The Executive Summary

Hello World

NCA Web Team Begins Construction of Internet Site

The NCA Web Team held two evening training sessions in April at Optym's training center. Carl Dickson, who heads the effort to launch NCA onto the Internet, is training NCA members in the Web's universal language, HTML. The starting team members are John Bender of Advantage Consulting, Bob Crawford of Applied Solutions, Jo Manson of BTG, Lois Saboe of WinPro, and Matthew Wright of Century Planning.

Each team member is taking a portion of the information that will be provided on the new site and encoding that information using HTML. "Training lots of association members in the Web language is the best way to ensure that the new web site can be maintained and expanded." says Carl Dickson. "This is a volunteer effort. When the training is finished each of our team members will have developed their portion of the web site. They will be able to write and change the code and update the information in their section."

Learn How to Publish a Web Page

The training is free and open to any NCA member. No prior experience is required. Interested in learning how to publish a Web page? Call Carl Dickson at (703) 883-9119 or e-mail him at cdickson@optymn.com and register for the training. The next Web training session is scheduled for Tuesday, May 12 at 6:00 P.M. at Optym, 7927 Jones Branch Drive in McLean. ∎

```html
<html>
<H1>Hello World<H1>
<img src="w:/apmp/nca/
graphics/apmpbnner1.gif"><p>
<ul>
<li><a href>="w:/apmp/
nca/about/nca.htm"> National
Capital Area (NCA)
Chapter</a>
<li><a href>="w:/apmp/
nca/about/meetings.htm">
Our Meetings</a>
<li><a href> = "w:/apmp/
nca/about/board.htm"> NCA
Board Members</a>
<li><a href>= "w:/apmp/
nca/about/excsumry.htm">
Executive Summary</a>
<li><a href="w:/apmp/
nca/about/corpptners.htm">
Corporate Partners</a>
<li><a href="w:/apmp/
nca/about/opportnties.htm">
Opportunities </a>
</ul>
<html>
```

In this Issue

AND THE SEARCH GOES ON...

By Laura Griffith, Membership Chair

MEMBERSHIP UPDATE. Many of you have recently received a phone call from an APMP NCA board member or representative. We are diligently attempting to update our membership database, and we have been trying to contact all of you to confirm or update your e-mail and mailing address, company and title, and phone and fax numbers. The NCA membership is quite transient—a lot of you have changed companies or locations! However, our callers have been true detectives. We have left voice mails and e-mails. We have sent faxes and letters. We have used the phone book, the Internet, and any other source we could find. Through this effort we have had a great deal of success in obtaining current information for most members.

MISSING MEMBERS. Unfortunately, for some people the trail went cold. We have developed a "Missing in Action" list for members whom we cannot contact with our current information. Part of the list is shown below—we will continue to pass on portions of the "MIA" list in future newsletters and announcements.

President's Corner   by Jo Manson

Opportunities... You can't pass them up!

At a recent board meeting a discussion centered around the term "volunteer." Our consensus was that in general it did not have positive connotations. Remember the last time someone asked for volunteers and your immediate thoughts were, "Not me, I already have enough to do." That response is perfectly natural and understandable. No matter how you color it, volunteering sounds like work and it certainly doesn't sound like fun. Beside, what's the benefit to you? And to your company?

Now Let's Try a Different Approach

NCA offers unlimited "opportunities" to enhance your professional and personal career as well as promote your company's image. Sounds good so far, right? We offer opportunities for you to publish and express professional experiences or opinions in newsletter articles, get better known in the proposal community, and collaborate with individuals that you might work closely with one day. We offer opportunities for you to help shape the future direction of the chapter. We offer opportunities for creative projects and problem solving. We offer opportunities that don't cost a penny and yet can provide rich rewards for you in the future.

You can not take advantage of these opportunities by only attending meetings. In fact, these opportunities are not right for everyone. They are only right for individuals who see the chance to do something that is fun, effective, and where they can participate on their terms, not someone else's. Our challenge is to create a "best fit" for you based on your skill sets and desires so that NCA and you are winners together.

Opportunities abound for you to participate in many ways, but, more importantly, in ways that are in synch with your workload and life style. For example, if you wanted to write an article for the newsletter, let us know what works best for your schedule. If you want to provide a review of a new piece of proposal software, let us know your interest or approach. If you want to learn html and work on our web site, we would love to give you the opportunity to learn new skills on a very creative and fun project . Think about the satisfaction of seeing our new home page and saying to your colleagues, "I worked on that. That is my work."

We are Blessed in NCA!

Over the last year our board has grown from four to fourteen members. Further, our Web site team has grown and we are preparing to launch our new home page in early summer. Our chapter meeting attendance has begun to stabilize and grow and our communication processes and membership data are continually being fine tuned. All of this has been accomplished because individuals saw opportunities that worked for them. They realized that they would get out of NCA what they put into it. I am grateful for everyone who is involved in making our chapter run smoothly and our projects successful. Anytime we gather there is always laughter and collaboration and we have a spirit that is fun loving and supportive. What a blessing!

Winning is the Richest Reward!

Join us as we continue to evolve as a chapter and as individuals. Work with other NCA members from diverse organizations (or competitors!) and experience the challenge of making a difference for the chapter and for you. You never know what tomorrow brings in this profession so having wide exposure and resources will hold you in good stead in the future. Let's look together for ways to win together and experience some rich rewards—we want everyone to be a winner! ■

And the Search Goes On...

MEMBERS "MISSING IN ACTION"

Jeannette L. Bernardo, N. Kent Boyd, Lloyd Brodsky, Phillip Brown, Martin Burack, Gary Burkholder, Martha N. Burroughs, Katherine B. Carlson, Victoria V. Carter, Jeannie Chung, Jill P. Cofer , Paul L. Cohen, Kimberly P. Cole, Ann W. Collins, Joel Compton, Daniel R. Darnell, Scott A. Davies, Linda S. Duvall, Sandra L. Edwards, Lynda A. Flanagan, John Foley

If you know any of these people, please ask them to call or e-mail me at 703-383-5215 or lgriffit@bdm.com to provide their current e-mail and mailing address, company and title, and phone and fax numbers. If you know that someone has left the area or the industry and is no longer an active NCA member, please contact me so we can delete that member from our database.

Membership Status. Several members have asked if they are in good standing with the National APMP organization (i.e., up-to-date with dues). We do not currently track that information in the local database, but we hope to do so in the near future. When we complete the current exercise to update our database, I will coordinate with National APMP to provide them the updated information we have gathered and to identify those of you who are not up-to-date with dues. We will contact you at that time to let you know if you need to renew your membership. If you believe that you are not in good standing at this time—a good clue is that you no longer receive the *Perspective* (the National APMP newsletter)—please go online at http://www.apmp.org to print out a renewal application (under "How to Join"). If you have changed jobs or addresses and no longer receive National APMP correspondence, contact David Winton (909-659-0789 or apmpinfo@aol.com).

INFORMATION CHANGES. As always, if any of your information changes, please contact me as soon as possible. Your e-mail address is particularly important, since we will be sending our meeting and event announcements by e-mail from now on. We truly value our members, and we want to keep in touch with all of you. By providing us with e-mail and address information, you will continue to receive lots of great NCA benefits! ■

Search Engine Effectiveness Study

The NEC Research Institute in Princeton, NJ, released a study on April 3 that shows a wide discrepancy in how many Web pages search engines do their indexing. The study took place in December and tested 575 queries covering 9 million Web sites. It projected that the Web has a total of 320 million pages.

According to the study, Wired Digital's Hot-Bot indexed 34% of the total, Digital Equipment Corp.'s AltaVista covered 28%, Northern Light 20%, Excite 14%, Infoseek 10% and Lycos 3%. Although Lycos' search results resulted in a low score, the study also showed that Lycos contained the fewest dead links. Lycos says that the study inaccurately assesses the number of sites that Lycos searches; that the Institute only reviewed 9 million sites while Lycos catalogs over 30 million.

Meanwhile, Kathy Greenler, marketing director at AltaVista, said she's very happy with a study that gives them a second-place score. A lot of people have "the perception that all the indexes are the same," she said. "It's just not true." ■

Calendar of Events

The purpose of the calendar is to apprise NCA members of upcoming events of interest to proposal professionals.

MONTH	DATE	ORGANIZATION	EVENT	CONTACT
MAY	4	NCA Board Meeting		703-383-7920
	5	NCA Brown Bag	• Cost Proposals	e-mail jwhyte@erols.com
	6	DISA	• Acquisition Reform Acceleration Day	703-607-6856
	10	Advantage Consulting	• Proposal Development Workshop	703-642-5153
	12	NCA Web Meeting		703-383-9112
	20	NCA Roundtable Dinner—Mexican Theme	• "Keeping Management Involved in the Proposal Process," presented by the author of *Persuasive Ink,* Roger Dean	703-790-0140
	21	Advantage Consulting	• Advanced Pricing for Government Proposals	703-642-5153
JUNE	1	NCA Board Meeting		703-383-7920
	8	NCA Board Meeting		703-383-7920
	18-19	ESI International	• Oral Presentations for Best Value in Source Selection	703-558-3010
	23-24	Persuasive Ink	• Step Into a Winning Proposal Stride Seminar	802-496-6469
JULY	6	NCA Board Meeting		703-383-7920
	15	NCA Roundtable	• To Be Determined	703-790-0140
AUG.	7	NCMA	• Oral Proposals	703-416-4100
OCT.	15-16	NCMA	• Past Performance and Best Value in Source Selection	703-416-4100
	23	NCMA	• Oral Proposals	703-416-4100

Brown Bag

Our March 25th Brown Bag welcomed a few newcomers, Donna McDowell and Linda Garvey from Unisys, and John Lyonnais from STG. They added a lot of insight to the discussion and we hope they will continue to be a part of our group. As always, we are grateful to Paul Bortree and ANSTEC for providing us with such luxurious accommodations. We decided that as the weather got nicer, we would attempt to have our lunch out on their balcony or maybe even in a nearby park. That's the nice thing about brown bags—no rules. Just come and have some quality discussion with your industry peers.

Our topic was FAR Part 15-Determining the Competitive Range. We watched excerpts from a video released by the government entitled "FAR Part 15-Let the Changes Begin!" Our first thought was not to let the subjectivity of the new rules cause us to panic. We've seen a lot of changes since FASA, and we're all still alive and well. The video detailed the new approach to pre-award communications (now we call them exchanges!), and how contracting officers are encouraged to have open dialog with offerors to clear up any ambiguities as to whether they should be included in the competitive range.

John Lyonnais had a good suggestion. He recommends requesting your debrief be held after award unless you really believe you have a good chance of overturning your downselection on a protest. The government will be very hesitant to tell you anything meaningful prior to award, and you're likely to come away with very little information. John Kendall says that he faxes his questions to the government prior to the debrief so that the government has the opportunity to prepare.

Our next Brown Bag is on May 5 at ANSTEC. The topic will be Costing and Pricing Strategies that Respond to FAR Part 15. Sign up by e-mail to jwhyte@erols.com. Our special guests will be Marsha and Will Lindquist from The Management Link. The Lindquists are well versed on this subject and will share some of their insight with us.

As a housekeeping note—we had six people who signed up for March 25 who didn't show up. Please remember that by reserving a seat, and then not using it, you are potentially keeping someone else from attending. Please don't sign up until you are sure you can attend, and e-mail your cancellation to me if something comes up and you can't make it. See you in May. ■

FREE e-mail

Electronic mail over the Internet is becoming more and more of a necessity—especially for APMP/NCA members. In the near future, the NCA is moving to totally electronic methods of keeping its membership informed and well-advised. The good news is that if you don't already have an e-mail account, you can get one free through a service called "Juno".

Juno is the second-largest provider of consumer Internet e-mail in the United States with more than 4.7 million accounts. Juno will provide electronic mail service completely free to you. All you need is access to a personal computer running Microsoft® Windows® and equipped with a modem. Juno gets its revenues through the sale of highly targeted interactive advertising and direct sales of products and services (on a strictly optional basis) to its subscribers.

The Morgan Stanley Internet Report estimates that more than 80 million people were using e-mail by the end of 1997, compared to 46 million who were using the World Wide Web. This makes e-mail the single most popular activity on the Internet probably because users tend to receive and send mail every day.

Juno is the initial venture of Juno Online Services, L.P., a rapidly expanding company organized and financed by D. E. Shaw & Co., L.P. and its affiliates. Based in New York, D. E. Shaw & Co. is a technology-oriented investment bank and one of the nation's largest securities firms.

Online Alternative

Many e-mail users pay about $240 per year to an Internet access provider or an online service such as America OnLine, CompuServe, Erols, Microsoft Network or Netcom. However, there is a high annual account cancellation rate (more than 50%). Sometimes the cancellations reflect a switch to another provider by a disgruntled user having access problems. But the fact remains, most subscribers just don't want to pay the $20 per month. Juno provides an alternative to people who don't yet have an e-mail address.

For Business Use?

Juno is designed to operate on a single computer equipped with its own modem, and does not operate on internal computer networks. You real-

Tips About Juno

System Requirements

You'll need at least a 386 PC, 4 MB of RAM, 15 MB of free disk space, Windows® 3.1, a 9600-baud modem, and a VGA monitor. Juno does not operate over ISDN, LANs, or network connections, and they do not have DOS or Macintosh versions of the software.

Phone Number Check

Juno serves more then 400 cities across the United States. Before you waste time downloading only to find that they don't have an access number near you, click on their Access Numbers button. At the bottom they provide a convenient search function. Just type in your area code and telephone number and a report will come back to you showing the area code and first three digits of the access telephone numbers. If you can call a number with those first three digits…you're on!

Downloading

The download takes approximately 20-30 minutes, depending on the speed of your connection. The software file called "junoinst.exe" fits on a single high-density floppy disk, and Juno enoucrages you to distribute it freely to friends and neighbors.

Select the "Save It to Disk" and choose a directory. You can choose any directory on your hard drive, or you can load it to a high-density floppy disk .

Install the Software

Run either Windows® Explorer (Windows® 95) or File Manager (Windows® 3.1).

Find the drive and directory into which you downloaded the Juno software.

Double-click on the file "junoinst.exe".

Follow the installation instructions on the screen to install the software.

The first time you log on, Juno will set up your account. ■ ✎

ly need a single PC and a modem. Juno will dial out through a PBX or Centrex, but large companies and companies running local-area networks may do better with a system designed specifically for their needs. If you create a Juno account for your business be sure to set up your own name and your business's name in your e-mail address. It's a way to keep your business name in front of people.

Personal Communication

Juno Online Services, L.P. is a subsidiary of D.E. Shaw & Co., an investment banking group with offices based in New York. Dr. David Shaw, chairman and chief executive officer says, "In a few years, it may be as unusual to say, 'I don't have an e-mail address' as it would be now to say, 'I don't have a phone number.'"

How to Get Free E-Mail

If you don't have Internet Access call 1-800-654-JUNO. They will mail the software free with a one-time charge for shipping and handling (payable by credit card.) If you have access to the internet (even through someone else's computer) do the following:

Step 1. Log onto the World Wide Web and go to http://www.juno.com

Step 2. To become fully informed select the FAQ (Frequently Asked Questions) Juno provides clear answers to 21 questions. This is very informative if you are new to the net and e-mail.

Step 3. If you're ready to proceed, go to the "Get Juno Now" button and select "DownLoad."

Step 4. Install the software and log on.

Easy to Use

Once installed, Juno's software is easy to use. You can send and receive mail, forward mail to others, or print your messages. When you receive a message you can reply with a click of the mouse. Juno offers an address book where you can develop your own mailing lists. The program provides folders for storing mail, and a built-in spell-check feature.

The Juno software won several industry awards in 1997, including a five-star rating from PC Computing Online.

Final Note

Now that you have e-mail, send you first message to us! Open your address book and enter "Laura Griffith" and the e-mail address "lgriffit@bdm.com". She will add your name and new e-mail address to the NCA database and you will stay well informed about NCA events and receive other important information. ∎

...and a grand time was had by all!!!

BY LINDA MITCHELL

The NCA celebrated its 5th birthday at the Roundtable on March 18, 1998, at the Holiday Inn in conjunction with our annual membership appreciation evening. It was a festive evening with balloons, confetti and candy on the tables, membership appreciation gifts (a pocket flashlight with the APMP logo), and an enormous birthday cake for dessert. It was also a reunion of sorts for members we hadn't spied at recent Roundtables. It was great to see Rich DeMasi, Bud Drutz, Dick Flaherty, Roy Wallace, and Paula and Rob Ransone to name a few.

To make the evening more spectacular, five special guests attended the meeting (Marianne Gouveia, APMP CEO; Frank Howard, Eastern Regional Director; Eric Gregory, APMP COO; and Roger and Carol Dean, publishers of "persuasive Ink," who came from Vermont especially to attend the Roundtable.

President Jo Manson recognized members who attended all NCA Roundtables in 1997. These members were decked out in "Grand Champion" ribbons to further recognize how much we appreciate their attendance and support. These special members included: **John Bender, Gene Alfaro, Dennis Doubroff,** and **Ed Hill**

Jo also recognized the following members who attended all but one Roundtables in 1997.

They were given "Honorable Mention" ribbons and, again, our special appreciation for their support: **Linda Mitchell, Rod Lauver, Bob Gahagan, Nancy Nix-Karnakis, Lois Pfeiffer, Jeanne Whyte,** and **Frank McLaughlin**

Lois Pfeiffer was recognized for her outstand-

TOP: (l-r) Dave Johnson, Dennis Fitzgerald, Jim Boyce, Carol Dean, Roger Dean, Stacia Lycas.

MIDDLE: (l-r) Jeanne Whyte, Judy Stevens, Linda Mitchell.

RIGHT: Lois Pfeiffer (l), retiring Membership Chair with Jo Manson.

ing contributions as our 1997 Membership Chair and awarded a framed certificate of appreciation. Great job, Lois!

The Power of a Professional Production Team

BY STACIA LYCAS

A New RFP Sits on Your Desk…

You have the task of assembling a competent production team. How do you make sure that you have the best team ready to get your proposal out the door regardless of technical glitches or scheduling hang ups? How do you build a team that works well under pressure has the ability to produce the quality of work a wining proposal demands?

Finding the Right People

Building the best team may take years to perfect. You need the right mix of people who are: experienced, creative, and professional. And, so that you get the maximum efficency from your team, the individuals should be multi-talented or cross-trained for several tasks.

The best team must focus on quality control: persistent in spell checking their work, making sure of accurate page numbering, correct table and figure numbers, correct names , and appropriate use of acronyms.

Experience

An experienced production team can save hours of editing and production time if they set up the basic format of the graphics and text in advance. Use this experience and get them to participate in the up-front planning for the proposal. One good way to judge experience is to meet one-on-one with each team member at the beginning of the effort. Review the entire proposal plan and plant a vision of what the end product will look like-its' scope, its' organization, the quality expected. Give them examples (from prior proposals) and ask them to comment on it: "How would you improve this?" "How would you do that?" "How have you done this in the past?" Listen to their comments.

Creativity

Your production team should have strong creative tendencies. This is especially import for high impact cover art work, graphics and table design, and making the proposal graphics look and work well with the text. Creativity is hard to determine. When you are selecting someone for a creative position, Ask to see their portfolio, focus on two or more of their work examples that you like, and then ask them to describe the steps they took to develop the work. Listen carefully as they describe their "processes." If you see something you really like and if you hear things about their processes that will match your proposal team's effort, then you may have a very good match.

Professional

Your team should be professional in manner. Now, what does that mean? Simplify your definition of "professional" to four simple indicators:

On time—Do they always meet deadlines they commit to?

On target—Does the work they submit meet everyone's expectations?

Team player—Do they complain a bit too much? Can they take harsh criticism and move on? (Not that anyone should be harsh.)

Non-territorial—Are they open to changes or suggestions to their work?

Multitalented

The ability to switch between graphics and text can be a lifesaver. It can also decrease cost—meaning that you only need one person on-site to handle the slower hours. Each production team member should be able to work at other tasks and be a member of a cohesive team when the workload necessitates. Dedicate specific hours of everyone on the Production Team for cross-training during slow hours.

Available

The production team should be dedicated to getting the job done regardless of the hours that it takes since few proposals can be completed during regular nine-to-five hours. Be up front—state your organization's expectations regarding weekend, holiday and late night support. Ask questions like "Have you ever supported a late night requirement? "What circumstances would prohibit you from doing so on this bid?" Ask about their families and personal commitments, frankly and openly and have them participate in the scheduling.

Providing the Best Possible Environment

The Right Work Space

Along with the right people, you need to have the proper environment. These are some of the more important considerations:

- A large room separate from the development team or other day-to-day functions the room must be large enough to house the necessary equipment and staff during peak times. Overcrowding creates huge distractions and tension. Provide enough work space on table tops, desks, etc.
- Make sure the work space and the chairs are comfortable. An uncomfortable (or broken chair) will create fatigue in the span of just an hour or two.
- The ability to close and secure the door is helpful as to minimize distractions to the production team reduces exposure of competition sensitive materials to visiting or prying eyes. Only the production coordinator and staff should have full access to the production area. Guests should be allowed entry only when escorted for both security's sake and sanity's sake.
- Temperature should be controllable from within the room fluctuations in machine use, staffing levels, and Mother Nature's tendency to play with the weather.
- Make sure the lighting is excellent (and individually controlled if possible.)

The Right Hardware and Software

Hardware Systems can be either Mac or PC—but not both! Don't mix the two in production, just as oil and water don't mix, neither do Macs and PCs, regardless of what system vendors tell you. Take the example of a large proposal effort where a Windows NT operating system supported an even mix of Macintoshes and PCs. If someone using a Mac had to backspace to correct a typing error during file naming, the incorrect letter was deleted, but an ASCII character (seen only by the PC side) was introduced.

This can create confusion when a PC-user

tries to view the file. In other cases, combining the two systems on Windows NT can create the "phantom file" syndrome-Macs can see what Mac users have filed, but PCs can neither see or successfully retrieve the files and vice versa.

Workstations using a 10 BaseT network is best to ensure access speed is at its' highest during crunch times. There is nothing like waiting for the computer to catch up with the production team. It can cause havoc with the deadline. Remember, some teams may prefer certain setups.

Many out-source teams can provide their own equipment. Allow the production team the platform choice

Software

To prevent severe file retrieval and formatting problems, make sure that everyone (even those working virtually) use the same software and software versions. For example, huge time-wasting problems can occur if you try to mix MS Word 7 and MS Word 97. Mixing flow charts or network designs created in different software can create very subtle (and sometimes disastrous) conflicts—For example, do not mix Corel Flow with Visio or AutoCAD. If you must combine work submitted in various software forms, make sure your production experts allow for this by using specific process controls and version control procedures. Always test your process using samples from every type of software being used so that you can be aware of the increase in time required and potential formatting challenges.

If you believe that buying the extra software upgrades is "too expensive," consider the story of a company that had to delay their Red Team review two days due to system crashes caused by incompatible or poorly configured software. Compare the cost of two extra days of paying Special Material Experts, hotel and travel expenses against the cost of a simple software upgrade.

Additional tips for the software environment include: making it adequately up-to-date to keep pace with the workload; and, NEVER use a beta or first release version as "bugs" can cause severe damage and delay your schedule.

Planning and Organization

Planning

The production team should be the development team's first and best resource for planning. They can help to conceptualize graphics to illustrate their text as this is their area of expertise.

Many companies ask their corporate publica-

tions personnel to work "double duty" supporting contract deliverables, marketing, communications, as well as proposal development. This may create divided loyalties. It is always better to have dedicated resources, rather than "stealing" someone else's resources at the last minute. If essential corporate marketing materials are due near proposal deadlines, you have a formula for disaster. Plan the tasks so that the deadline requirements don't exceed the capabilities of the staff to complete them.

Attitudes and Relationships

The proposal team is usually a mix of artistic and technical personalities. Consider this list of specialties:

A. **The development team**
   1. marketing and business development
   2. engineers and technical experts
   3. technical writers
   4. management writers
   5. statement of work and timeline specialists
   6. cost specialists

B. **The production team**
   1. proposal management and coordination
   2. editors and proofreaders
   3. desktop publishing and word processors
   4. graphic artists

The key approach to helping your two teams work well together, is first to make sure that each team understands what the other one is doing, the processes they use, and how long these processes take. Next make sure they interact in the proposal process. Finally, keep them all informed.

What You Can Do To Improve Performance

Leave Them Alone

Some coordinators tend to take a protective attitude toward their production team as a deadline nears—and with good reason. Many times, just when the development team's job is almost complete, the production team is just hitting their stride. They are making edits, completing the final formatting, and touching up illustrations and slides. Interference from the development team at this point is distracting. It is during this time that it is best to keep the rest of the world at bay.

Don't Waste Their Time

Changes can cause stress! No one likes their effort to be wasted. Imagine working for two

weeks drawing sixty or seventy interrelated work flow diagrams for a system engineering management plan. Now imagine that the SEMP is totally re-organized and only four or five of your drawings can be adapted, all because someone did not read the RFP carefully. Or, imagine that you are asked on one day to change the point size of letters in the diagram headers of all sixty or seventy diagrams, and then on the next day to also change them again to italics.

Again, asking the person to participate in good planning at the outset is the best way to avoid wasting time.

Offset High Stress

It is the production team's job to get the proposal in pristine condition and ready to print by the deadline. Give them the chance for creative self-expression during times of stress—humor helps. If there is the growing concern that the proposal may not get out the door on time:
- Involve team members in progress reviews
- Ask for and listen to their suggestions for improvement
- Ask them how they think they are doing, and
- how they think they could do better. Hindrances to that can cause a sense of defeat to develop in the team in the eleventh hour you'd really prefer them to have the right attitude—that everything will be perfect and the deadline met.

Seek and Encourage Dedication and Team Work

Whether you are building your production team internally, or you're looking to an outside source remember to keep an eye out for dedication and camaraderie between team members. Then seek ways to acknowledge this dedication and team spirit. Seek ways to reward this dedication and team spirit.

The essential factors of a professional production team are:
- The environment you place your team in
- The attitude with which they are treated, and
- How they work together to get your proposal finished.

Simple, Yes? Now you know how to develop the ideal team. ■

Stacia Lycas is a Proposal Coordinator for the Twenty Four Hour Company in Arlington, Virginia.

How Do You Get Review Team Comments Into the Your Final Proposal?

BY TERRY LAUZIERE

Team reviews are expensive because they consume valuable time and effort. The cost of special materials experts and other team reviewers may be one of the more significant cost factors in a large proposal. They can be even more expensive if the team's comments don't make it into the final response.

We gathered three sample cases and have summarized them here. Some of the details have been changed to both provide anonymity and to make the cases more typical of challenges faced by many proposal people.

Case #1 The Proposal Manager

After submission of a very large proposal, the Proposal Manager documented a number of lessons learned from overall proposal effort and proposal management perspectives, the most important of which follows. This proposal had three reviews. Although each team review provided constructive suggestions for improvements to the writers, very few of these suggestions were seen in each subsequent review.

In this case the most important of the review teams suggestions that did not make it into the proposal were those related to evaluation criteria. They made many recommendations on ways to score additional points by emphasizing and demonstrating the company's experience and expertise very specifically molded to each criterion.

In the Proposal Manager's view, failure to get review team comments into the proposal occurred primarily because of the size of the effort and the limited time between reviews. Many of the valuable suggestions made by the review teams did not get proper consideration for subsequent proposal drafts, partially due to a disorganized presentation of suggestions to the proposal team. The Proposal Manager assumed that review team leaders knew how best to communicate expectations to each review team participant.

Case #2—The Writer

A writer worked on a Network Management proposal in which the customer clearly indicated that they did not have the technical support people to maintain and manage the project. The RFP couldn't have been more clear that the customer expected the supplier to provide something beyond just delivering the technical solution, but the customer was not clear that they would pay for this support. They seemed to hold hopes that the awarded vendor would provide the required support as a gift. The writing team had researched the customer extremely well and knew the state's "hot buttons." The writer wrote the sections and specifically addressed the RFP's yearning for support.

The first draft reviewers said the response would "knock their socks off" but might need to be "toned down" because of cost. Severe cuts were made to the original promises of support. The second draft review came back with red flags that the proposal did not address what the state really wanted. From this point to final submission the proposal team seemed to lose track of the original requirements of the RFP and dwelled on delivering the technical solution. By the final draft the review team seemed to have been trained to ignore compliance issues over cost factors. Several mentioned that they had concerns, but these did not make it into the review comments and were not incorporated into the final proposal.

Case # 3—The Reviewer

Three technical reviewers flew in the night before and were ready to be briefed at the Review Team kickoff early the next morning. At the kick-off, each volume leader briefed the entire review team about how the RFP was being addressed. The Proposal Manager then assigned the management response to management reviewers, the technical sections to the technical reviewers, and the cost sections to a costing reviewer. The reviewers were asked to focus on their specific sections and were asked to "redline" the proposal draft. The three technical reviewers were directed to sections containing their individual "specialties."

Two of the technical reviewers addressed compliance issues, but quickly found that their comments were also related to other sections of the proposal (e.g., management and cost.) The third reviewer made one or two technical comments, but for the most part made small changes to the word and technical terminology. The combined technical review was not consolidated—the redlines were sent to editors to incorporate into the final product. The final submission was judged "non-compliant" by the customer.

What's Missing?

What is common to all of these case histories is an apparent lack of some mechanism to organize and track review team recommendations. What seems to be missing is a method for proposal management that ensures that the review team's comments are fully incorporated in the final version. ∎

Terry Lauziere is a Business Development and Proposal Analyst for Science Applications International Corporation (SAIC) where, among other duties, she develops qualification packages for sector marketing and proposal initiatives.

NCA Special Election—May 20

BY NANCY NIX-KARNAKIS, NOMINATING COMMITTEE CHAIR

The National Capital Area Chapter will hold a special election on May 20 to elect half of its officers and board members. The five positions are:

- Vice President
- Secretary/Treasurer
- Meeting Coordination Chair
- Government Liaison
- Webmaster

The term of office for these positions will run from July 1998 through December 1999. The paragraphs that follow describe the role of each position followed by the experience highlights for those who have been nominated to fill them. Currently only one individual has been nominated for each position. We welcome nominations from all our members. If you know of someone who you think is capable and is willing to serve, you may nominate them by contacting any Board member listed on the second page of this newsletter. Self-nomination is permitted. In addition, the members attending the May 20 Roundtable will be asked for additional nominations before the vote is called.

Vice President

Description: The Vice President implements NCA's Corporate Partner Program, chairs NCA's election nominating committee, serves as President when the NCA President is absent, and leads special activities as requested by the President.

Nominee: Bob Crawford has been nominated to run for Vice President. Bob Crawford is the Manager of Business Development for Applied Solutions, Inc. and has been a member of APMP since 1997. In his 30 years of experience he has served as a proposal manager, sales manager, sales representative, a sales engineer, product manager, database/network design consultant, and technical trainer.

He has written and directed proposals valued from $100K to $500M. For these opportunities, he has focused primarily on opportunity identification/qualification, bid capture strategy development, engineering solution development, technical writing, and proposal management. He has worked for IBM, GTE Information Systems, ISN, Versitron, and Harris as well as managed his own consulting company.

Secretary/ Treasurer

Description: The Secretary/Treasurer fills two roles. As secretary, he or she records the minutes of board meetings, prepares official NCA correspondence, and forwards brown bag and roundtable attendance lists to APMP National. As Treasurer, he or she receives monies collected by the Meeting Coordinator Chair for roundtables, pays NCA bills, maintains NCA's checking account and financial records, and prepares all required financial reports.

Nominee: Walter L. (Lou) Robinson is the Cofounder and Chief Executive Officer of Winning Proposals, Inc. In this role, he provides corporate management; planning, finance, and contracts administration; client marketing; and consultant recruiting. Lou's 25 years of experience includes proposal management and development, business development, and corporate financial planning and tracking. He has 15 years experience as a corporate Secretary/Treasurer. Lou joined APMP in 1995 and provided assistance on a survey for the Electronic Procurement Task Force (EPTF).

Meeting Coordination Chair

Description: The Meeting Coordination Chair manages all round table logistics. This includes issuing roundtable meeting notices, receiving mail-in reservations, preparing name tags, coordinating both menu and facility requirements with the hotel, checks-in round table attendees, and accounts for all monies collected and prepares a final list of attendees for the Secretary/Treasurer.

Nominee: Nicole Bachtell has been with Advantage Staffing for more than a year as a staffing consultant focusing on providing marketing and proposal support for high tech companies in the metropolitan area. Previously she spent two years supporting proposals for a systems integrator. She joined APMP in 1998. Nicole is based in Bethesda and has a goal to increase participation of APMP members from Montgomery County and Maryland at NCA events.

NCA Government Liaison

Description: The NCA Government Liaison keeps in touch with Government acquisition leaders both to keep abreast of new acquisition process trends and to provide industry feedback, interfaces with industry and other professional organizations to identify trends and impact of acquisition legislation, represents NCA as a speaker at various Government and Industry forums, and coordinates brown bag lunches.

Nominee: Jeanne Whyte has been nominated to continue as Government Liaison Chair. Jeanne is the owner and president of Assistech, Inc. Founded in 1989, the firm provides proposal development support services for the federal, state, and local information technology markets. Before starting Assistech, her experience included 18 years in sales and marketing in both the federal and commercial sectors.

Jeanne has been a member of the NCA Chapter since 1993. In 1994 she was elected chapter president and served in that role for one year. Since that time, Jeanne has been government liaison for the chapter and was APMP's liaison with Dr. Steven Kelman at the Office of Federal Procurement Policy. She often represents the NCA Chapter as an industry speaker on proposal and procurement related issues.

NCA Web Master

Description: The NCA Web Master directs the development and maintenance of NCA's Web page. He or she sets the Web standards, teaches Web site development, and coordinates NCA Web page activity with that of the APMP National's Web page.

Nominee: Carl Dickson, who serves as APMP National's Webmaster, has been nominated to serve as NCA's Webmaster. As Vice President, Electronic Commerce Services for OPTYM Professional Services, Inc., Carl leads a business unit that helps companies apply Web-based technologies to proposal development. He has over 9 years experience in the proposal field and specializes in proposal software and technology. He has developed Web pages for a number of organizations.

Carl joined APMP in 1991. In 1995, as a member of the EPTF, he created a home page for which APMP National has assumed leadership. Carl remains an active member of the EPTF. Currently, Carl is leading an NCA team in designing a Web page for our local chapter. ■

A Good Time...

As part of membership appreciation and our 5th birthday celebration, the NCA Chapter voted to have additional door prizes. At other Roundtables, we usually award 2-3 door prizes. This time Jo presented door prizes that included a free roundtable dinner certificate, theatre tickets, dinner for two at the Olive Garden, and a $50 gift certificate at Hecht's Department store. Winners included Frank Howard, Carl Dickson, Kiersten Dick, and Rich DeMasi. The Grand Prize for the evening, registration for the National Conference in Colorado Springs, was awarded to Paula Ransone.

After singing Happy Birthday and devouring the cake, Len Duffy and Jo Manson presented the informative program, "Proposal Rewards… There Must Be More Than Pizza!" Len and Jo developed the program using the Wizard of Oz theme. They shared the results of two surveys, reported on national trends in reward practices, and highlighted low cost motivational reward ideas. Many members in the audience participated in an open discussion of what they had experienced as effective reward practices. Len and Jo distributed additional door prizes that included a Dilbert mug, mouse pad, book, and a Wizard of Oz video. Lucy winners included Cathy Rebro, Dave Herndon, Lou Robinson, and Gene Dawson.

The magic lingered and many folks stayed after the meeting to talk and network. It really was a grand evening, and our thanks go to everyone who helped make the evening a success:

Lois Pfeiffer, outgoing Membership Chair, for ordering, coordinating, and presenting the member appreciation flashlights

Keirsten Dick and **Loriann Bobotek,** Co-Meeting Chairs, for all the additional time and effort to coordinate with the Holiday Inn and the NCA Board members

Jo Manson, President, for ordering permanent badges for board members and former Presidents, for getting the door prizes, and for donating the chocolates and mints

Rich Freeman, Newsletter Chair, for setting up a fabulous display about our chapter's newsletter

Nancy Nix-Karnakis, Vice President, for the ribbons awarded to members who attended all (or all but one) Roundtable in 1997, and for the confetti that made the evening so festive

Linda Mitchell, Secretary/Treasurer, for ordering the colorful balloons for this special occasion.

Feedback about the evening was extremely positive and everyone is looking forward to carrying this NCA tradition into the next year. ■
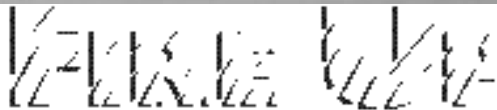
Dilbert Contest

United Media, which syndicates the "Dilbert" cartoon series, recently ran a "Words of Wisdom" contest. They asked people to tell them the dumbest things that management has ever said. We thought you might have heard something like these responses around your proposal war rooms[1].

- As of tomorrow, employees will only be able to access the building using individual security cards. Pictures will be taken next Wednesday and employees will receive their cards in two weeks.
- What I need is a list of specific unknown problems we will encounter.
- E-mail is not to be used to pass on information or data. It should be used only for company business.
- Turnover is good for the company, as it proves that we are doing a good job in training people.
- This project is so important, we can't let things that are more important interfere with it.
- Doing it right is no excuse for not meeting the schedule.
- No one will believe you solved this problem in one day! We've been working on it for months. Now, go act busy for a few weeks and I'll let you know when it's time to tell them.

If Dilbert is one of your passions, visit their Web site at www.unitedmedia.com/comics/dilbert/. n

[1] United Media, April 17, 1998, www.wizards.com/CorporateShuffle/WOW_Winners.html

Navy Electronic Directives System— Saving Trees

The Secretary of Defense will decide by July 1, 1998, whether or not the Defense Department will discontinue volume printing of all DoD-wide regulations and instructions. After that date, regulations and instructions will probably only be available through the Internet or by CD-ROM.

In the meantime (March 13 of this year) the United States Navy announced that they were going to an all-electronic format (CR-ROM or Internet Copies only) for their unclassified Instructions and Notices.

I have instructed the OPNAV/SECNAV Directives Division to immediately discontinue distributing unclassified SECNAV Instructions and Notices in paper format. However, classified and "For Official Use Only" (FOUO) SECNAV Instructions and Notices will continue to be produced in paper format. Certain other exceptions will also be made. As a general rule, a paper format copy of newly issued unclassified Instructions and Notices will be provided by the SECNAV/OPNAV Directives Office only to the originator of the document.

In addition, AAUSN has discontinued maintaining a library of SECNAV Instructions and Notices in the CR5 Mail Room.

Ref: (a) CNO MSG 201340Z OCT 97 provides more detail and can be found on, where else, the Web: www.dodssp.daps.mil/usndirs. htm. Interested in another good source? See the DOD Directives on the Washington Headquarters Services Web Page: http://web7.whs.osd.mil/corres. Htm

----

APMP Membership Application

Our annual membership is $75. Please complete the application form and submit it with a check made payable to APMP:

PO Box 1172 • Idyllwild, CA 92549-1172. *Credit cards are accepted.*

FIRST NAME	INITIAL	LAST NAME

POSITION TITLE	COMPANY

BUSINESS ADDRESS	MAIL CODE/MAIL STOP

CITY	STATE	ZIP CODE

HOME ADDRESS	MAIL CODE/MAIL STOP

CITY	STATE	ZIP CODE

REFERRED BY

TYPE OF MEMBERSHIP ☐ NEW   ☐ RENEWAL
PREFERRED MAILING ADDRESS   ☐ BUSINESS   ☐ HOME
Do you wish to affiliate with the local chapter (NCA)?   ☐ Yes   ☐ No
Payment: ☐ Check   ☐ VISA   ☐ MasterCard   ☐ Amex

Card Number	Expiration Date	Signature

PRIMARY FUNCTION-CHECK ONE

☐ Business Development
☐ Program Manager
☐ Proposal Consultant
☐ Proposal Manager
☐ Proposal Specialist
☐ Strategic Planning
☐ Other (specify)

ORGANIZATION'S SERVICE/PRODUCT-CHECK ONE

☐ Aerospace/Defense
☐ AE/Construction
☐ Aircraft (Commercial)
☐ Electronics
☐ Engineering Services
☐ General Services
☐ Health Services

EMPLOYER-CHECK ONE

☐ Information Systems Services
☐ Academic/Education
☐ Government-DoD
☐ Government-Non-DoD
☐ Non-Profit

☐ Precision Instruments
☐ Systems Integration
☐ Transportation Services
☐ Other (specify)

Join our premier proposal organization today!

APMP National Capital Area Chapter
P.O. Box 2066 • Arlington, VA 22202-2066

Moved?
New Job?
???@e-mail?

LET US KNOW!

**Contact Laura Griffith
703-383-5215
lgriffit@bdm.com**

**so you can continue to
receive the latest NCA
information.**