



Executive Summary

A Publication of the Association of Proposal Management Professionals (APMP) National Capital Area (NCA) Chapter

Spring 2006

Volume XII, Issue II

Special points of interest:

- The proposal that best protects the offeror may well be the one that is written in plain English
- Access presentations from previous APMP-NCA Roundtables at www.apmp-nca.org/apmplibrary.html
- You can *self-update* your e-mail address directly on the *NCA Member and Colleague Database* page on NCA's Web site

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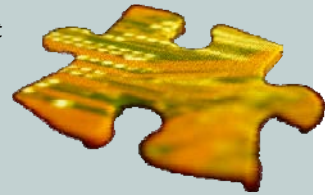
President's Corner

NCA—Play Your Part in Your Chapter



Michael Scruggs, APMP NCA President

Top-notch proposals are the result of effective teamwork. Great ideas spring from the input of many.



For the past two years, APMP has recognized the NCA Chapter as the best in the nation by presenting it with the *Everest Award*. This is the result of the voluntary efforts of dedicated chapter members.

Annually, the chapter produces six Roundtable presentations, a Professional Day event, and four newsletters. We also operate the www.apmp-nca.org Web site.

Just like the process used in developing winning proposals, our organization fosters the development of great ideas that are developed into programs and resources. The greater the involvement of our chapter members, the better our products.

Share your talents, continue learning, and find your best fit in NCA—your involvement makes NCA the best Chapter in the county.

Most chapter members recognize the importance of networking at our events and learning the latest tools and methods used in business acquisition. Members also contribute content to our

newsletter and Web site. This brings us to you. Your involvement is what makes NCA the best chapter in the county. Let us know what topics you want to learn about or write an article for the newsletter or for our Web site. It's your chapter—what do you want to do with it?

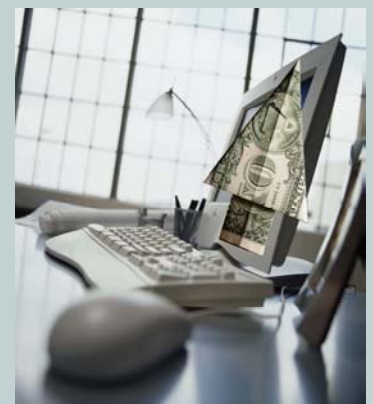
(Continued on page 3)

APMP Professional Day—October 25

Bob Lohfeld

Mark your calendars for October 25, 2006 for APMP's Annual Professional Day conference. Professional Day is the marquee event for NCA Chapter members to see the best in our industry and to learn what other Chapter members are doing to advance the art and science of creating winning proposals.

The Professional Day Planning Committee has just made its first call for volunteers to help plan the conference agenda, select speakers, arrange publicity, recruit exhibitors and corporate sponsors, and handle conference logistics. If you are interested in participating on the Planning Committee, please contact Bob Lohfeld, Professional Day Chair, at (410) 336-6264 or robert.lohfeld@lohfeldconsulting.com.



Share advancements in the art and science of winning proposals.



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Legal Corner Plain English: Protect Your Company Without Killing the Sale!

Shlomo D. Katz

An APMP member recently asked me, “How can I protect my company’s or clients’ legal rights in a proposal without killing the sale?” “Sometimes,” this member said, “the transmittal letter and executive summary of a proposal include language that is so legalistic it turns off the potential customer. Are there alternatives proposal writers can adopt that protect the company without intimidating the customer?”

My answer may surprise many readers. I believe the proposal that best protects the offeror may well be the one that is written in plain English. Every profession has its jargon. Even professional proposal managers and writers use words and phrases that an outsider cannot understand. But most proposals are read by a cross-disciplinary team of evaluators—technical analysts, cost analysts, contracting personnel and, yes, lawyers. A proposal that clearly and unambiguously conveys to *all* of those professionals exactly what is or is not being offered, and on what terms, is the one that is most likely to be understood and least likely to lead to disputes. And, if disputes do occur, judges and juries will appreciate having clearly written documents to guide them.

One judge of the Department of Interior Board of Contract Appeals put it this way:

According to appellant [i.e., the contractor] the contract is void of any reference to any requirement to place concrete in the dry. This statement by appellant fails to take into account the requirement . . . that “[c]oncrete shall not be exposed to the action of water before setting, or deposited in water, except with the approval of the Engineer and under his immediate supervision” and testimony of the Government’s expert witness [] that the term “in the dry” is engineer’s jargon which

means you do not place the concrete under water. While the language employed is not the same, there is no substantive difference between telling bidders that concrete shall be placed in the dry and telling them that concrete shall not be exposed to the action of water before setting or deposited in water.

The latter expression is couched in plain English, however, and therefore is not susceptible to the charge that you need to be an engineer to understand it. (Appeal of Volk Const., Inc., 87-3 BCA ¶ 19,968)

In other words, had the contractor focused on the plain English instructions in the RFP and planned his performance accordingly, he might have avoided this dispute.

A related point—grammar and syntax do matter. I recently heard an experienced proposal manager say that she does not lose sleep over commas. That reminded me of the man who was arrested for swimming at a beach that was clearly posted: “No swimming allowed.” Shocked and indignant, the man declared, “But I thought it said, ‘No, swimming allowed.’”

There have been dozens of Government contracts cases in which an extra or missing comma was offered by one of the parties as evidence that its interpretation was correct. In one case, a contractor argued (unsuccessfully) that a truck that the Government said was “inoperable, lacked a starter, and required repairs” had been represented as being okay except for the starter. The commas showed this was not the correct interpretation. In another case, the parties argued about whether a “grab bar soap dish” required to be incorporated into a shower was one item (as there was no comma) or two items. And it is not only commas that matter. In one appeal, hundreds of thousands of dollars turned on the presence or absence of the definite article “the” in a contract clause.

It is too much to hope that plain English will become the order of the day in all contracts and proposals. As one judge noted:

(Continued on page 8)



Winning new business requires development of disciplined habits that are learnable and teachable

The 7 Habits of Highly Effective Capture Managers— And the 10 P's to Get There

APMP NCA's May Roundtable May 17, 2006 5:30–8:30 p.m.

Are your capture managers and proposal teams out-performing the competition consistently?

If not, come to the May 17 Roundtable and find out how to:

- Adopt seven key habits that will dramatically improve your team's bid-winning track record
- Incorporate 10 essential elements to support your new competitive approach
- Benchmark your operation against the successful practices of your competitors
- Plus—save time and money in the process!

Leaders committed to helping their organizations grow must ensure these habits are there and executed through Capture and Proposal Teams—even when time and resources don't seem adequate to getting the job done.

Our Presenter:

Dr. John Picarelli is the President of Business Development Associates, LLC, a company dedicated to helping organizations improve their business development, capture operations, and strategic growth performance. John has over 30 years' industry experience providing executive leadership and hands-on capture management in large and small high-technology companies seeking to grow their Federal business. He is a consultant and frequent trainer on Capture Management and Winning Government Contracts, working with executives, capture teams, and individuals desiring improved performance.

Agenda:

5:30 p.m. Networking
6:15 p.m. Dinner
7:00 p.m. Announcements and Program

Registration Fees:

Cost: \$50 (payment received in advance) or \$65 (pay at the door)

Location:

Marriott Fairview Park, 3111 Fairview Park Dr., Falls Church, VA 22042-4550 703.849.9400

Register now...space is limited!

If you plan to attend...please register and pay on-line by May 12, 2006 using PayPal at www.apmp-nca.org or RSVP via email at rsvp@apmp-nca.org and mail your check to APMP NCA, PO Box 3063, McLean, VA 22103-3063.

(President's Corner...Continued from page 1)

Record Turnout

At the March 15th Roundtable, almost 200 attendees were wowed by Carl Dickson's presentation, "Doing Proposals the Wrong Way: Shortcuts and Workarounds for Real-World Proposals!" Carl, thanks for generating the record turnout!

APMP Members in the Chesapeake Area

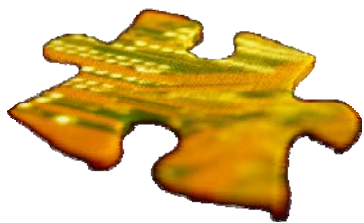
The Chesapeake Chapter of APMP is currently inactive. Members of that chapter are invited to participate in all NCA activities. We welcome those Baltimore-area members that attended the March 15th Roundtable.

Peer Recognition

While most post-award stories quote high-level company officers explaining the importance of winning the contract, it's rare to hear about the individuals who actually developed the proposal. If you have recently contributed to a company win, let's hear about it. Provide your name, contracting agency, contract title, and dollar amount. We'll start a listing in a future newsletter.

Digital Workplace Photographs Needed

We want to use member photographs in working situations to update our Web site. Submit your digital photographs to michael.scruggs@gmail.com.



Play your part in the best Chapter in the country!



Technical writers can save your proposal team time and money.

Use a Technical Writer to Save Time and Money on Your Next Proposal

Emily Michaels

Time and money are critical to the proposal process, and a deficiency in either can severely impact your ability to win. One of the easiest ways to save both time and money is to include a technical writer on your team. Technical writers are experts with the software used for producing proposals, saving time. Also, technical writers typically have a lower hourly rate, saving money. The key is to use your technical writer effectively.

Compliance Matrix. There are many ways a technical writer can be useful beyond routine formatting and editing tasks. For example, a technical writer can quickly generate the compliance matrix based on the Government's RFP. Additionally, a technical writer experienced with proposals can verify the compliance matrix once the complete document has been passed to him for editing.

Template and Outline. Your technical writer is probably already engaged in developing the proposal template to comply with RFP mandates on font, spacing, numbering, etc. When the schedule is too tight for storyboarding, you can also ask your technical writer to draft an outline based on the Government's SOW. Providing a draft outline (approved by the proposal manager) can relieve a tremendous burden from your proposal writers; once writing assignments are delineated, they will be easier to execute.

Version Control. Managing versions is one of the trickiest aspects of a large proposal effort. Allowing a technical writer to control the master document will ease the lengthy formatting and editing process—and ensure that everyone's input is included in the final product.

Writing. Finally, don't overlook the fact that technical writers are professional writers and can be a terrific resource for generating introductions, capabilities statements, past performance overviews, and even executive summaries.

The earlier you engage a technical writer in your proposal effort, the more time and money you will save, and the more polished your finished product will be.

Emily Michaels, technical writer, has worked on proposals for various Government contractors.

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- **Identifying** programs and new procurement opportunities to target
- **Setting** realistic investment expectations
- **Establishing** milestones for measuring progress in plan implementation

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www.govg4i.com
703-433-5460

Did You Know?

Presentations from previous APMP-NCA Roundtables and copies of prior newsletters are available for downloading at www.apmp-nca.org/apmplibrary.html

Check out this valuable source of proposal-related hints and tips!



With an hour before any section has to be printed, anoint someone king and let him/her make the final decisions.



Eliminate unnecessary graphics and superfluous references to graphics.

Solving Last-Minute Page-Count Problems

Roger Dean

An important part of finishing any proposal is making the final page count. Many Government Agencies have a policy of returning excess pages to the bidder unread. One Agency starts their review by counting pages from the front of the proposal. When they get to whatever their magic number is, they remove all the rest and send them back to the bidder unread.

If this happens to your proposal, you have problems. Not only will evaluators not see something that your team thought was important (whatever was in those returned pages), you will probably be judged “non-responsive” to parts of the RFP. You will also have left your evaluators with the indelible impression that you cannot follow instructions—not exactly a message to make someone want to choose you instead of a competitor!

So how do you get your 20%-over-page-count, ready-to-go-to-press, final draft down to size? The first step is to have the authors and volume managers make one last pass through the almost-final document. After authors and volume managers take their last shot at page count, consider going to the “3-2-1 system.” With one or two days to go before printing, three people—good candidates are the Capture Manager, Program Architect, and Proposal Manager—take the entire proposal and try to take out material. With half a day to go, cut the number of people “negotiating” to two. And with an hour before any section has to be printed, anoint someone king (ideally, you already have—the Capture Manager) and let him or her make the final decisions.

But page reduction is not just a matter of judgment about what to cut and what to keep. In many cases, because of the way sections break between pages, removing a few words can save an entire page. Here are some useful hints that will help you reduce pages.

Look for paragraphs with only one or two words on the last line. Find some way to reword part of the paragraph to eliminate the extra words. It is almost always possible to do this without losing any meaning. Ways to do this include:

Rewrite wordy phrases. Even after a good edit, there are ways to rewrite sentences that may not be as pleasing to the eye or ear, but take up less space. Change from passive to active voice. “We did...” takes up less space than, “Thus-and-so was done by us.”

Adjust paragraph margins by as little as 0.05”. A punctuation mark after a word is treated as part of the word, sometimes causing the whole word to wrap to the next line.

Turn on automatic hyphenation. Adjust the “hyphenation zone” in your word processor to a smaller number and allow unlimited sequential hyphens. The result may look a bit awkward, but you’ll get more words to the page.

Eliminate every instance of the definite article “the” in the paragraph. Then reread it and put “the’s” back where absolutely necessary. (I once cut nearly one full page from a 100-page proposal using this technique. And the proposal actually read better!)

Allow sentence fragments as headlines. Newspapers do this all the time. If you have boxed summaries at the start of sections, allow sentence fragments there, too.

Change stand-alone headlines to run-in heads. No, they don’t look as nice, but looks must sometimes take a back seat to content.

If the RFP does not specify a maximum number of lines per page, **consider reducing the leading of the paragraph.** (“Leading” is the spacing between lines of the paragraph.) You can also reduce the spacing between paragraphs. While both of these tricks certainly push the intent of page budgets in the first place (and if you are not careful, you can make the pages look very cramped), they do work. But don’t overdo it, either in the amount of leading reduced on each page or in the number of pages on which you use this trick. Used judiciously, the chances of aggravating an evaluator with either of these techniques are small.

Change the typeface in your tables. Even if the RFP calls for a specific type size in tables, it is rare to see a typeface specified. There are many condensed typefaces that allow you to pack a lot of information in a small space but that are still quite readable.

Eliminate references to artwork. If your artwork is clear and well-captioned, eliminating references is not a bad compromise.

Eliminate unnecessary graphics. Choose artwork that only reinforces points made in the text.

Reduce the amount of substantiation of any claim. If you have two examples to illustrate a point, make it one. If you provide excerpts of data from some report, eliminate the excerpts all together.

While the preceding list is not complete, it does demonstrate that there are many ways you can meet page count, even when you discover the problems at the last minute. But a better way to address the problem is to prevent it in the first place. Practice the P7 rule—proper prior planning prevents probably poor performance.



APMP membership is a centerpiece credential every serious proposal professional needs.

Join APMP Today

Russell Smith

When I was president of our NCA Chapter, I was surprised to learn that over half of the people who attend our meetings are not APMP members. There are more than 500 APMP members in our chapter and a collective audience of approximately 950 APMP members and associates (associates are not APMP members, but are welcome to attend our roundtable events).

I would like to encourage everyone who attends our meetings to join APMP. The *tangible* benefits of joining are not extensive—you get the national APMP magazine. However, the *intangible* benefits are significant.

Every year APMP is becoming a stronger group. Being a member of APMP has become a centerpiece

credential that every serious proposal professional needs to have, especially consultants who need to be able to say they are APMP members. Proposal professionals who are corporate employees don't have an excuse—almost all companies will pay their membership dues.

I have been a member for 12 years, and I am proud of being a member. Our company displays "Member of APMP" on our Web page. There is a well-deserved element of pride in being able to say, "I am a member of APMP."

It is simple to join APMP:

- Go to www.apmp.org.
- Click on *About APMP*.
- Click on *New member Application*.
- You can pay online with a credit card—annual dues are \$95.

- Please be sure to answer the question, "Do you wish to affiliate with a local chapter?" so you can be properly assigned to our NCA Chapter.

You can join in less than five minutes on the Web site.

Who Can Benefit From APMP?

- **Senior management executives** who are leading proposal quality initiatives in their organization
- **Proposal managers** looking for the latest tools, tips, techniques, and other career enhancements
- **BD/marketing professionals** who prepare proposals to win new contracts
- **Corporations and agencies** who are responsible for the development, production, and evaluation of proposals
- **Anyone who wants access to the best** state-of-the-art proposal knowledge available in the world and meet individuals who are developing it

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Digital cameras used for proposal work should have features including zoom lenses of at least 5x (10x is best), be able to take close-up photos, and have wide-angle capability.

Enhancing Your Proposals With A Digital Camera

Dave Herndon

A significant tool available to proposal managers for preparing proposal graphics is the digital camera. The digital camera allows easy inclusion of a wide range of photographs in proposals. The digital camera with processing on a PC will provide high-quality graphics for entering into a proposal directly.

Digital color photographs are very useful in a proposal and may include photos of the following items:

- Bidder's facilities (offices, manufacturing plants, operations facilities, etc.).
- Bidder's manufacturing operations (production lines/equipment, computer rooms, etc.).
- Bidder's equipment to be used on the proposed contract.
- Bidder's products (or photos of services to be performed).
- Bidder's key personnel.

I have actively used digital color photography in proposals over the past five years. Most mid-sized and large firms do not have digital cameras available for proposal work. Some small firms do not have these either, so several years ago I finally determined that, as a proposal manager, it was important that I have my own quality digital camera. Be sure to obtain permission to bring a digital camera into clients' offices. Many firms (particularly defense firms) prohibit digital cameras without special permission.

Digital cameras used for proposal work should have features including zoom lenses of at least 5x (10x is best), be able to take close-up photos, and have wide-angle capability. The resolution of photos for proposals needs to be high, and therefore the camera should be able to take photos at six megapixels. Because digital photos take a lot of memory, it is also very important to obtain the maximum memory card available for a particular model. Another consideration for me was the camera's size and weight. It is very convenient to have a camera that will just slip into a pocket.

Almost all of the major digital camera manufacturers meet or exceed the above requirements. All major photography stores, electronics outlets, and business supply stores sell digital cameras. There are also many Internet outlets that also sell digital cameras.

Software (and cabling) for downloading into a PC comes with the camera. This software also allows the application of some digital special effects for modifying and cropping images. There are many commercial digital camera processing software applications available. For special enhancements such as overlays, combinations, and

advanced effects, Adobe PhotoShop may be the most popular. Make sure that your graphics specialist and/or proposal coordinator is familiar with using this software. Although modifying photographs with special enhancements is an art, simply cropping them and inserting them into MS Word is rather simple—it is no different from inserting any other graphic.

For publishing a proposal containing digital photographs, use a high-speed color printer with a minimum color resolution of 600 dots per inch (dpi). There are many laser jet and ink jet printers that are specifically designed for high-quality printing. If a printer is not available in-house, most PC rental firms rent them. Unless you have a very high-resolution color copier, you may find it necessary to make all the required proposal copies as originals on the printer. Color graphics proposals may also be processed at professional copy/printing firms such as Kinko's. They have all the equipment on hand to publish even the most sophisticated proposals successfully.

Purchasing this camera has proven a significant benefit and paid for itself on the first proposal on which I used it. I reviewed all of the client's operations (including other current contracts) that related to the proposal topics and took more than 150 digital photographs (client operations, facilities, key personnel, etc.). Of these, more than 40 photos ended up in the proposal including several combinations and overlays for special effects, proposal covers, etc. The client's CEO stated that the proposal was the best-looking proposal he had ever seen.

Dave Herndon recently led an OCI team preparing a proposal for an air transportation vendor serving the USPS and other customers. Dave's team used a digital camera to provide color illustrations of customer facilities, equipment, and personnel for the proposal.



Purchasing this camera has proven a significant benefit and paid for itself on the first proposal .

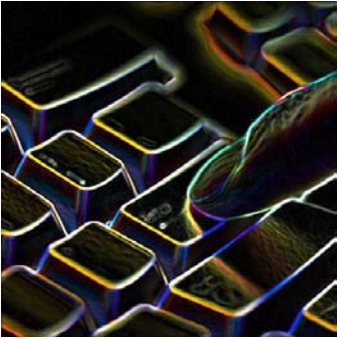
APMP-NCA Job Bank

Proposal Manager

Base Technologies, Inc.
1749 Old Meadow Rd., Suite 500
McLean, VA 22102
Attn: Elizabeth Jaskowiak,
ejaskowiak@basetech.com
Date Posted: 3/24/06

HR Representative

Z-Tech Corporation
1803 Research Blvd., Suite 301
Rockville, MD 20850
Attn: Patricia McAleer,
tmcaleer@z-techcorp.com
Date Posted: 3/27/06



...even if we can not eliminate all jargon, that should not stop us from trying.

Protecting Your Company...Continued from page 2)

In Government contract law, where terms of art so often fail to conform to the plain English meaning of the words used, it is hardly a surprise that "final" frequently does not mean "final." Practitioners (and contracting officers) universally use the term "final decision of the contracting officer" even though it is not final unless the contractor allows it to become so by failing to appeal . . . Similarly, if "best and final" really meant "best and final," there would not be a whole body of law about when new best and final offers are supposed to be solicited or submitted. (Protest of Hetra Computer & Communications Indus., Inc., 86-2 BCA ¶ 18,882)

But even if we can not eliminate all jargon, that should not stop us from trying.

Shlomo D. Katz is Senior Counsel in the Washington, DC office of the national law firm of Epstein Becker & Green, a Corporate Sponsor of APMP-NCA. If you have any questions about these or other proposal issues, please feel free to contact Mr. Katz at (202) 861-1809 or skatz@ebglaw.com.

Acquisition Reform Task Force

If you are interested in Acquisition Reform consider joining the Acquisition Reform Task Force (ARTF). The ARTF objectives are to assist APMP members understand upcoming changes and to prepare their organizations for a new way of responding to solicitations. ARTF committee members meet these objectives by participating in Government meetings/seminars, responding to Government requests for comment, developing white papers, performing research, and communicating via the APMP Web site.

ARTF is led by Mary Mills (mary.e.mills@boeing.com) and John Meehan (jjmeehan@rockwellcollins.com).

The task force was organized based on results from the ARTF survey accomplished at an Annual Conference. ARTF has over 30 volunteers and three standing committees:

- Past Performance/CPARS, led by Mary Mills (mary.e.mills@boeing.com) of Boeing.
- Electronic Procurement, led by Dan Corsberg (corsberg@frntln.com) of Frontline Solutions.
- Source Selection, led by Bob Watts (bwatts@idshq.com) of Integrated Data Systems.

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Top performers in Government contracting share their experiences, tools, and techniques at APMP-NCA's Professional Day.

Maximize Organizational Growth by Joining Government Contracting Leaders!

Chris Stahl

The Association of Proposal Management Professionals' (APMP) National Capital Area (NCA) Chapter is now identifying Corporate Partners to join its professional organization and to support our 2006 Professional Day. NCA is the largest APMP chapter and its success is largely due to the massive support extended from its members and the Chapter's 11 corporate partners. Together, the Chapter holds a wide variety of events including its annual Professional Day.

This year's Professional Day is scheduled for October 25. At past Professional Day events, top performers in Government contracting have shared their experiences, tools, and techniques with attendees. This information and advice helps our members stay on the cutting edge!

Joining NCA's Corporate Partners Program and attending Professional Day offers tangible benefits. E-mail me for a package that explains Corporate Partner program features and benefits and how your corporation or organization benefits by supporting APMP's most successful chapter.

Joining NCA gives you immediate access to:

- The country's largest chapter of proposal management professionals including capture managers, proposal managers, and proposal support professionals.

- Key decision makers in a variety of organizations of all sizes and markets.
- Numerous networking opportunities develop teaming, subcontracting, and other relationships.
- A strong curriculum of professional development programs.
- **Joining NCA's Corporate Partner Program provides the following benefits:**
 - Free 2006 APMP membership (a \$95 value)
 - Free 2006 Roundtable meetings (a \$150 value)
 - Opportunity to display a booth at the October 25, 2006 Professional Day at no cost and 1 attendee voucher (a \$200 value).

In addition, your Corporate Partner membership entitles you to free advertising including a free subscription to the NCA newsletter, free listing in our Resource Directory, an opportunity as a guest host at one of our Roundtable events, and a certificate of recognition.

To confirm your sponsorship, please e-mail or fax your commitment with point of contact information to:

Christopher Stahl
 Chairperson of Corporate Partner Program
cstahl@govg4i.com
 Phone: (703) 433-5460 Fax: (877) 286-9645

NCA looks forward to an exciting year of new events and new members making it a rewarding year.

The Magic Questions

Mike Berger

I received a call the other day from a client looking for a person to help with a proposal that surfaced at a "distant" location. We could probably have provided the writer, but the company opted not to bid. Part of that decision was my asking if they had asked themselves the seven "magic" questions we recommend you pose for every opportunity you consider. While they may or may not result in a final decision, they will certainly help you to assess your potential for winning. The questions are simple:

- Do you know the client, and, equally important, does the client know you?
- Have you developed relationships with the mid-level people who will likely sit on the Source Selection Board (SSB)?
- Do you have development relationships with top staff, mid-level managers, and Agency technical staff?

- Have you shown them what you can do (demonstrations)?
- Do you know all the requirements (vs. the information in the RFP)?
- Do you know their price (the amount you are going to bid)?
- Have you earned the client's trust and confidence?

If you can't answer "yes" to all of them—particularly the last question—then the next question you must ask is, "why are we bidding?"

While there are sometimes reasons to bid even when you know you will lose, the key to success is to focus your time and effort on "winnable" opportunities.

For more information, please contact Mike Berger, Vice President, Advantage Consulting, Inc. at (703) 642-5153 or mberger@acibiz.com.



NCA membership gives you access to the U.S.'s largest chapter of proposal management professionals.



**A Publication of the
Association of Proposal
Management Professionals
(APMP) National Capital
Area (NCA) Chapter**

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**Executive Summary
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**APMP-NCA Board of
Directors Meetings
Open to Members**

The Board of Directors for APMP NCA meets the first Tuesday of every month. Every other meeting is a virtual meeting-telephone conference. These meetings are open, and APMP members may attend.

Anyone interested in the topic is invited to attend our meetings. You do not have to be an APMP member or even a proposal specialist to attend an NCA Roundtable. If you are interested in proposals, business development, and professional development, we'd like for you to join us!

Mark Your Calendar for 2006 APMP-NCA Events

- May 17** Roundtable (NCA Membership Meeting)
May 23-26 APMP National Annual Conference in New Orleans
July 19 Roundtable (NCA Membership Meeting)
September 20 Roundtable (NCA Membership Meeting)
October 25 Professional Day
November 15 Roundtable (NCA Membership Meeting)

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