



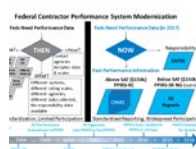
EXECUTIVE summary

Winter 2017 | Volume 24, Issue 1

This Issue's Theme: **IT Modernization**

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IT Modernization

by Lisa Pafe, APMP-NCA President, CPP APMP Fellow & PMI PMP

Welcome to Executive Summary eZine 2017! As your APMP-NCA President, I am excited to continue to offer our members newsworthy content to help you succeed. Our Chapter, the largest in the United States, continues to experience record growth. With more than 1,400 members affiliated with NCA, your Board of Directors will continually strive to achieve our mission: to support our members in advancing their professional goals and increasing their capabilities to win business.

As we look back on 2016 and ahead to the challenges of 2017, it is clear that technology modernization will be impactful on all fronts: how we conduct our business, how the Government serves the people, and how we perform business development, capture, and proposal activities. Understanding the changes ahead to strengthen our nation's infrastructure is critical to building a strong pipeline, maintaining incumbent work, and winning new business.

This edition of the eZine focuses on how IT modernization impacts capture and proposal efforts. The previous administration had proposed a \$3.1 billion IT Modernization Fund to help address the fact that up to 90 percent of agency IT budgets go to legacy system sustainment. The list of IT and cyber priorities formed the basis for Office of Management and

Budget (OMB) draft memo proposing four steps for IT modernization execution. In addition, the Office of Science and Technology Policy issued an exit memo with ten actions to address technology challenges.

Last year, the House passed the Modernizing Government Technology Act, but time ran out and it never passed the Senate. Widespread support for this goal remains, and Representative Will Hurd, R-Texas, intends to introduce a similar bill. The Congressional Budget Office (CBO) estimated that implementation would cost \$9 billion from 2017 to 2021. Whether that number is accurate or not, opportunities will abound for Federal civilian and defense contractors to bid on resulting IT procurements.

In addition, when policies change programs such as health care or immigration, the impact on Federal IT systems is enormous. It will be interesting to see whether IT modernization advances in a centralized, portfolio management fashion with Federal Chief Information Officer (CIO) direction or in a more stovepipe, agency-by-agency manner. In either case, significant contracting opportunities will be released in 2017. This will be of special interest to contractors who hold preferred, agency-specific and government-wide Multiple Award Contract (MAC) vehicles.

The Board of Directors' goal for the upcoming year is to modernize and improve how we serve the APMP-NCA Chapter. We want to leverage technology to communicate, network, educate, connect, and grow. APMP-NCA has a lot planned for you: Speaker Series, webinars, a Member Appreciation Event, a Capture Breakfast, socials, the Mid-Atlantic Conference & Expo, our members-only Body of Knowledge (BoK), and more! We welcome your feedback and participation. Email me at lisa@apmpnca.org to provide kudos or constructive comments and/or to volunteer for one of our committees. Welcome to APMP-NCA 2017!

Lisa Pafe, Vice President at Lohfeld Consulting Group, is a CPP APMP Fellow and PMI PMP with more than 25 years of project, capture and proposal management experience for small to large companies serving civilian and defense agencies. She is the President of the APMP-NCA Chapter, and previously served as Vice President and Speaker Series Chair for two years each. Prior experience includes: VP of Corporate Development at Ace Info Solutions, Inc.; President of Vision Consulting, Inc.; VP of Business Development for GovConnect, Inc.; and Director of Marketing for MAXIMUS, Inc. She holds a B.A. from Yale University, MPP from Harvard University and MIS from The George Washington University.

Click here to check out APMP-NCA upcoming events!



Proposal Innovations

New Year's Resolutions – Training and Development for 2017

by H el ene Courard, APMP-NCA Vice President, JD, CF APMP

Happy New Year! The beginning of the year is often when both firms and individual professionals look at setting their annual organizational and personal goals. Including a training aspect to your goal-setting is critical to ensure that you are developing your skills, staying abreast of changes, and adding to your capabilities as a member of a team, as a proposal practitioner, and as a leader.

Of course, the first thing that comes to mind for any APMP member is the formal Professional Certification Program – Foundation, Practitioner, and Professional. Achieving professional certification in APMP provides a solid basis for individuals to progress in their careers, and differentiates the top echelon of proposal performers from the rest. However, if formal certification is not in the cards for you in 2017 because of the cost or time commitment, there is no reason why you cannot establish other valuable training and development goals this year.

Your first step should be to explore what internal training options your employer provides. For example, Unisys offers many training options to all its associates through Unisys University, an online learning portal that presents virtual training on myriad topics, including Unisys custom courses as well as access to many non-



custom courses, certifications, and curriculum programs for advancement in various disciplines. If your company has such a program or other company-sponsored training available, I highly recommend you take advantage of any opportunity you can. Evaluate what you need help with or what you may have been struggling with in the past year and target a class or course that can help you address these issues. Examples include desktop skills (e.g., Microsoft Office tutorials), business acumen (e.g., presentation skills), or professional effectiveness (e.g., “Managing Pressure and Stress to Optimize Your Performance”).

If you lead an organization or team, you also could consider implementing a program of internal peer-to-peer training. Each person on my team, for example, is responsible for identifying and developing a topic for a monthly

lunch-and-learn that they present to the rest of the team. This encourages employees to take ownership of a topic as a resident subject-matter expert, provides all employees an opportunity to present in front of a (friendly) group, and enables the entire team to maximize potential for self-education with research and preparation only once, but covering 12 topics a year.

If you do not have the benefit of internal training available via your employer, or there are not sufficient people on your team (or you are a team of one!) for the rotating lunch-and-learn concept to work effectively, there are many options out there to leverage technology for self-education at little to no cost. First, explore tutorials and training via the software we use every day (e.g., MS Word, Excel, PowerPoint). Microsoft also offers more than 775 free online courses

via the [Microsoft Virtual Academy](#), [Khan Academy](#) and [ALISON](#) also offer a wealth of valuable training for free. Khan Academy focuses on subjects you would most often find in a standard humanities or science curriculum from elementary school through college prep. It also has valuable courses for proposal professionals on subjects such as grammar, and its interviews with entrepreneurs — such as Sir Richard Branson, Scott Cook, and Angela Ahrendts — are fascinating and inspiring. ALISON's focus is on standards-based, certified courses on everything from business and enterprise skills to personal development and soft skills.

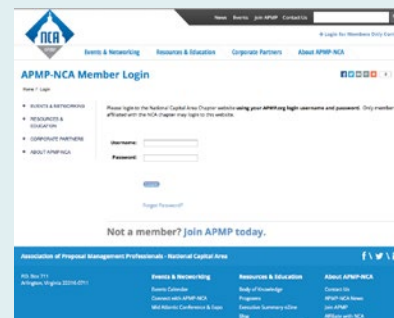
If you are looking for courses or a curriculum that is more focused on our specific business development, capture, and proposal field, there is no better source for an APMP member than the training that is offered here. APMP International and the APMP-NCA Chapter offer free webinars for members. The APMP International website has information available on its Industry [Resources page](#), providing key industry information, surveys and research, white papers, and industry briefs, as well as pre-recorded webinars on many topics, including a great tutorial on the new body of knowledge (BOK) by Charlie Devine. Speaking of the BOK, the [APMP BOK](#) is “a resource for professionals at all levels, from production team members through senior management. The best practices collected here are designed to apply to diverse and wide-ranging geographies, business sizes, and procurement environments.”

However far along you are in your career, I encourage you to take advantage of the annual goal and objective setting of the New Year, and make 2017 the year you take charge of your professional growth. With all sorts of learning and training options available, there is no reason not to focus on skills improvement.

With nearly 20 years of experience leading and motivating teams to success, H el ene has been engaged with APMP-NCA since 2007. She has chaired several committees, mentored junior members through the NCA Mentor-Prot eg e program, and is currently serving as NCA's Vice President. She is the Director of Unisys Corporation's Global Proposal Center, leading a team of more than 30 professionals in the preparation and delivery of winning proposals worldwide for national, state, local, and commercial clients. She holds a BA from Saint Joseph's University, and a JD from Santa Clara University School of Law.

APMP-NCA Members!

When was the last time that you logged into [apmp.org](#) and updated your profile information? It is easy to do and only takes a few minutes. Log in, and under “My Profile” go to Manage Profile and click on Edit Bio. Update your information and click on the blue “save changes” button at the bottom. It is that easy. Having your correct contact information makes it easier for the NCA Chapter to keep you informed on upcoming events and activities.



Make 2017 the year you take charge of your professional growth.

Additionally, our Chapter features an [NCA member-only BOK](#) on our site. It contains every briefing slide from every NCA event going back to 2014, including the NCA MAC & Expo, Speaker Series, Capture Breakfasts, and other programs, and from webinars from the last 18 months. Identify what you want to learn, dig in, and focus on what you need to improve.

Murder in the War Room

APMP-NCA has teamed up with Maggiano's and Murder Mystery USA to host an unforgettable night of lies, deception, and MURDER for its chapter members! This 3-course dinner will be kicked off with an introduction from our President followed by a full investigation into the crime that will be committed. Each table will participate as a team and be given clues to try to figure out who the killer is! The first team to finish will be the top investigators and will be awarded a CASH PRIZE! Afterwards, we will honor other members in our chapter with awards from 2016. Limited seats are available and reserved for members only. Get your tickets now-- people are DYING to come!"Include link to: <http://bit.ly/2mbvnIN>



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APMP-NCA Professional Development

by Rachel Timmerman, CF APMP and Shipley CPCM

The following is a summary of our planned Professional Development 2017 activities. Don't miss out on scholarships and certification!

Mentor-Protégé Program

The APMP-NCA Professional Development Committee is having a great year! We have a very active Mentor-Protégé Program, with 13 pairings of mentors with protégés. Each pair has developed specific plans of how to meet their individual goals for achieving professional development for the protégés. We also held the annual in-person Kickoff Meeting for the Mentor-Protégé Program in early January, as well as the first monthly teleconference for the mentors and protégés to share their progress, questions, suggestions, and future plans. Many of the protégés (and mentors) will obtain their APMP Foundation certification at the session to be offered the day before the APMP-NCA

Conference as a result of their professional growth culminated in the program. If you have any questions about the program, or are interested in participating in some way, [please contact us!](#)

APMP International Conference Scholarship

The NCA Chapter provides scholarships that covers the early bird registration fees for the APMP International Conference that will be held in New Orleans this June. The scholarships are offered to current APMP-NCA members who are fairly new to the capture and proposal development arena and would like to attend the extensive instructional sections and networking opportunities available at the conference. We awarded four scholarships for the 2017 APMP International Bid & Proposal Conference. The winners will be receiving free admission to APMP ProposalCon in New Orleans. The scholarship awardees are: Julie Stern, Carmen Singleton,

Kelly DeLoach, and Grace Denyer. CONGRATULATIONS to each of the four recipients as they continue their professional development utilizing NCA Chapter support! If you see them at the conference, be sure to say "Hi!"

APMP Certification

The APMP-NCA Chapter is proud to support those members desiring to pursue APMP certifications for all three levels: Foundation (CF APMP), Practitioner (CP APMP), and Professional (CPP APMP). In addition to the aforementioned Foundation certification session this fall, we will provide one-day sessions such as the Practitioner Quick Start and the Professional Introduction to assist members in getting their advanced certification. Information for these events will be widely communicated during Chapter meetings as well as eZine, our website, and 5-Fact Friday emails.



How to Make an Infographic Go Viral

by Mike Parkinson, CPP APMP Fellow

Marketing plays a key part in successful business development, but your marketing strategy must be compelling to capture the attention of your audience. One of the most effective marketing strategies is to produce content that goes viral. Viral content is any piece of information circulated rapidly and widely from one Internet user to another. Effective viral content can increase your marketing presence rapidly, and it can prove extremely powerful, spreading your message across the Internet in a short amount of time.

It is best to present your content in a format that quickly grabs the reader's attention. Infographics are popular with Internet users for sharing ideas and solutions because they quickly tell a succinct, helpful story. Creating an infographic is relatively easy. Making it viral is the hard part. Here is how to do it:

STEP 1: Start with a popular or “hot” topic that’s in the news or trending on social media.

STEP 2: Choose a provocative title that mentions the hot topic. This is your headline. It should give people a reason to care about your information.

Tip: If your topic is not highly sought after, find a way to associate it with a popular one. For example, if your topic concerns file-sharing technology, perhaps you could use, “Stop Hackers with Safe File-Sharing Solutions” as your title.

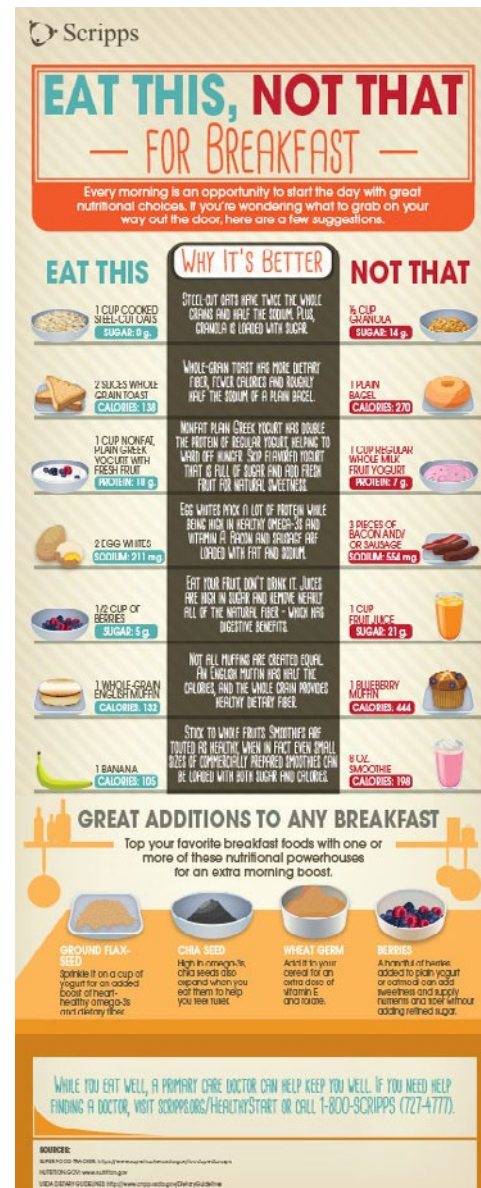
STEP 3: Find facts or instructions that support your title/headline. Break the information into bite-sized, digestible chunks and arrange them to tell a story.

STEP 4: Once you have your information in order, render the infographic using your favorite graphics software or an online infographic tool such as:

- <https://piktochart.com>
- <https://canva.com>
- <https://infogram.com>

Tip: Click on this [link](#) to download my Graphic Cheat Sheet to help you pick the right graphic type. (I am not including my process for turning words into an infographic because my focus for this article is on making it viral.)

The viral infographic below provides easy options for choosing a healthy breakfast. It features, a short, attention-getting title regarding a popular topic – diet and nutrition. Also, it tells a succinct story with graphics. The reader has a reason to care and share it with others who may have a similar challenge.



Courtesy of scripps.org

STEP 5: Post your infographic everywhere you can.

Include “share” buttons where possible. Reach out to online news sites that seek topical content and ask them if they would like to share your infographic. (It is free content for news sites, and infographics are popular, so the likelihood is high that they will accept your content.)

If you develop an effective viral infographic that speaks your target audience, you will generate awareness, be seen as a thought reader, and improve the likelihood of winning your next proposal.

Mike Parkinson, Microsoft MVP, CPP APMP Fellow, is an internationally recognized visual communications, solutioning, and proposal expert. He is also a professional trainer and award-winning author. He is a partner at 24 Hour Company (24hrco.com) His Billion Dollar Graphics book and website (BillionDollarGraphics.com) share best practices and helpful tools with professionals. Contact Mike at mike@24hrco.com or call 703-533-7209.

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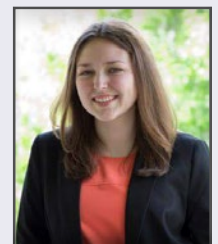


Note From the eZine Chair and Chief Editor, Hannah Bauman

We are always looking to improve the eZine and would love to hear from you!

What did you think of this issue of the Executive Summary? What did you think of specific articles? Have questions, comments or suggestions for the authors or the editors? What articles, and themes would you like to see in future issues of the Executive Summary?

Please drop us a line at ezine@apmpnca.org or contact Hannah directly at 202-810-2134. We look forward to hearing from you!





U.S. Federal Government Contractor Performance System History

by Rob Muzzio, Proposal Consultant

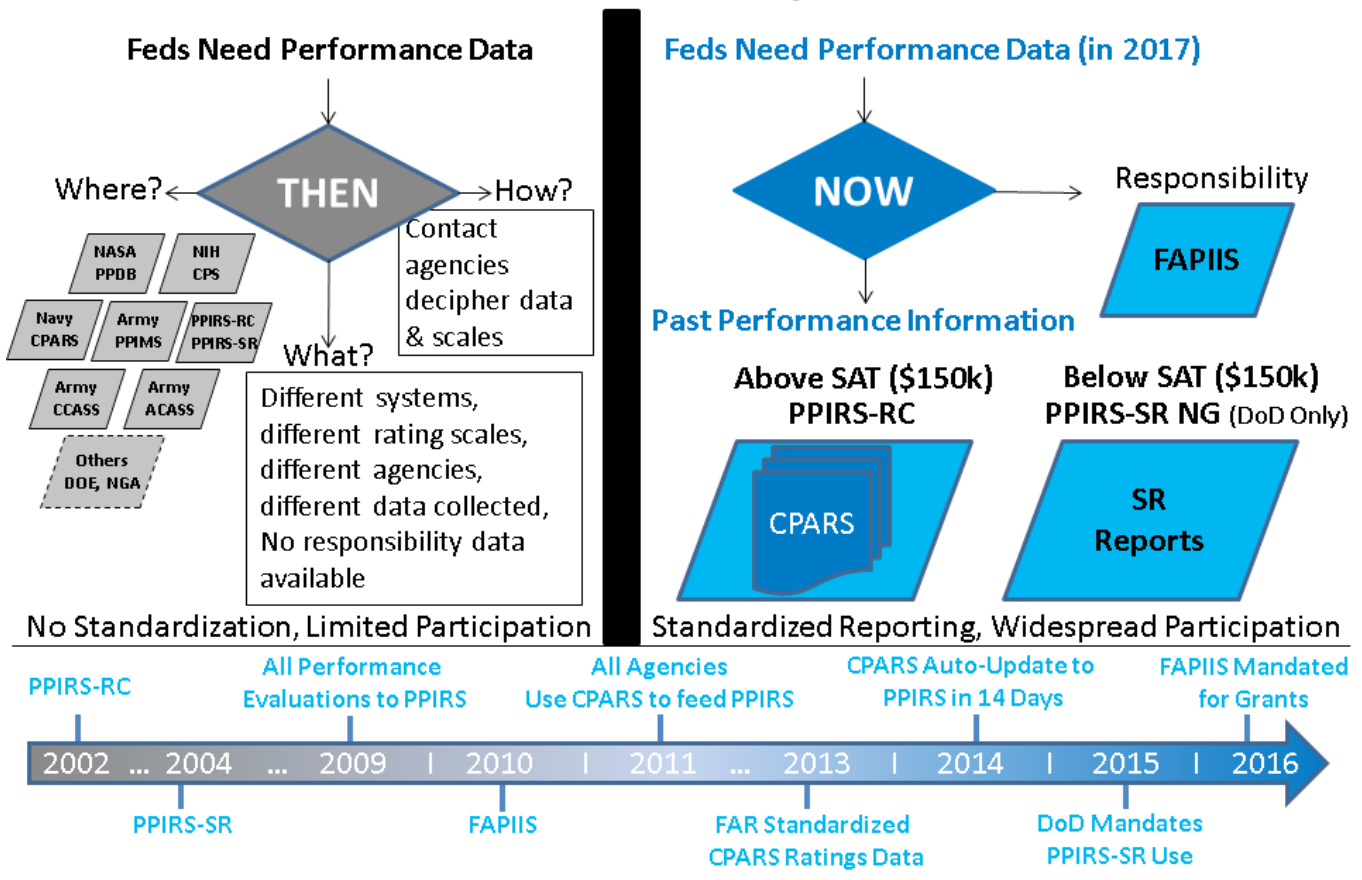
Note: This is a shortened version from Mr. Muzzio's recent article, U.S. Federal Government Contractor Performance System History. The full article can be found at: <http://ultimusperformancellc.com>.

The importance of contractor past performance information (PPI) and contractor responsibility data has continually increased in U.S. Federal Government contract awards. With the goal of “excellent contract performance that provides products or services at the best value for the taxpayer's dollar,” Government mandates and regulations instigated major contractor performance systems modernizations. These modernizations have evolved PPI collection and data access processes from ad-hoc methods of non-standardized data/ratings

with minimal participation, to a standardized method with high Government-wide participation.

In the 1990s, Federal Government contractor performance systems collected varying levels of contractor PPI agency-by-agency. Each used its own method that ranged from manual processes to fully automated systems. The timeline in Exhibit 1 shows the major Government milestones that drove the systems from “Then” to “Now.”

Federal Contractor Performance System Modernization



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Exhibit 1: History of the U.S. Federal Government’s Contractor Performance Systems

Active Contractor Performance Systems as of February 2017

Exhibit 2 below highlights the systems currently used to collect and report contractor PPI/responsibility data. These systems have been in place since as early as 1998.

System	Description	Activated
CPARS	Contractor Performance Assessment Reporting System (CPARS) is the Government-wide system capturing PPI on contracts over the Simplified Acquisition Threshold (SAT).	1998
PPIRS-RC	Past Performance Information Retrieval System-Report Cards (PPIRS-RC) is the Government-wide Central Report Card repository for contracts over the SAT.	2002
PPIRS-SR NG	PPIRS-Statistical Reporting system (PPIRS-SR) is for contracts under SAT using an aggregated score based on a variety of data from other systems. In 2015, the DoD migrated to the Next Generation (NG) system and mandated its use for all DoD contracts under the SAT.	2004
FAPIIS	Federal Awardee Performance Integrity and Information System (FAPIIS) is used in responsibility determinations, relies on Agency and contractor “self-reporting”, and was mandated for use in grants in 2016.	2010

Exhibit 2: Current Reporting System Access, Usage, and Constraints.

Exhibit 3 summarizes the PPI and responsibility reporting system’s attributes and use.

PPIRS-RC usage grows through Federal Agency CPARS compliance. [More CPARs are available in PPIRS.](#)

- **Access:** Contractor’s require DoD ECA PKI Cert, or Login and Password
- **Government** Source Selections use it to evaluate contractor PPI for contract awards above the SAT:
 - GSA OASIS used ground-breaking formula to award evaluation points based on CPAR ratings
 - A2SB VETS2, SEWP V, HCaTS, & more included the use of CPARs from PPIRS
- **Industry** uses data internally for:
 - Tracking Government perception of company’s performance
 - Tracking internal quality/customer satisfaction
 - Healthy communications with Government clients
 - Proposal proof points, ratings, experience, and customer quotes
- **Constraint** for contractors requires continuous monitoring and detailed analysis to ensure accuracy and identify useful data. For Government, effectiveness requires accurate and complete CPARs, which can be a cumbersome process

PPIRS-SR used by DoD only for Supplier Risk.

- **Access:** Contractor’s require DoD ECA PKI Cert.
- Government mandated use in DoD contract evaluations below SAT.
- **Industry** (See PPIRS-RC “Industry” for examples)
- **Constraint** for contractors requires continuous monitoring and detailed analysis to ensure accuracy and identify pertinent materials/data. Requires DoD ECA Cert to access with ongoing cost to contractors

FAPIIS used to track contractor performance and integrity information for “Responsibility Determinations”.

- **Access:** The Contractor-only view is accessible through PPIRS.gov and requires DoD ECA PKI Cert, or Login and Password. The Public view is available through FAPIIS.gov and is open to everyone.
- **Government** uses for contracts above SAT to make responsibility determinations for contract/grant awards.
- **Industry** uses to track:
 - Accuracy of their data
 - Competitors/potential teammate data
- **Public** can track contractor integrity data (media, individuals, watchdog organizations, etc.).
- **Constraints** include relying on contractors “Self-Reporting” negative information on themselves. Unaware of mechanisms ensuring timely/accurate reporting of information. Unsure how effective “Self-Reporting” is (i.e. <http://www.wifcon.com/cofc/15-1279.pdf>).

Exhibit 3: PPI Responsibilities and Attributes.

Potential Future Outcomes/Impacts on Contractors and Government

PPIRS-RC potentially provides overall scores and dashboard views. While the varying grading styles may cause conflict, PPIRS-RC could become more effective if the CPARs replaced Past Performance Questionnaires (PPQs). It would be helpful if there was a standardized method for using PPI. For example, provide specific guidelines on exactly how to use the PPI ratings and comments.

PPIRS-SR NG allows access via username and password and are open use to all Government (not just DoD) for contract evaluations below SAT.

FAPIIS institutes quality assurance mechanisms to ensure complete, timely, and accurate data in FAPIIS. It is highly possible that we don’t have fully accurate/timely data in FAPIIS. Research should be done to confirm this. A start would be to compare POGO’s data from <http://www.contractormisconduct.org/> to <https://www.FAPIIS.gov> records.

In Summary, we have come a long way from the 1990s where:

- PPI data was non-standard (different rating scales, different metrics collected, different systems/methods, etc.) and responsibility data was not tracked in a centralized location
- PPI data was stored in multiple locations across difference agencies
- There was low participation in PPI collection compared to the number of contracts awarded

Now, we have awareness and guidance in-place that has driven:

- Modernization of integrated systems to collect and report standardized PPI data for contracts over the SAT
- Beginnings of standardized data for contracts below the SAT
- Collection of responsibility data through a centralized system
- High participation in collection and use of PPI, which continues to rise
- Contractors being more attentive to their PPI by communicating with their Government customers and tracking the data for internal use

In an activity the size of the Federal Government’s procurement system, change takes a significant amount of time. While there has been considerable progress in the performance systems since the 1990s, focusing on improving the Government’s ability to receive: “...products or services at the best value for the taxpayer’s dollar,” opportunities for improvement still remain.

Rob Muzzio, proposal writer and manager at Ultimus Performance, has gained his expertise in past performance through more than 19 years of proposal consulting support. As a writer/proposal manager, he has supported 900+ proposals/RfIs winning more than \$14.7B. Working with Government performance systems since 2002, Rob learned how to find, track, manage, and positively influence company past performance reputation information. Additionally, Rob is a U.S. Olympian—he placed 5th in the Decathlon at the 1992 Olympic Games. He has learned to refocus his internal drive and competitive spirit—transitioning it from the highest level in sports to the Federal proposal arena in support of winning proposals.



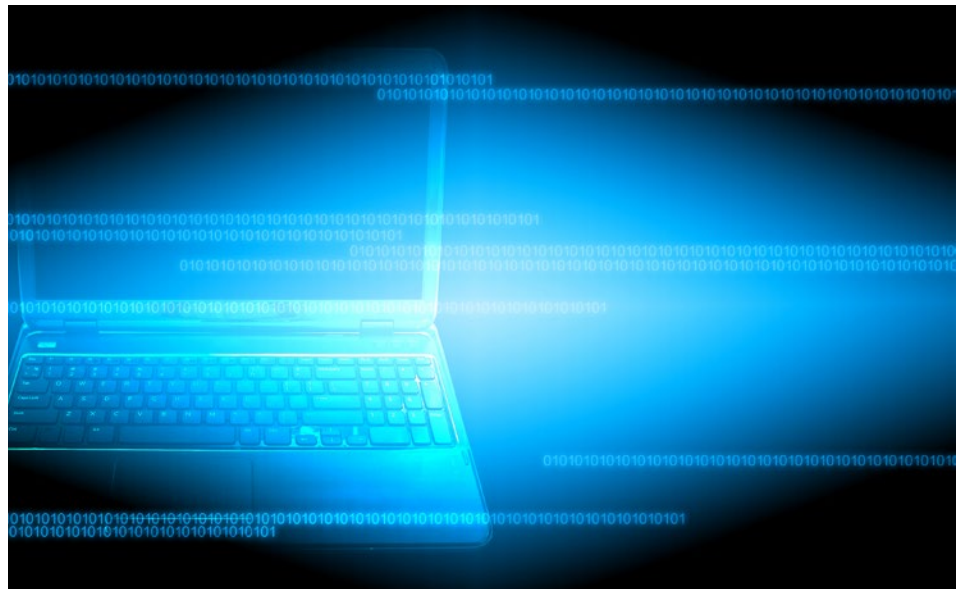
Helping Government Entities Make 4th Industrial Revolution Advancements

by Russell Smith, Ed.D.

I will never forget my first experience helping upgrade government technology. I had recently completed coursework at William and Mary and was working for a progressive small business in Virginia Beach. We thought we were on the frontiers of technology when we helped install a bar code system for the Naval Electronic Systems Engineering Command (NAVELEX) in Portsmouth. That was a long time ago. Little did we know that the IT/telecom revolution was just beginning.

Today, we can clearly see the technological frontier has moved. A paradigm shift has taken place in the attitude of Government toward technology. For the first time, the leaders at many agencies envision having advanced end-to-end systems to empower their managers. These systems, like those at Amazon, apply artificial intelligence (AI) analysis to vast quantities of data, allowing organizations to operate, better, faster, and cheaper, and provide their customers with world-class service.

For the first time, the leaders at many agencies envision having advanced end-to-end systems to empower their managers



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We are now at the leading edge of the 4th Industrial Revolution (IR). Previously undreamed possibilities are within the grasp of government administrators.

The 4th Industrial Revolution – Value Creation

The term “4th Industrial Revolution” is attributed to Klaus Schwab, chairman of the World Economic Forum. It refers to the shift that’s being brought about by an amalgamation of advanced networks and digital technologies comprised of cyber-physical systems, the Internet of Things, and the Internet of Services. These developments are “blurring the lines between the physical, digital, and biological spheres.”

Just as the invention of steam power, electricity, and telecommunications brought us to new places, these

advancements in IT will lead the way into the new century. Klaus believes digital networks are the key differentiator, tying the aforementioned spheres together in ways that enable new forms of sharing, distribution of intelligence, and massive value creation.

The precise ways in which 4th IR advancements are creating value is addressed in a paper entitled This is the Business Model Needed to Master the Fourth Industrial Revolution. Authored by Barry Libert, CEO of OpenMatters, and Jerry Wind, Director of the Wharton School SEI Center for Advanced Studies in Management, this analysis explains why the application of 4th IR advancements can create value on an unprecedented scale, even for governmental entities.

Organizational Types

According to Libert and Wind, organizational models can be divided into four types, as explained in the table below:

Value Creation in Various Organizational Models		
Organizational Model	Attributes/Characteristics	Example Companies
Asset Builder	Deliver value through the use of physical goods, making, marketing, distributing, selling and leasing things.	Ford, Walmart, Exxon, Boeing
Service Provider	Deliver value through skilled people (human capital), hiring and developing workers who provide services to customers.	Humana, Accenture, JP Morgan Chase
Technology Creator	Deliver value through ideas (intellectual capital), developing and selling intellectual property, such as software, analytics, pharmaceuticals and biotechnology, etc.	Microsoft, Oracle, Medtronic, Pfizer
Network Orchestrator	Deliver value through relationships (network capital). These companies create platforms that participants use to interact or transact with the many other members of the network. They may sell products, build relationships, share advice, give reviews, and collaborate and so on.	eBay, Uber, Visa, Red Hat, TripAdvisor

As shown above, network orchestration entities offer the most fertile ground for value creation through application of 4th IR advancements. The reasons are obvious. Physical things do not scale easily. For example, the U.S. interstate highway system took 35 years and \$425 billion to build. In contrast, Facebook grew to 500 million users in a little more than six years.

Network-Driven Transformation

The most valuable things that network orchestrators possess — ideas, intellectual capital, and access — are digitizable, and digital networks allow these things to proliferate with

ease. Add to this the “network effect,” where each additional participant (node) increases the value for every other one. Advancement applications set up a value creation tsunami. Because today’s government entities have been thoroughly digitized and networked, they are prime for the value creation tidal wave that is coming.

Still, there will be no cakewalk here. As Libert and Wind point out, there’s a fly in the ointment -- getting any organization to change is difficult. As Libert and Wind note, few organizations have adjusted their business model to the new possibilities. Each business model is the outcome of

capital investments in one of the four asset types — physical, human, intellectual or relationship capital. Leaders must reallocate funds to create business model change, but most leaders are held captive by outdated mental models.

However, not all organizational leaders remain stuck in the age of steam. And bureaucratic resistance to the changes that the 4th IR technologies will bring is not universal. In fact, some government entities will likely welcome 4th IR advancements. After all, a major source of 4th IR technology was the government itself. For example, in 2003, the Defense Advanced Research Program Agency

Helping Government Entities Make 4th Industrial Revolution Advancements

(DARPA) led a \$200-million project that created the first virtual assistant.

A Spoonful of Sugar

We can divide government organizations into three technological categories:

1. Revolutionary adopters like DARPA
2. Advanced adopters such as DOD, Army, Air Force, DHHS, Commerce, and NASA
3. Bashful adopters

Contractors should be ready to help less-advanced government entities – in the form of training and ongoing guidance – as 4th IR technologies are instituted more widely.

We've come a long way since barcode application was cutting edge. The transformations ahead will be dramatic and won't be easy. But those contractors who can successfully help apply 4th IR to government processes will profit due to the enormous value they can create.

Additional source – <https://hbr.org/2014/03/the-ultimate-productivity-hack-will-be-robot-assistants>

Russell Smith, president of Organizational Communications, Inc. (OCI) for over 32 years, leads the organization in proposal consulting support to government contractors in proposal development and training. Russell earned both his BA and MA from the University of Texas, and Ed.D. from the College of William and Mary. He has served on the APMP Board as Programs Chair (2002), Vice President (2003), and President (2004); and is the current co-Chair of the APMP-NCA Speaker Series Committee.

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12 Stats That Tell You About the State of Federal IT

by Jason Miller, Executive Editor, Federal News Radio

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As one of his last acts as federal chief information officer, [Tony Scott](#) and the CIO Council released the [State of Federal IT report](#) Jan. 19. A team of federal IT executives, with the help of two contractors, interviewed 45 federal CIOs and deputy CIOs, and chief information security officers and deputy CISOs as well as other federal IT leaders. The goal was to give the incoming Trump administration a status report on where the government has been and is today with technology, and 11 recommendations for the future.

The report is a fascinating read, both from a historical perspective and from the viewpoint of an administration that built on the work that came before it and took advantage of new technology opportunities to improve the government.

I've pulled some of what I think are the most interesting details from the 155-page report — which is well worth reading.

State of Federal IT by the Numbers – 12 Stats

43 — The percentage of the more than 4,300 IT projects in 780 major IT investments costing \$81.5 billion across the government listed on the Federal IT Dashboard as of Sep-

tember 2016 that were listed as over budget or behind schedule.

80,000 — The number of federal employees who hold the employment classification of “Information Technology Management.” “With the number of retirement-eligible federal employees increasing every day, new talent must be hired into the government in order to handle constantly evolving tools and technologies,” the report stated.

80 — The percentage of key performance indicators (KPIs) that do not appear more than once in agency PortfolioStat reviews. The report stated that this disconnection “has likely impacted the ability of agencies and OMB to benchmark progress in certain policy areas.”

0 — The number of agencies that as of September 2016 had fully implemented all 17 elements of the Federal IT Acquisition Reform Act (FITARA) common baseline. “OMB could improve follow-up on agency progress and plans by making the scores summarized in the FITARA Visual Toolkit publicly available, using the same public pressure and transparency that OMB harnessed with the Federal IT Dashboard,” the report stated. “While agencies devoted significant resources to preparing FITARA common baseline implementation plans and reporting information to OMB, they have not seen a strong continuing focus on

follow-up and oversight of FITARA implementation. CIOs reported that continued OMB follow-up could help provide CIOs the necessary high-level cover to allow them to make progress on actions which depend on leaders outside of the CIO organization.”

34.7 — The amount in billions of dollars — 43 percent of all IT spending—that agencies planned on spending in fiscal 2016 on IT infrastructure, such as data centers, end user devices, cloud systems and other infrastructure. “CIOs across the government repeatedly cited aging infrastructure as a roadblock to innovation and as an obstacle to meeting expectations of citizens and agency employees. For example, as agency users access more bandwidth-intensive cloud-based services, aging agency network infrastructure can struggle to meet the demand,” the report stated.

8.1 — The amount in billions of dollars reportedly saved through the government-wide data center consolidation effort. Still, the report stated spending on IT infrastructure remained consistent between 2010 (34.6 percent) and 2017 (34.3 percent).

15 — The target percentage for agencies to move infrastructure to cloud computing as part of the 2016 PortfolioStat review process. The report found no agency meets that goal.

185,000 — The number of datasets agencies published on [Data.gov](#) portal. The report stated, however, that “it

12 Stats That Tell You About the State of Federal IT

can be difficult to measure the broader economic and civic impacts of open data and open government efforts.”

24 — The number of CyberStat reviews performed by OMB in 2016, up from eight in 2014. The CyberStat reviews currently assess two-to-four agencies per month, and include Homeland Security Department and National Security Council leaders as well as OMB officials. Reviews in 2016 focused on information security governance, strong authentication, and agency protections of high-valued assets (HVAs).

65 — The number of internet connections across civilian agencies as of 2015, which were reduced

from thousands under the Trusted Internet Connections (TIC) initiative. “However, because TIC relies on a centralized access point (while cloud is based on a decentralized model), complying with both policies has created problems for agencies and industry alike. Given the growing importance of protecting federal data whether hosted in a cloud, a data center, or traversing the internet, OMB has launched an effort to align existing policies related to TIC and cloud service adoption,” the report stated.

82 — The percentage of IT projects larger than \$2 million that do not have managers with Federal Acquisition Certification for Project or Program Managers.

0 — The number of people using Uncle Sam’s List, OMB’s attempt to create a centralized database of shared services. The report stated OMB pulled the plug on the effort in 2015 after continued rates of low adoption.

Jason Miller is an executive editor and reporter with FederalNewsRadio 1500 AM and FederalNewsRadio.com—an all-news multi-media organization focused specifically on covering the federal government and its contractors. As executive editor, Jason directs the news coverage of the station and works with reporters to ensure a broad range of coverage of technology, procurement, finance and human resources. As a reporter, Jason focuses mainly on technology and procurement issues, including cybersecurity, cloud, mobile computing and acquisition policies and programs. Jason hosts the weekly Ask the CIO program where he interviews large and small agency CIOs about their priorities and challenges.



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