registrations, and certifications.

LICENSE NAME	Agency
Attorney Certification	ATTORNEY
Airport Building Permit	AVIATION
Airport License	AVIATION
Airport Zoning Permit	AVIATION
Courtesy/Comercial Vehicle Permit at BWI Airport	AVIATION
Alcoholic Beverage and Caterer Licenses	COMP
Alcoholic Beverage Permit	COMP
Cigarette Licenses and Tobacco Tax	COMP
Fuel Wholesale Purchaser/Consumer Registration	COMP
Gasoline Dealer License	COMP
International Fuel Tax Agreement Registration	COMP
Petroleum Transporter Registration	COMP
Special Fuel Tax Exemption Certificate	COMP
Special Fuel User or Seller License	COMP
Historic Preservation Review	DHCD
Industrialized/Modular Building Certification	DHCD
Acupuncture License	DHMH
Alcohol Education Program Provider Approval	DHMH
Alcoholism and Alcohol Abuse Facility Certification	DHMH
Assisted Living License	DHMH
Audiologist License, Hearing Aid Dispenser License, Speech/Language Pathologist License	DHMH
Bedding and Upholstery License	DHMH
Campgrounds in Prince George's County Permit	DHMH
Chemotherapeutic Treatment Program Certification	DHMH
Chiropractor/Assistant/Massage Therapist License	DHMH
Cholesterol Testing Permit	DHMH
Comprehensive Care Facility License	DHMH
Comprehensive Rehabilitation Facility License	DHMH
Controlled Dangerous Substance Registration	DHMH
Dairy Farm Inspector Permit	DHMH
Day Care for Elderly and Medically Handicapped Adults	DHMH
Dental Assistant Certificate	DHMH
Dental Hygiene License	DHMH
Dental License	DHMH
Dental Specialist Permit	DHMH

Developmental Disabilities License	DHMH
Dietetic Practice License	DHMH
DWI Program Protocol Certificate	DHMH
Electrologist License	DHMH
Food Processing Plant License	DHMH
Food Service Facility License	DHMH
Frozen Dessert Manufacturer License	DHMH
General Anesthesia and Parenteral Sedation Permit for Dentists	DHMH
Group Homes for Individuals with Mental Illness Approval	DHMH
Home Health Agency License	DHMH
Hospice Care License	DHMH
Hospital License	DHMH
Kidney Dialysis and Renal Transplant Center Certificate	DHMH
Medical Laboratory Permit	DHMH
Migratory Labor Camp Permit	DHMH
Milk Bobtailer Permit	DHMH
Milk Distribution Station Permit	DHMH
Milk Hauler Permit	DHMH
Milk Processor Permit	DHMH
Milk Producer Permit	DHMH
Milk Receiving Station Permit	DHMH
Milk Transfer Station Permit	DHMH
Mobile Home Park Permit in Carroll/Charles/Dorchester/Prince George's/Somerset /Talbot Counties	DHMH
Mobile Treatment Services Approval	DHMH
Mortician License	DHMH
Nursing Home Administrator License	DHMH
Nursing License	DHMH
Occupational Therapist/Assistant License	DHMH
Optometrist License	DHMH
Out-of-State Bottled Water and Soft Drink Registration	DHMH
Outpatient Mental Health Clinic Approval	DHMH
Pharmacy/Distributor License	DHMH
Physical Therapy License	DHMH
Physician License	DHMH
Podiatry License	DHMH
Private Review Agent Certification	DHMH
Professional Counselor Certification	DHMH
Psychiatric Day Treatment Services Approval	DHMH
Psychiatric Rehabilitation Program Approval	DHMH
Psychologist License	DHMH
Public Swimming Pool and Spa Construction Permit	DHMH
Residential Crisis Services Approval	DHMH
Residential Drug-Free Treatment Program Certification	DHMH
Residential Rehabilitation Program Approval	DHMH

Residential Service Agency License	DHMH
Residential Treatment Center License	DHMH
Respite Care Services Approval	DHMH
Social Work License	DHMH
Therapeutic Group Home License	DHMH
Therapeutic Nursery Program Approval	DHMH
Tissue Bank Permit	DHMH
Youth Camp Certification	DHMH
Child Care Center License	DHR
Child Placement Agency License for Foster Care	DHR
Family Day Care Home License	DHR
Private Residential Childcare Program	DHR
Amusement Ride Inspection Certificate	DLLR
Architect Firm Permit	DLLR
Architect License	DLLR
Barber License	DLLR
Bay Pilot License	DLLR
Boiler and Pressure Vessel Inspection Certificate	DLLR
Boxer, Kick Boxer, Professional Wrestler, Manager, Promoter Licenses	DLLR
Cemetery and Burial Goods Permits and Registrations	DLLR
Certified Public Accountant Firm Permit	DLLR
Certified Public Accountant License	DLLR
Collection Agency License	DLLR
Commercial Bank, Savings Bank or Trust Company Charter	DLLR
Consumer Loan License	DLLR
Cosmetology License	DLLR
Elevator Mechanic License	DLLR
Employment Agency and Employment Counselor License	DLLR
Farm Labor Contractor License	DLLR
Forester License	DLLR
Heating, Ventilation, Air Conditioning & Refrigeration Contractor License	DLLR
Home Improvement Contractor, Sub-Contractor, & Salesperson License	DLLR
Horse Racing License	DLLR
Installment Loan License	DLLR
Interior Designer Certification	DLLR
Landscape Architect Firm Permit	DLLR
Landscape Architect License	DLLR
Maryland Credit Union Charter	DLLR
Master Electrician License	DLLR
Money Transmitter License	DLLR
Mortgage Lender License	DLLR
Plumber License and Propane Gas Fitter Certificate	DLLR
Professional Engineer License	DLLR
Professional Land Surveyor Firm Permit	DLLR

Professional Land Surveyor License	DLLR
Race Horse Owner License	DLLR
Race Track Apprentice Jockey License	DLLR
Race Track Assistant Trainer License	DLLR
Race Track Authorized Agent Registration	DLLR
Race Track Driver License	DLLR
Race Track Employee License	DLLR
Race Track Exercise Rider License	DLLR
Race Track Farrier License	DLLR
Race Track Jockey Agent License	DLLR
Race Track Jockey License	DLLR
Race Track Manager License	DLLR
Race Track Pari-Mutuel Employee License	DLLR
Race Track Satellite Broadcast Permit	DLLR
Race Track Stable Employee License	DLLR
Race Track Stable Name Registration	DLLR
Race Track Standardbred Trainer License	DLLR
Race Track Thoroughbred Trainer License	DLLR
Race Track Vendor License	DLLR
Race Track Veterinarian License	DLLR
Real Estate Appraiser and Home Inspector License	DLLR
Real Estate Broker and Sales Agent License	DLLR
Sales Finance License	DLLR
Secondhand Precious Metal Object Dealer License	DLLR
Stationary Engineer License	DLLR
Work Permit for Minors	DLLR
Aquaculture Permit	DNR
Bait Dealer License	DNR
Boat Dealer License	DNR
Captive Reptile and Amphibian Permit	DNR
Charter Boat Captain License	DNR
Commercial Regulated Shooting Area Permit	DNR
Forest Conservation Qualified Professional	DNR
Forest Products Operator License	DNR
Game Husbandry Permit	DNR
Master Hunting Guide License	DNR
Nuisance Wildlife Control Co-Operator Permit	DNR
Roadside Tree Care Permit	DNR
Taxidermist/Fur Tanner License	DNR
Tidal Fish License	DNR
Tree Expert License	DNR
Waterfowl Processing Permit	DNR
Whitewater Rafting Outfitter Permit	DNR
Zebra Mussel-Free Certification	DNR

Explosives Blaster License	FIREMARSHAL
Explosives Dealer License	FIREMARSHAL
Explosives Manufacturer License	FIREMARSHAL
Fire Extinguisher Repair License	FIREMARSHAL
Fire Sprinkler Contractor License	FIREMARSHAL
Fireworks Shooter License	FIREMARSHAL
Ground-Based Sparkler License	FIREMARSHAL
Public Fireworks Display Permit	FIREMARSHAL
Smoke Detector Sales and Use Approval	FIREMARSHAL
Agricultural Liming Materials and Gypsum Registration	MDA
Apiary Registration	MDA
Commercial Feed Registration	MDA
Commercial Fertilizer and Soil Conditioner Registration	MDA
Commercial Weighing & Measuring Device Registration	MDA
Egg Packer/ Distributor Registration	MDA
Ginseng Collecting Permit	MDA
Ginseng Dealer License	MDA
Give Away Live Animals as Prizes Approval	MDA
Grain Dealer License	MDA
Hatchery Permit	MDA
Horse Riding Stable License	MDA
Livestock Dealer License	MDA
Nursery Inspection Certificate	MDA
Nutrient Management Consultant License/Certificate	MDA
Organic Handler Certification	MDA
Organic Producer Certification	MDA
Pest Control Consultant Certificate	MDA
Pesticide Business License and Pesticide Applicator Certification	MDA
Pesticide Dealer Permit	MDA
Pesticide Registration	MDA
Plant Broker/Dealer License	MDA
Private Pesticide Applicator Certificate	MDA
Service Agencies and Service Technicians Voluntary Registration	MDA
Sodium Pentobarbital Permit	MDA
Tobacco Commission Selling Agency License	MDA
Tobacco Sales Floor Buyer Agent License	MDA
Tobacco Sales Floor Buyer License	MDA
Tobacco Sales Floor Seller License	MDA
Tobacco Transfer Buyer License	MDA
Veterinary Hospital License	MDA
Veterinary License	MDA
Veterinary Technician Registration	MDA
Wholesale Seedsman Permit	MDA
Air Quality General Permit to Construct for Certain Small Sources of Air Emissions	MDE

Air Quality New Source Review Approval	MDE
Air Quality Permit to Construct	MDE
Air Quality State Permit to Operate	MDE
Air Title V Operating Permit	MDE
Asbestos Contractor License	MDE
Asbestos Training Provider Approval	MDE
Certification of Machines Emitting Radiation	MDE
Certified Emissions Repair Facility Certification	MDE
Coal Blaster Certification	MDE
Coal Mining Permit	MDE
Controlled Hazardous Substance Facility Permit	MDE
Controlled Hazardous Substance Hauler, Vehicle and Driver Certification	MDE
Drinking Water Sampler Certification	MDE
Environmental Sanitarian License	MDE
EPA Identification Number for Hazardous Waste	MDE
Erosion/Sediment Control and Storm Water Management Plan Approval	MDE
Fleet Inspection Station License	MDE
General Permits for Waste Water Discharge for Oil Related Activities	MDE
Ground Water Discharge Permit (municipal and industrial)	MDE
Ground Water Discharge Permit for Oil Terminals	MDE
Ground Water Discharge Permit for Rubble Landfills	MDE
Incinerator Operator Certification	MDE
Industrial Storm Water General Permit	MDE
Industrial Surface Water Discharge Permit	MDE
Lead Paint Accreditations	MDE
Lead Training Course and Instructor Approval	MDE
Master Certified Emissions Technician Certification	MDE
Mining Operator License	MDE
Municipal Separate Storm Sewer Permit	MDE
Municipal Surface Water Discharge Permit	MDE
Natural Wood Waste Recycling Facility Permit	MDE
Non Tidal Wetlands Permit and Water Quality Certification	MDE
Non-Coal Mining Permit	MDE
Oil and Gas Exploration/Production Permit	MDE
Oil Operations Permit	MDE
Oil Operations Permit for Oil Contaminated Soil	MDE
Oil Transfer License	MDE
Prevention of Significant Deterioration Approval	MDE
Private Inspector License for X-Ray Machines	MDE
Radiation Machine Facility Registration	MDE
Radioactive Material License	MDE
Reciprocal Recognition of Out-of-State Radioactive Material License	MDE
Refuse Disposal Permit	MDE
Responsible Person Certification for Erosion/Sediment Control	MDE

Scrap Tire Management Licenses and Approvals	MDE
Sewage Sludge Utilization Permit	MDE
Special Medical Waste Hauler and Vehicle Certification	MDE
Storm Water General Permit for Construction Activity	MDE
Surface Mining License	MDE
Surface Water Discharge Permit for Oil Terminals	MDE
Tidal Wetland Permit	MDE
Toxic Material Permit	MDE
Underground Storage Tank Technician and Remover Certification	MDE
Voluntary Cleanup Program (Brownfields)	MDE
Water and Sewerage Construction Permit	MDE
Water Appropriation and Use Permit	MDE
Waterway and 100-Year Flood Plain Permit (Non Tidal Wetlands and Waterways)	MDE
Waterway Construction Permit for Dams	MDE
Waterworks and Waste System Operator Certification	MDE
Well Construction Permit	MDE
Well Driller License	MDE
Correctional Officer Certification	MDLE
Correctional Officer Fire Arms Instructor Certification	MDLE
Correctional Officer Instructor Certification	MDLE
Emergency Vehicle Operations Instructor Certification	MDLE
Line Safety Officer Fire Arms Instructor Certification	MDLE
Police Officer Certification	MDLE
Police Officer Fire Arms Instructor Certification	MDLE
Police Officer Instructor Certification	MDLE
Congregate Housing Services Certificate	MDOA
Continuing Care at Home Certificate	MDOA
Continuing Care Retirement Community Certificate	MDOA
Senior Center Plus	MDOA
Firearms Dealer License	MDSP
Hand Gun Instructor Certification	MDSP
Hand Gun Permit	MDSP
K-9 Registration	MDSP
Outdoor Music Festivals on Private Property Permit	MDSP
Private Detective Agency License	MDSP
Private Detective Registration	MDSP
Railroad Police Commission	MDSP
Security Guard Agency License	MDSP
Security Guard Certification	MDSP
Security Systems Agency License	MDSP
Security Systems Technicians, Sales Persons, and Monitors License	MDSP
Special Police Registration	MDSP
College Approvals	MHEC
In-State College Approval to Operate	MHEC

Private Career School License and Out-of-State School Solicitor License	MHEC
Religious College Certification	MHEC
Dental Plan Registration	MIA
Fraternal Benefits Society Certificate	MIA
Fronting Reinsurers	MIA
Health Maintenance Organization Certificate	MIA
Insurance Advisor License	MIA
Insurance Agent License; Bail Bonds License	MIA
Insurance Broker License	MIA
Insurance Company Certificate	MIA
Managing General Agent License	MIA
Medical Director Certification	MIA
Motor Clubs and Motor Club Representative Certificates	MIA
Non-Profit Health Service Plan License	MIA
Premium Finance Companies	MIA
Provider Sponsored Health Insurance Organizations	MIA
Public Adjuster License	MIA
Rating Organization Registration	MIA
Reinsurance Company Registration	MIA
Reinsurance Intermediary Certification	MIA
Risk Purchasing Group Registration	MIA
Surplus Lines Insurer Registration	MIA
Third Party Claims Administrator License	MIA
Workers' Compensation/Self-Insurer Group Registration	MIA
Cardiac Rescue Technician Certification	MIEMSS
Commercial Ambulance License	MIEMSS
Emergency Medical Dispatch License	MIEMSS
Emergency Medical Technician Basic Certification	MIEMSS
First Responder Certification	MIEMSS
Paramedic License	MIEMSS
Non-Public School Approval	MSDE
School Administrator Certification	MSDE
School Specialist Certification	MSDE
Teacher Certification	MSDE
Alcohol-Drug Program for International Drivers	MVA
Apportioned Registration of Fleet Vehicles	MVA
Automotive Dismantler and Recycler License	MVA
Boat Trailer Dealer License	MVA
Cargo Gate Permit for the Port of Baltimore	MVA
Commercial Driver's License	MVA
Construction at the Port of Baltimore Permit	MVA
Contractor Pass for the Port of Baltimore	MVA
Cruise Gaming Permit	MVA
Driver Improvement Program Provider Certification	MVA

Driver's Licenses and Permits	MVA
Dump Service Vehicle Registration	MVA
Emergency Service Vehicle Registration	MVA
Emergency Vehicle Dealer License	MVA
For Hire Vehicle Registration	MVA
Hazardous Materials in the Port of Baltimore	MVA
Motorcycle Dealer License	MVA
Motorcycle Safety Instructor Certification	MVA
Motorcycle Safety Training Center Certification	MVA
Multi-Year Fleet Registration	MVA
New Car Dealer License	MVA
One-Day Visitor to the Port of Baltimore Permit	MVA
Parking Permits or Vehicle Tags for Disabled People	MVA
Permits for Towing, Road Service and Storage of Vehicles	MVA
Picketing Permit for the World Trade Center Property	MVA
Point System Conference Provider Approval	MVA
Port of Baltimore Admission Permit	MVA
Professional Driving Instructor License	MVA
Professional Driving School License	MVA
Proportional Registration of Rental Vehicles	MVA
School Vehicle and School Charter Bus Registration	MVA
School Vehicle Inspection Facility Certification	MVA
Special Mobile Equipment Registration	MVA
Title Service Agent License	MVA
Trailer Dealer License	MVA
Transportation of Oversize Vehicles on the Baltimore Harbor Tunnel Thruway	MVA
Transporting Hazardous Materials in the Baltimore Harbor Tunnel	MVA
Trip Permit for Truckers	MVA
Used Car Dealer License	MVA
Vehicle Distributor License	MVA
Vehicle Factory Branch License	MVA
Vehicle Manufacturer License	MVA
Vehicle Salesperson License	MVA
Vehicle Transporter Registration	MVA
Wholesale Car Dealer License	MVA
Abuser Intervention Self-Certification	OAG
Broker-Dealer/Agent Registration	OAG
Business Opportunity Registration	OAG
Franchise Registration	OAG
Health Club registration	OAG
Home Builder Registration	OAG
Investment Advisor / Financial Planner Registration	OAG
Securities Registration	OAG
Non-Residential Youth Services Certification	OCYF

Residential Child Care Facility for Juveniles	OCYF
Certificate of Public Convenience and Necessity for Power Generation	PSC
Coin Operated Telephone Certificate	PSC
Electric or Natural Gas Supplier or Broker	PSC
Motor Vehicle For Hire Permit for a Person	PSC
Passenger Transportation Permit for Vehicles	PSC
Taxicab Driver's License	PSC
Taxicab Permit	PSC
Telecommunications Certification	PSC
Commercial Logo License	SHA
Junkyard and Scrap Metal Processing Facility License	SHA
Outdoor Advertising Business License	SHA
Outdoor Advertising Sign Permit	SHA
Permit to Access State Highways	SHA
Regular Hauling Permit and Oversize/Overweight Hauling Permit	SHA
Charity Registration	SOS
Condominium Registration	SOS
Document Certification	SOS
Fund Raising Counsel Registration	SOS
Notary Public Commissioning	SOS
Professional Solicitor Registration for Charities	SOS
Public Safety Solicitor Registration for Charities	SOS
Trademark Registration	SOS

APPENDIX 1

Maryland Central Business Licensing Project Strategy

Identify Project Management Strategy

- Internal – State resources
- External – Vendor
- Combination of state and vendor

Kick-off meeting with participating Agencies

Identify participating Agencies

- Identify Executive Sponsors
- Identify Business Subject-Matter Experts
- Identify Information Technology (IT) Subject-Matter Experts

Develop a Task Order Request For Proposal (TORFP)

- Examine the participating agencies' current systems
- Determine the requirements needs for the online licensing solution
- Assist in developing the Acquisition to obtain, implement, and integrate the appropriate solution
- Perform a Cost Analysis on the potential savings for implementing the online solution

Review current requirements analysis and verify

- Ensure existing requirements have not changed
- Gather any new requirements
- Update Technical Requirements document as needed

Interview key staff (one to two people) from agencies' identified as stakeholders in the project

- DLLR (Department of Labor, License and Regulations)"
- MDE (Maryland Department of Environment)
- DHMH (Department of Health and Mental Hygiene)
- MDOT (Maryland Department of Transportation)
- DNR (Department of Natural Resources)
- COMP (Comptroller's Office)
- MDA (Maryland Department of Agriculture)
- MHEC (Maryland Higher Education Commission)
- MIA (Maryland Insurance Agency)
- MVA (Motor Vehicle Administration)
- SHA (State Highway Administration)
- DoIT (Department of Information Technology)
- DGS (Department of General Services)
- GOMA (Governor's Office for Minority Affairs)
- DHCD (Department of Housing and Community Development)
- OAG (Office of Attorney General)
- DHR (Department of Human Resources)
- MSP (Maryland State Police)
- DOA (Department of Aging)
- MIEMSS (Maryland Institute of Emergency Medical Services System)

- PSC (Public Service Commission)
- GOFC (Governor's Office For Children)
- SS (Secretary of State)
- DPSCS (Department of Public Safety and Correctional Services)
- Other agencies not identified in task #7

Document Findings of applications identified

DLLR (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

MDE (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
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DHMH (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

MDOT (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency

- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

DNR (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

COMP (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

MDA (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

MHEC (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

MIA (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications

- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

MVA (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

SHA (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- "Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified in task (12)"
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

DoIT (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

DGS (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency

- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

GOMA (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

DHCD (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

OAG (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

DHR (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

MSP (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications

- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

DOA (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

MIEMSS (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

PSC (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

GOFC (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency

- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

SS (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified in task
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

DPSCS (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified in task
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

Other agencies not identified (for the applications identified)

- Document workflow
- Document the processes that applications go through and the decision points on applications
- Recommend process improvements achievable through web-enabling the processes
- Identify the types of database structures, hardware, and software supporting the existing databases for the applications that were identified
- Document the data types and field sizes that are collected
- Gather information from other businesses currently interacting with the Agency
- Describe the characteristics of the Maryland Central Business Licensing from the viewpoint of the individual(s) who will use the system

Create Functional Requirements Document from data gathered

- Define data elements common to all applications
- Define data elements unique to each application

Create a script based on functional requirements

- Priorities list based on must haves and nice to have but can live without

Research COTS designed to manage government permitting/licensing of businesses

Base COTS on information gathered as well as:

- Functionality
- Ease of implementation and time to implement
- Ease of use by the public
- One-time costs, annual costs, and license fees for users
- Number of years in existence

- Customer successes
- Scalability
- Infrastructure requirements including HW, SW and connectivity

Present to panel top three (2) COTS application

- Describe COTS products pros and cons
- Present examples if possible of COTS product if possible
- Go over how the product rates based on requirement script
- Present three references for each COTS product from government agencies in the United States
- Have the products demoed by COTS vendors

Demo COTS products

- Schedule demos based on functional requirement scripts
- Have panel rate product demos based on the script
- Based on ratings select COTS product to proceed with

Procure the selected COTS product

Develop a Plan to deploy the COTS product

Prepare a Testing Phase

- Develop Test Cases
- Run Test Cases
- Demonstrate Functionality
- Approve Functionality

Prepare the Integration Phase

- Document Deployment Steps
- Deploy system to Production
- Review Production Site

Promote the online business system through Marketing and Advertisement

- Newspaper
- Television
- Internet