



Executive Summary

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

Special Election Edition—January 2008

Volume XIV, Issue I

Special points of interest:

As an NCA member you have more opportunities for networking and education than anywhere else in the country! Check our event calendar at www.apmpnca.org/events.html

Access presentations from previous APMP-NCA Roundtables at www.apmpnca.org/presentations.html

Self-update your email address directly on the NCA Member and Colleague Database page on NCA's Web site at www.apmp-nca.org/redesign/members/login.cfm

In this issue:

NCA March Roundtable	2
Ask the Graphics Guru	3
Improve Proposal Readability	4
Cook Up A Content Plan	5
NCA Job Board	14
How to Join NCA	15
Executive Summary Advertising Rates	
2008 NCA Calendar	16
Corporate Sponsors	
2008 NCA Board Members Listing	



The NCA Chapter is celebrating our 15th anniversary this spring. We share your pain and we celebrate your successes! NCA provides resources and training that help you do your job better and improve your personal credibility and marketability. Join us!

President's Corner NCA Chapter Success —It's Up to All of Us

Beth Wingate

At 5:01 p.m. on January 11, 2008 I began a year-long adventure as President of APMP's National Capital Area (NCA) Chapter—APMP's largest and second oldest Chapter. I've spent the succeeding days contemplating what I would include in my first *President's Corner* column to our 704 NCA members (not that I haven't been thinking about it incessantly since I threw my name in the ring as a contender earlier this fall!). After all, that's what good proposal folks do—start writing that draft executive summary way before the RFP is released!

After years of proposal management, writing, and illustration experience, I followed my standard operating procedure (SOP) when faced with any new proposal or project—I stood in my office muttering the first part of my standard *project initiation mantra* under my breath, "Oh blast, blast,

(Continued on page 6)

2008 APMP-NCA Board of Directors Election Results and Goals

Our NCA Chapter leadership election concluded January 11, 2008. Elections results for our 2008 Board of Directors appear below, however, we would first like to thank our departing Board members, Patricia Westlein (Membership Chair) and Chris Stahl (Programs Chair) for their many contributions and support to the NCA Chapter over the years. We will miss you!

Thank you to our new Board members, Brenda Crist (Professional Day Chair), Chris Simmons (Membership Committee Chair), Olessia Smotrova-Taylor (Newsletter Chair), and Marcia Horting (Director at Large) for *answering the call*. We're looking forward to working with you this year!

Special thank you's to returning Officers and Board members Beth Wingate (President), Dennis Doubroff (Vice President), Lou Robinson (Treasurer), Jan Cook Butorac (Secretary), John Bender (Network Committee Chair), Bob Lohfeld (Programs Chair), Richard

Patterson (Chapter Ombudsman), Jay Schiavo, CAE (Marketing and Web Site Chair), and Alex Brown (Corporate Partner Chair) for continuing your dedicated support to the NCA Chapter—some in different positions on the Board. This will allow us to cross-train new Board members and effectively mentor volunteers interested in joining our 2009 Board of Directors. We've included descriptions of each position so you can review the general responsibilities for each Board member.

According to our Chapter bylaws, current APMP membership is required for election to any office, and only current APMP members who have served at least one year on the NCA Board are eligible to run for one of the four Officer positions. To streamline the election process, the Board of Directors selects a slate of Officers and Directors and presents them to NCA membership for election. The new Board serves from

(Continued on page 10)



Join us at NCA's March 19 Roundtable and learn how to save time, resources—and stress—in the proposal production process so you can focus on writing the winning solution.

Have a topic you'd like addressed at an NCA Roundtable?

Know of a potential guest speaker?

We are planning our 2008 Roundtable lineup now and want your input!

Contact NCA Programs Chair, Bob Lohfeld, at robert@apmpnca.org or go to www.apmpnca.org/contact_us.html.

Turn Your Words and Ideas into Winning Proposal Graphics...Play Proposal Pictionary!

Find out how to get the most effective graphics from any production source—freelancers, temps, or in-house designers—at APMP-NCA's March Roundtable.

Proposal Pictionary: How to Turn Your Words and Ideas into Winning Proposal Graphics!

March 19, 2008; 5:30 – 8:30 p.m.

Fairview Park Marriott, Falls Church, VA

Register now at www.apmpnca.org/events.html

Bring your entire proposal team to the March 19 Roundtable and find out how to:

- Translate and transform your words and ideas into pictures—and choose the best colors for maximum impact.
- Specify and end up with the most effective graphics from any production source—freelancers, temps, or in-house designers.
- Save time and resources—and stress—in the production process so you can focus on writing the winning solution.

Our presenters Mike Parkinson and Colleen Jolly—24 Hour Company designers—have conducted more than 50 proposal graphics training sessions with consistently high ratings and capacity audiences.

Join Corporate Partner, 24 Hour Company—the Guest Host for this event.

Register now at www.apmpnca.org/events.html.

Space is Limited!

Agenda: 5:30 p.m. Networking
6:15 p.m. Dinner (vegetarian entrée upon request)
7:15 p.m. Announcements and Program
8:30 p.m. Adjournment

Registration Fees: \$65 (payment received in advance) or \$75 (register at the door; limited seats available and will be filled on a first-come, first-served basis). Cancellation requests must be received via email by 5:00 p.m. on Thursday, March 13, 2008 for registration fee refund.

Corporate Partners: Please RSVP by March 13, 2008 even if using a free coupon.

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

If you plan to attend...register now at www.apmpnca.org/events.html and pay online by March 13, 2007 using PayPal, or RSVP via email at rsvp@apmp-nca.org and mail your check to APMP-NCA, POB 3063, McLean, VA 22103-3063.



Figure out your solution at a very high level (from your client's perspective). Use this as your graphical roadmap.

Avoid frustrating your writers and yourself by getting the team to buy into text **AND** graphics for storyboards.



Mike Parkinson

Should I Use Storyboards?

I just presented at the Georgia Chattahoochee Chapter of the APMP (you have to love that name) where they learned how to turn words and ideas into winning proposal graphics. We discussed, among other things, storyboards. After the presentation, Allen Becker, a proposal professional of 25 years, stated the following, “If you do the storyboards right, the proposal writes itself.”

I enthusiastically agree with Mr. Becker. However, I suspect many of my readers may be wondering, “What does his statement *really* mean, and how can I do it?”

These are two very good questions to which wise proposal professionals (like yourself) would want to know the answers.

What does Allen's statement *really* mean? If you and your proposal team have the good fortune of knowing the solution and have the story outlined and agreed to ahead of time, it is far easier to write your proposal. Don't laugh. I'm sure most of you are wondering in what perfect proposal world does everyone agree to the final solution—let alone have the time to outline the proposal. It does happen...sometimes...but, as you know from experience, the solution is being developed or evolves as the proposal is written. The story tends to change as the solution matures.

This leads us to the second question, “How can I make powerful storyboards when my team's motto is “I'll know it when I see it?”

Well, here are a few tips to turn the rest of your team into wise, proposal-savvy professionals.

Step 1: Get buy in

I'm sure you will agree that if you and your proposal team know the solution and have the story outlined and approved ahead of time, it is far easier to write your proposal. Your job is to put you and your supporters on the same page.

Most teams rush into writing. They want to see the proposal materialize piece-by-piece, section-by-section as quickly as possible. There is a sense of accomplishment when an author's section is written or when a subject matter expert has done

Ask the Graphics Guru

their job. Even better, when their section is finished or their task is done, they get to go home! (Woo hoo!)

However, when writers rush the job without a proper plan, they end up rewriting their sections, redoing graphics that are now unrelated to the new plan, or revising paragraphs because someone else's section described the solution in a different way. They rushed to get their sections finished, but still had to work the entire weekend on rewrites because their solution wasn't consistent with the rest of the proposal. (Ugh!)

Avoid frustrating your writers and yourself by getting the team to buy into text *and* graphics for storyboards. Why? Because, we are visual creatures. (Don't believe me? What do you picture when I say “sad”—the word or an image of something sad? Watch someone give directions. Watch their hands. They are picturing the path in their mind.) If we can see something in our mind's eye, we can write to it. Mike Conk, a proposal professional with 16 years' experience, said it best: “If my team can't picture it, my team can't write to it.” Seeing the solution with enough clarity from a visual representation is a powerful advantage and will definitely speed the writing process. (And, hopefully, cut back on the long weekend rewrites—hooray!)

Step 2: Start with the 10,000-foot view

Assemble a pre-proposal team to figure out the solution at a very high level. No need for details here. (Stay out of the “weeds.”) Keep to the core question—what will we do for our future client? Avoid how you'll implement it, just what you'll do to meet and exceed your client's needs. Think about it from your future client's perspective. What do you think the optimal solution is for them? Use this as your roadmap.

To make the associated graphic for this overview, use the techniques I shared in our last NCA newsletter Graphics Guru column:

- A. Mind your P.A.Q.s: Know your **p**rimarily objective, **a**udience, **q**uestions they want answered, and (of course) **s**ubject matter. For example, the primary objective is to show your audience how they will get their new widget on time and on budget. The questions at this high level are “What are you going to do for me? Do you know what I want?”

(Continued on page 8)



Many people tasked with technical writing do not know what readability means and how to make tangible changes to make their sections more readable.

As many as 80% of Source Selection Evaluation Board (SSEB) members may be neither technically proficient in the topic nor enthusiastic about the technical gobbledygook through which they have to navigate.

Tips and Tools for Improving Proposal Readability

Olessia Smotrova-Taylor

Graphics, focus boxes, paragraph order, structure, text layout, and flawless spelling and grammar are all necessary attributes of a great proposal. After spending years in proposal management, however, I have noticed that one important attribute, readability, often is overlooked. Since editors frequently refrain from making in-depth content edits, it is the technical writers' task to make their sections more readable *before* their sections go to editors. The problem is that many people tasked with technical writing do not know what readability means, and how to make tangible changes to make their sections more readable. This article offers a tutorial on improving readability that proposal writers could start using immediately.

Before a proposal section ever makes it to an editor's desk, it should be understandable at a 9th – 10th grade level if it is non-technical, and at an 11th – 12th grade level if it is highly technical. Why readability? Try to think like your audience, the government evaluators. Each evaluator is responsible for reading and scoring multiple sections of proposals submitted by you and your competitors. Each set of proposal sections consists of dozens or hundreds of pages of boring technical content. Usually, on the Source Selection Evaluation Board (SSEB), only a few people are truly interested in the proposed solutions. These are the people who made this program a reality and who are responsible for its execution. The rest are often the “stuckees” who are doing their “jury duty” when it is their turn to serve on the SSEB. It is possible that as many as 80% of SSEB members may be neither technically proficient in the topic nor enthusiastic about the technical gobbledygook through which they have to navigate.

Not only are many evaluators apprehensive about serving on SSEB, but they also may not have the PhDs or technical degrees necessary to fully understand the topic of your proposal. Unlike those who have spent a lot of time in academia, they may not be in the habit of reading and understanding long research papers written by experts for other experts. As a result, their eyes glaze over the long, dense, and jargon-heavy technical sentences. They skip past the paragraphs that do not make immediate sense. Your score suffers and, in a close competition, you may lose.

To avoid this kind of scenario, you need to teach your technical writers and subject matter experts to get in the habit of improving readability before the final submission of their sections to editors. It is difficult, however, for authors to simplify and substantively edit their own work. It is a good thing, then, that this is the

21st century, and that there are easy-to-use tools right at your and your technical writers' fingertips.

The first tool requires just a few settings changes in MS Word. When finished with a draft of a proposal section, you need to follow these seven simple steps:

1. Select Tools at the top of the screen.
2. Select Options (inside Tools menu).
3. Click on the Spelling & Grammar tab.
4. Check the two bottom boxes under the Grammar heading (Check grammar with spelling and Show readability statistics).
5. Select Grammar & Style under Writing style.
6. Click the Settings button.
7. Set the “Require” options (I select “always,” “inside,” and “I”); check all Grammar rules; scroll down and check all Style rules except for the use of first person; and select Ok.

After making these settings changes, you can select Tools and then Spelling and Grammar. Perform a scan of your finished draft and make the recommended changes as you see fit. Rerun the scan again to include the changes you made, and take a close look at the Readability Statistics box that appears after the Spelling and Grammar check has finished.

First, look at the Averages section of this box. If you are averaging more than 4 or 5 sentences per paragraph, you have a higher chance of an evaluator getting lost or stuck. You will want to cut down or break up your paragraphs. If you are averaging more than 20 words per sentence, it is likely that you are attempting to address too many ideas at one time. A scorer is apt to miss important information when it is clumped together like this, so keep your sentences short.

Next, look at the Readability section of the Readability Statistics box. Passive sentences are those in which the sentence's verb is acting on its subject, rather than the subject acting on the verb. It is best to avoid passive sentences wherever possible. For example, “Section 1.3 outlines our management approach” is a much stronger sentence than “our management approach is outlined in Section 1.3.” Passive sentences are sometimes unavoidable, but your writing is much more vivid and concise when you limit passive voice to well below 20%.

When it comes to the Flesch Reading Ease statistic, you want to stay in the 40 - 50 range or higher. This statistic

(Continued on page 14)



Instead of using storyboards, create a Content Plan that acts like a recipe for your proposal.

Using a Content Plan, writers no longer have to start with a blank page and can measure their progress as a process of elimination...they will be able to write faster and more reliably.

Cook Up A Proposal Content Plan

Carl Dickson

Instead of using storyboards, we encourage you to create a Content Plan that acts like a recipe for your proposal. Start by creating a compliance matrix to ensure that you understand the RFP and develop a compliant outline. Once the outline and compliance matrix are complete, you should validate them to ensure they can be relied on.

Once the outline has been validated, use it to create a document template. Put all the headings in place. You can even format them accordingly. If you have allocated a certain number of pages to each heading in the outline, you can place the headings on the corresponding pages and enable the authors to see how much should be written.

Next, turn the columns from the compliance matrix into instructions for the authors. Put the requirements under the appropriate headings in your document template. Next, take everything else that should go into the proposal and allocate them to the appropriate headings. Present each item as an instruction that the author should carry out. Collectively these will act as the recipe for preparing your proposal and provide instructions that authors should follow. When completed, a Content Plan looks like a proposal with bullets or sentences instead of paragraphs.

The success of your Content Plan depends on what you put into it. The more things that you identify as being critical to winning or that should go into the proposal, the better the results will be. The Content Plan gives you a place to capture all those comments and notes about things that should go into the proposal. It provides you with the means to pass that on to the authors and then verify that everything is properly reflected in the final draft.

Getting The Most Out of Your Content Plan

Once you have incorporated everything from the compliance matrix, you are ready to take your Content Plan to the next level, by addressing the items in the Content Plan Checklist. The outline and compliance matrix help ensure that you meet the minimum requirements. If you want to win, what you do now is even more important.

What you need to do now is to provide instructions for the author that go beyond mere compliance and guide them towards writing a winning proposal. These instructions should include:

- What to emphasize in order to score well against any evaluation criteria.

- How to incorporate the customer, opportunity, and competitive intelligence you have gathered.
- Major steps/components, features, and corresponding benefits of your offering.
- How your win strategies should be incorporated into each section.
- Themes and discriminators to present and substantiate that will provide the customer with the reasons they should select you.
- Recommendations you would like to make to the customer.
- Calls to action or things you would like the customer to do after reading your response.
- Data or lists that should be incorporated.
- Relevant documents or external sources that should be referenced.
- Graphics, tables, appendices, and other exhibits or attachments you may want to include.
- Assumptions, limits, boundaries, or issues that may be relevant.
- Projects/experience that should be cited.
- The conclusion you want the customer to reach after reading the section.
- Anything else you can think of that should go into your proposal.

The Result

Each author will get a document template that specifies exactly what they should include in their section(s) and how long they should be. All they need to do is replace the instructions with the response. They no longer have to start with a blank page, and can measure their progress as a process of elimination. Consequently, they will be able to write faster and more reliably.

Another benefit to this approach is that it provides a set of specifications against which reviewers can compare the finished document. You can validate that the finished document achieves everything it was supposed to accomplish.

The Content Plan should not be considered final until it has been validated. It is also a good idea to validate the outline/compliance matrix prior to starting the Content Plan.

Learn more about creating a Proposal Capture Plan at CapturePlanning.com.

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

blast! What in the heck am I going to do?! What have I gotten myself into?" At that point, part two of my *mantra* kicked in right on schedule, "Get a grip, Wingate! Assess the situation. Make a plan. Break it into manageable chunks. Start working to the plan!" So I did. Here it goes...

Step 1 – Assess the Situation, a.k.a., Research the Daylights Out of It!

When faced with a new project (after the reaction outlined above), I did what any proposal professional worth her/his salt would do—I researched the situation—who, what, where, when, how, and why. (I also have 30 years' continuous newspaper/newsletter writing, editing, and production experience starting in junior high, so the 5 w's and 1 h are second nature.)

Who. After downloading and reading 10 years' of NCA *Executive Summary* newsletters from NCA's Body of Knowledge web page (www.apmpnca.org/knowledge_resources.html), I discovered that I'm following in the footsteps of some amazingly talented NCA Presidents—Jo Manson, Carl Dickson, Rich Freeman, Lou Robinson, Betsy Blakney, Kate Rosengreen, Russell Smith, and Michael Scruggs. This team of proposal luminaries, along with dedicated NCA Boards of Directors including DC-area proposal legends such as Nancy Nix-Karnakis, Linda Mitchell, Dennis Fitzgerald, Tom Porter, and Tom Harmon with solid support from their committees and NCA Chapter membership have made NCA the successful chapter it is today.

Of course an association chapter is nothing without those it serves, and we assist a broad constituency interested in learning the best approaches to winning government and commercial business including:

- Industry—company employees;
- Consultants—those who provide intellectual capital and knowledge-based services;
- Vendors—those who provide related products and services;
- Associations—members and staff of industry associations; and
- Government—government procurement personnel.

What. We started 2006 with 525 members, and our Chapter has steadily grown to its current 704 members, fully one quarter of the entire APMP association membership across 27 chapters worldwide. APMP's Board of Directors awarded the NCA Chapter the 2007 Shipley Award recognizing us as the *Chapter of the Year* at its 18th International Conference in Savannah, GA. The APMP Board of

Directors also awarded the Steven Myers Chapter Chair Award to Michael Scruggs, NCA Chapter's President in 2006 and 2007. As the largest APMP chapter, we support and share APMP's mission "...To advance the arts, sciences, and technology of new business acquisition and to promote the professionalism of those engaged in those pursuits."

We accomplish this weighty goal by holding six Roundtables each year focusing on topics pertinent to our members and enabling all of us to network one-on-one with fellow professionals. Our yearly fall Professional Day provides an opportunity to learn the latest business development (BD) trends and techniques and to network with each other over a full day. This year's Professional Day exceeded all expectations with 302 professionals registered!

Our quarterly *Executive Summary* newsletter (www.apmpnca.org/e-newsletter.html) updates members on Chapter news and educates us on proposal and business development techniques, tips, and trends.

Our redesigned web site (www.apmpnca.org) provides access to our Body of Knowledge—presentations from our previous Roundtables and copies of our *Executive Summary* newsletter going back for years. Have a question? Check our Body of Knowledge (www.apmpnca.org/knowledge_resources.html).

Need a proposal or BD-specific consultant, production shop, software tool, staffing firm, training class, or law firm, check out our Corporate Partners web page (www.apmpnca.org/corporate_sponsors.html).

Our job bank allows those looking for outstanding proposal and capture professionals to find them—and provides a targeted job-search venue for those looking for their perfect proposal or BD-related position (www.apmpnca.org/find_a_job.html).

Where. As the largest Chapter in the world, we have members attending our events and affiliating with us from Washington, DC, Maryland, and Virginia, as well as from Pennsylvania, Rhode Island, New Jersey, North Carolina, South Carolina, Maine, New Mexico, Texas, and Utah.

When. The NCA Chapter is celebrating its 15th anniversary this spring. Formally established in April 1993 with 125 members and Dennis Green as its President, NCA is the second oldest APMP chapter. APMP held its annual National Conference (now the annual International Conference) in Washington, DC in May 1994 with 400 attendees.

How. Over the past 15 years, the NCA Chapter has grown due to the dedication of the many volunteers

(Continued on page 7)



NCA's 2008 Board has a mentoring program for members interested in becoming Board members next year. Join us now and learn the ropes this year!

Amazingly talented NCA Presidents—Jo Manson, Carl Dickson, Rich Freeman, Lou Robinson, Betsy Blakney, Kate Rosengreen, Russell Smith, and Michael Scruggs—with dedicated Boards of Directors and solid support from their committees and NCA Chapter membership have made NCA the successful Chapter it is today.



NCA is a community of folks facing the same opportunities and challenges you face every day.

NCA's success in educating and supporting our members requires time, talent, energy, and dedication from all of our members and our Board of Directors—past and present.

(President's Corner...Continued from page 6)

who have shared their time and talents with all of us. As many are fond of saying, "it takes a village to raise a child." I can tell you from 12 years of NCA membership, it takes a large proposal community to make a successful APMP chapter like NCA. It takes the Board of Directors, the many NCA special event committees, the individuals who attend the events and read our newsletter and subsequently answer our calls for volunteers, the companies who support us as Corporate Partners, the companies that sponsor memberships for their proposal and BD staff and allow them time to support the Chapter—it takes everyone to raise and nurture this Chapter!

Why. When asked in 1924 why he wanted to climb Mount Everest, George Mallory answered, "Because it's there." Why should you join APMP and support the NCA Chapter? Because NCA is *here* (in fact we won APMP's Everest award more than once)! It's a one-stop shop for all the latest and greatest information and insight into the challenging world of proposals and BD. It's a community of folks facing the same opportunities and challenges that you face every day.

We *share your pain* and we celebrate your successes! NCA is resources and training that help you do your job better and improve your personal credibility and *marketability*. Check out our professional accreditation program (www.apmp.org/ca-16.aspx). As the recently deceased Sir Edmond Hillary found when he successfully conquered Mount Everest, it took a *team* to reach his goal—362 porters, 20 Sherpa guides, and 10,000 pounds of baggage. It was not an individual effort. Become involved in the NCA Chapter, and see how we can all share in pursuing and supporting our proposal/BD team efforts.

Step Two – Make a Plan

I plan to work with the new Board of Directors to establish the Chapter's course for advancing *the arts, sciences, and technology of new business acquisition* and to support them while they share their creativity, talents, experience, and ideas with all of us over the coming year. We have already discussed a plan to begin a mentoring program for members who are interested in becoming Board members next year. If you are interested in joining the 2009 Board, please contact me or contact the Chairperson of the particular committee you're interested in chairing. We would love to have you join us now and *learn the ropes* over this year! There are also many committee positions just waiting for **you** to volunteer! The more you put into your association, the more you'll get out of it.

Watch this column and our web site for updates on our plans and successes. Play your part on the team, and be sure to let us know what goals you'd like to see us accomplish this year—and how you'd like to take part.

Step Three – Work the Plan

That's the simple part—we proposal professionals are masters at *working the plan*. I didn't say it was *easy*, but we do know how to *work the plan*! Attack it one piece at a time, while keeping our arms wrapped around the project and always keeping our eyes on the ultimate goal. I know that you and the Board will help keep me on task too!

Step Four – Assess Your Progress, Make Adjustments, and Plan for the Next Stages

Like anyone who's spent time reading Project Management Plans, I know you need to assess your progress periodically and make adjustments (okay, we proposal folks do that in our sleep). That's where you can help.

Let the NCA Board know how we can help you become the best proposal/BD professional you can be. What Roundtable topics would you like us to address this year? We're planning topics and recruiting speakers earlier than ever, so get your Roundtable topics *wish list* in early! What proposal/BD topics would you like to read about in our *Executive Summary* newsletter this year? What do you want to hear about at Professional Day? How can the new Proposal Boot Camp coming later this year address your educational and career development needs—especially if you're new to the profession?

Email addresses for all Board members appear on the last page of this newsletter as well as in our short bios beginning on [page 10](#). Email me at beth@apmpnca.org. Go to our web page at www.apmpnca.org/contact_us.html and share the biggest issues and challenges you face every day as a proposal/BD professional. We'll see how we can help you this year!

It's Up to All of Us

Our Chapter's success or failure boils down to a dedicated group of professionals who want to advance the art (and science) of proposals and BD.

Just as the most successful proposals require commitment and contributions from dedicated teams, our Chapter's success in meeting its goal of educating and supporting our members requires commitments of time, talent, energy, and dedication from all of our members and the members of our Board of Directors—past and present.



Use graphics to answer your clients' questions about your solution.

What does it look like?" The subject matter is what you and your team are experts at (or will become intimately aware of during the proposal).

B. Next, remember that your solution L.A.Q.S. ("lacks") power if it isn't visual. Use the four methods to turn the information into a graphic.

- L = Literal Method: show exactly what is being described.
- A = Assembly Method: pull the pieces together and assemble the solution.
- Q = Quantitative Method: look for amounts, time, or values and show it with a quantitative chart (e.g., bar charts, circle charts, time lines, dashboards, and so on).
- S = Substitution Method: substitute one thing for another to better communicate the value. Use analogies, metaphors, or similes.

A. Sketch your solution. No need to be Michelangelo. Just make it simple enough for the team to understand it (see Exhibit 1 below).

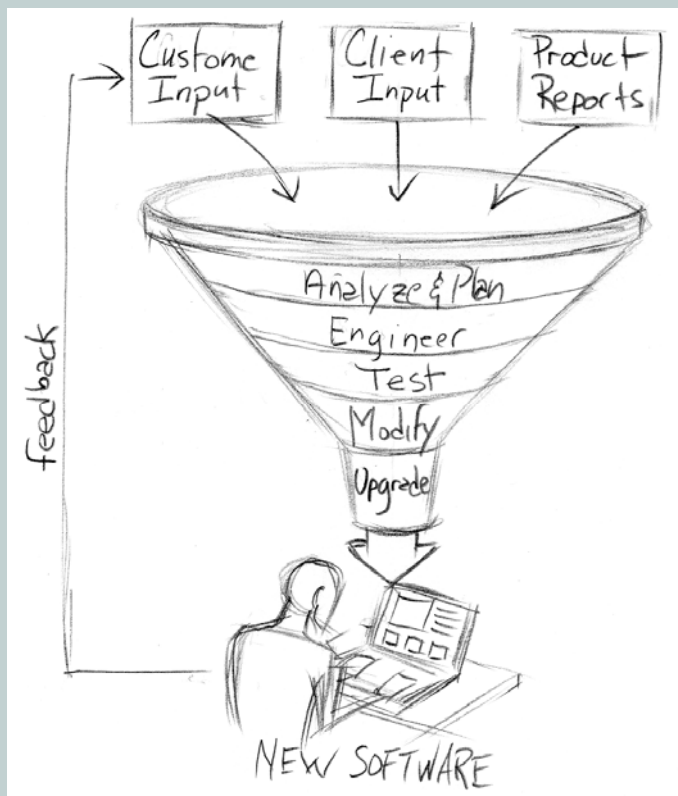


Exhibit 1. 10,000 foot view graphic.

This process works miracles. To learn more, see *Do-It-Yourself Billion Dollar Business Graphics: 3 Fast and Easy Steps to Turn Your Text and Ideas Into Graphics that Sell* at www.BillionDollarGraphics.com.

Step 3: Map your solution.

Use the 10,000-foot-view solution as a map (for you and your audience), and fill in the blanks and the "how" aspect. (See Exhibit 2 below.)

For example, what questions would your audience have about the technical aspects of your solution? What about managing the project? (Notice that I am using the 10,000-foot-view graphic in the upper left corner to highlight the path through our solution.)

Use the 10,000-foot-view solution as a map (for you and your audience), and fill in the blanks and the "how" aspect.

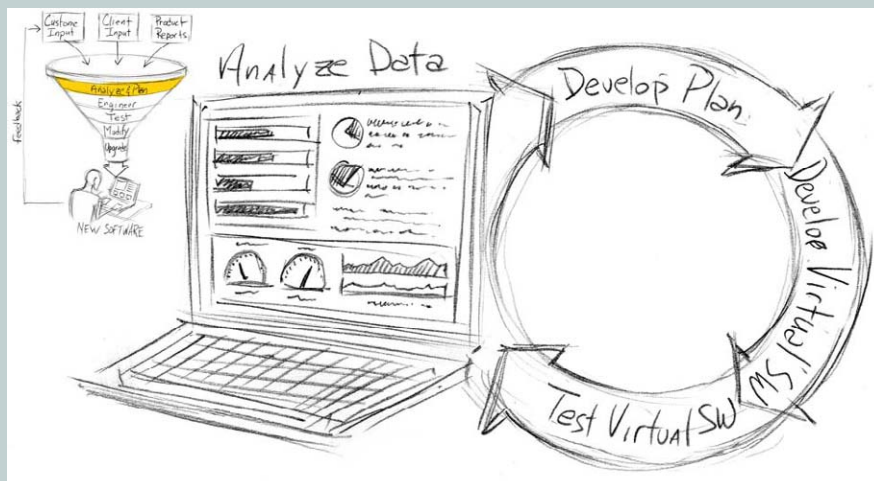


Exhibit 2. Solution map graphic.



Sketch your solution. No need to be Michelangelo. Just make it simple enough for the team to understand it.

(Graphics Guru...Continued from page 8)

Now it's time to get into the "weeds." Each level will be more detailed (see Exhibit 3).

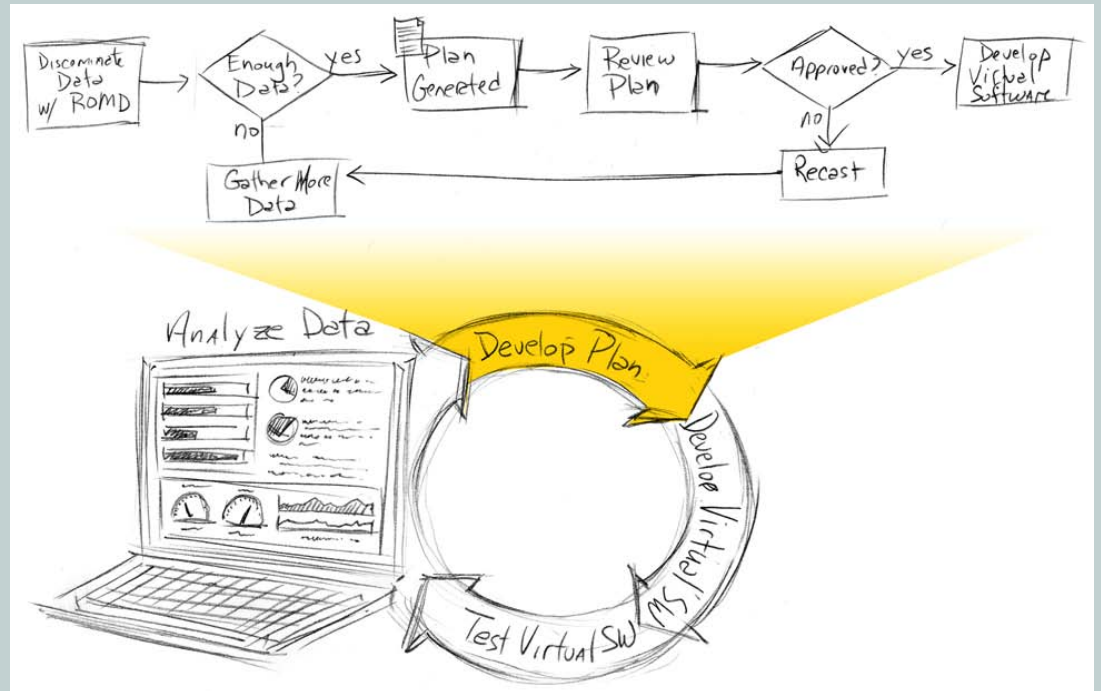


Exhibit 3. "In-the-weeds" graphic displaying more details of your solution.

Here is a secret that helps guarantee compelling proposals—focus on your audience at *all* times. The story you tell should be about how your future client will benefit from the choices you have made. Why should they care that you are using a proven risk mitigation system to implement the new technology? Do not assume your audience knows the benefits.

Step 4: Make sure it tells a story.

By now, your storyboards should tell the story of how you will solve your future client's problem. If there is a missing component, fill in the blank. The storyboard should weave the pieces together, and the pages will want to write themselves. (Government proposals may force you to break your story apart to align with the RFP. That's OK. To speed the writing process and increase your chances of success, storyboarding was necessary.) You and your team can picture the solution. Now it's simply a matter of sharing it and pointing out features, benefits, and discriminators along the way.

Visualization is the key to effective storyboards. Using sketches and graphics in your storyboards will make Allen's statement a reality: "If you do the storyboards right, the proposal writes itself."

If you are still struggling to visualize your solutions, check out the free business graphics library at www.billiondollargraphics.com/businessgraphiclibrary.html.

Mike Parkinson is a partner at 24 Hour Company specializing in bid-winning proposal graphics. Contact Mike at mike@24hrco.com.

Here's a secret that helps guarantee compelling proposals—focus on your audience at all times.



Who Can Benefit From APMP?

- **Senior management executives** leading proposal quality initiatives.
- **Proposal managers** looking for the latest tools, tips, and techniques.
- **BD/capture managers** preparing to win new contracts.
- **Anyone who wants access to the best** state-of-the-art proposal knowledge available in the world and to meet the individuals who are developing it.



NCA's President provides the vision and direction for the Chapter.

Want to share your proposal or business development insights and expertise? Join one of NCA's many education-related committees and share your talents.

(Election Results...Continued from page 1)

the February Board meeting for a period of one year. The following Directors were nominated and elected unanimously to Officer positions on the NCA Board.

Officers

Beth Wingate, MAPMP, President. Beth served as Newsletter Chair and editor/publisher of NCA's newsletter, the *Executive Summary* in 2006 and 2007. She has almost 21 years' experience in proposal development. Beth is a Senior Proposal Manager/Marketing Communications Manager for Lohfeld Consulting Group, Inc. and formerly Proposal Center Director for Management Systems Designers, Inc./Lockheed Martin MSD, Inc. Beth earned her BA from The College of William and Mary. Contact Beth at beth@apmpnca.org.

As NCA's President, Beth:

- Provides the vision and direction for the Chapter.
- Has general charge, supervision, and authority over the property, affairs, and business of the Chapter and its officers.
- Conducts monthly board meetings. Initiates the meeting agendas. Establishes and communicates the meeting location and time. Ensures all board members and committees routinely report on activities. Tracks action items from each meeting.
- Prepares Chapter business announcements for each Roundtable including introducing new members, announcing upcoming events, and conducting special recognition.
- Writes a column for the NCA newsletter and ensures that all important events and association business are reported in the newsletter.
- Maintains co-signature check-signing responsibility with Secretary/Treasurer and serves in his/her absence to ensure bills are promptly paid.
- Serves as a point of contact with Regional Chapters, Regional Directors, and the National Association for Chapter communication.
- Provides marketing and membership information to potential new members.
- Works with the Chapter Liaison to encourage interaction with other associations and coordinate cosponsored events.

Dennis A. Doubroff, Vice President and Roundtable Chair, has more than 31 years' proposal development experience and has served on the Board for the past seven years. Dennis designs and leads event logistics for the Chapter's Roundtable meetings as well. He owns and operates Rockville-based PBD, Inc., a proposal and business development firm. Contact Dennis at dennis@apmpnca.org.

As NCA's Vice President, Dennis:

- In President's absence, assumes President's duties.
- Develops the slate of officers and presents them to the membership at the November Roundtable.

- Attends monthly board meetings, contributes constructive ideas to improve the NCA Chapter, and reports on activities.
- Assumes additional duties and leads special activities as requested by the President.

As NCA's Roundtable Chairperson, Dennis:

- Coordinates all meeting arrangements with hotel including menu selection, room setup, minimum meeting attendees, billing rates, AV equipment, etc.
- Reviews and approvals all catering requirements in advance of meeting.
- Regularly attends board meetings and reports on activities.
- Prepares name tags for meeting attendees that include name and organization.
- Prepares meeting registration lists that reflect attendees in alphabetical order by last name, organization, payment status, menu selection, and membership status. Ensures a copy of this list (with walk-in information) is forwarded to the Secretary/Treasurer.
- Collects and distributes communications, promotional items, or other items for each Roundtable meeting.
- Advises other Directors of the arrival of new first-time members at a function so that they may extend a special greeting to the new member and introduce that member to other members of the Board and other members of the Chapter.

Lou Robinson, Treasurer, has more than 31 years' proposal experience and has served the NCA Chapter in various positions for the past nine years. As Treasurer, Lou keeps strict and accurate account of all money received by and disbursed for and on behalf of the Chapter. He is Chief Operating Officer of Winning Proposal, Inc., a proposal development and production company in Falls Church. He previously worked for Lektron, Inc. Lou earned a BSEE from Virginia Tech. Contact Lou at lou@apmpnca.org.

As NCA's Treasurer, Lou:

- Maintains all financial records for Chapter.
- Prepares and delivers financial reports to the Board of Directors.
- Reviews bills for accuracy and pays bills in a timely manner.
- Reimburses Board members for expenses such as supplies, printing, etc.
- Provides Board of Directors and National organization with an annual report and a semiannual report and list of meeting attendees for affiliation credits.

Jan Cook Butorac, Secretary, has more than 26 years' experience in the proposal field. This is Jan's fourth year serving on the Board, and as Secretary, she keeps the minutes of Board meetings. Jan is an independent proposal consultant working with Proposal Management, LLC where she provides proposal writing

(Continued on page 11)



What Roundtable topics interest you? What do you want to hear about at Professional Day or Proposal Boot Camp? Let us know now so we can address your needs.

Let the NCA Board know how we can help you become the best proposal or business development professional you can be.

(Election Results...Continued from page 10)

and management and federal IT consulting from her Haymarket office. She previously worked for Northrop Grumman IT. Jan received her Master's degree from The Johns Hopkins University and a Bachelor's degree from the University of Maryland. Contact Jan at jan@apmpnca.org.

As NCA's Secretary, Jan:

- Provides minutes of Board meetings to the Board of Directors and submits copies to the national organization.
- Generates mailing list as required for meeting fliers and promotional materials.
- Coordinates with Treasurer to ensure membership status of meeting attendees.
- Coordinates activities for Membership Appreciation night at the March Roundtable meeting. This includes identification and purchase of handouts/gifts for attendees.
- Prepares annual article for the newsletter on the status of activities and plans for upcoming events.
- Ensures speakers are notified of time and location of event and sends them directions if required.

Directors at Large

Directors at Large belong to the Board of Directors and support the Chapter through volunteer activities such as producing our newsletter, managing our Web site, managing membership tasks, and coordinating meetings and special events such as our bi-monthly Roundtables and our popular Professional Day event.

John Bender, Network Committee Chair, has 16 years' proposal development experience and has served on the Board for the past seven years. He currently leads the networking activities at all Chapter functions. He is Vice President of Advantage Consulting, a business development and management consulting firm in Annandale, where he provides proposal training and business consulting. John was formerly with Life Cycle Technology. He completed his Masters degree from the University of Southern California and his Bachelor's degree from the U.S. Naval Academy. Contact John at john@apmpnca.org.

As NCA's Network Committee Chair, John:

- Leads networking activities at all Chapter functions.
- Regularly attends Board meetings and reports on activities.
- Regularly attends and support Chapter events.
- Participates in planning and decision-making.
- Solicits support for all programs from the members and colleagues of the organization.
- Meets and welcomes new members and colleagues and provides them with information about the organization and events, answers questions, and makes introductions to other members and colleagues.

Robert Lohfeld, Programs Chair, has more than 31 years in the proposal field. This is Bob's third year on the Board. He previously served as Chair of NCA's Professional Day Committee developing and coordinating the Chapter's successful 2006 and 2007 Professional Days. Bob manages Lohfeld Consulting Group, a proposal management and development firm based in Edgewater, MD. He formerly served as President of Lockheed Martin's Enterprise Solutions Division. He earned his Master's degree from the University of Maryland and his Bachelor's degree from Catholic University. He has completed Ph.D. coursework from George Washington University. Contact Bob at robert@apmpnca.org.

As NCA's Programs Chair, Bob:

- Plans and obtains program presentations and speakers for Roundtables and other special meetings or events.
- Programs, plans, creates, and coordinates programs for Chapter meetings, including locations, presentations, speakers, and workshops.
- Identifies speakers for upcoming events and collect biographical information for introductions and descriptions of presentation(s) for meeting announcements.
- Prepares Roundtable meeting announcements (including registration forms) and distributes one month in advance.
- Contacts speakers prior to event to ensure all plans are in place (including handouts).
- Prepares Chapter meeting announcements for each Roundtable
- Communicates upcoming events to membership through e-mails, newsletter, and Web site.
- Regularly attends monthly Board meetings.
- Writes a column for the NCA *Executive Summary*, reporting the events.
- Serves as a point of contact with other Regional Chapters, Regional Directors, and the National Association for chapter communication.
- Works with the Chapter Liaison to encourage interaction with other associations and coordinates cosponsored events.

Richard Patterson, Chapter Ombudsman, has 20 years of experience in the proposal field. This is Rick's third year on the Board, and he also oversees the activity of the Chapter's Job Board web page. Rick owns and operates RJP Consultants, Ltd., a proposal management and IT management firm in Fairfax. He previously served in the U.S. Air Force as a pilot and engineer. He received his Master's and Bachelor's degrees from the U.S. Air Force Academy and the University of New Mexico. Contact Rick at richard@apmpnca.org.

As Chapter Ombudsman, Rick:

- Serves as Chapter Ombudsman.
- Oversees activity of Chapter's Job Board.

(Continued on page 12)



Need help with planning, developing, writing, producing, illustrating—literally anything—for your next proposal? Contact one of NCA's Corporate Partners for talented support.

Already an NCA member? Contact NCA's Membership Committee Chair to help recruit new members.

(Election Results...Continued from page 11)

- Regularly attends Board meetings and reports on activities.
- Regularly attends and support Chapter events.
- Participates in planning and decision-making.
- Solicits support for all programs from the members and colleagues of the organization.
- Meets and welcomes new members and colleagues and provides them with information about the organization and events, answers questions, and makes introductions to other members and colleagues.

Jay Schiavo, CAE, Marketing and Web Site Chair, has served on the Board for the past three years supporting the Programs Committee, and he coordinated the re-design of the Chapter's Web site. Prior to establishing his own firm, All Media Creative Integrated Marketing Communications in Rehoboth Beach, DE, Jay was an association manager who specialized in membership, marketing, and customer service. He now consults with Falls Church-based 24 Hour Company, a firm specializing in proposal graphics. He completed his Bachelor's degree from Marietta College in Ohio. Contact Jay at jay@apmpnca.org.

As Marketing and Web Site Chair, Jay:

- Manages the Chapter's Marketing and Web Site efforts.
- Regularly attends Board meetings and reports on activities.
- Regularly attends and support Chapter events.
- Participates in planning and decision-making.
- Solicits support for all programs from the members and colleagues of the organization.
- Meets and welcomes new members and colleagues and provides them with information about the organization and events, answers questions, and makes introductions to other members.

Alex Brown, Corporate Partner Chair, is currently a Relationship Manager with The BOSS Group, specializing in helping federal contractors source and staff the contract and full-time proposal talent they need to win business. Alex has extensive staffing experience in both federal contracting and private-sector arenas. Prior to joining The BOSS Group, Alex spent five years in sales and recruiting for Vedior North America, servicing Fortune 500 clients in the metro Boston area. His experience also includes business analysis with the financial division of a healthcare consortium servicing the federal government and sales and recruiting with a web services company as well as a national professional search firm. Contact Alex at alex@apmpnca.org.

As Corporate Partner Chair, Alex:

- Manages the Chapter's Corporate Partner Program.
- Regularly attends Board meetings and reports on activities.

- Regularly attends and support Chapter events.
- Participates in planning and decision-making.
- Solicits support for all programs from the members and colleagues of the organization.
- Meets and welcomes new members and colleagues and provides them with information about the organization and events, answers questions, and makes introductions to other members and colleagues.

Chris Simmons, Membership Committee Chair, has 23 years' experience as a consultant and business development executive for CGI (formerly American Management Systems), Deloitte Consulting, and most recently as the principal member of Rainmakerz Consulting LLC. He founded Rainmakerz in 2002 as a business development services company specializing in all aspects of proposal development. He has grown the business to serve over 40 customers including some of the largest and most recognizable companies in the IT industry. In the past three years alone, he has helped customers win 24 contracts representing \$57 billion of new business. Chris earned his MBA in Information Technology from the University of Massachusetts (Amherst) and was elected MBA Program President. He earned his BA from Boston College in Psychology. Contact Chris at chris@apmpnca.org.

As Membership Committee Chair, Chris:

- Encourages and promotes membership in the Association and Chapter through various functions.
- Maintains and updates the Chapter roster of all current members.
- Coordinates membership rosters with the national organization each month.
- Provides an up-to-date membership mailing list to other Directors or fulfillment personnel on a recurring basis for mailings such as the newsletter, special invitations, etc.
- Identifies all new members from the national organization listing, newsletter, or other sources. Sends (or causes to be sent) an individual welcoming message to each new member. Provides new member list to Roundtable Coordinator to ensure that new members are especially welcomed and identified at the first Roundtable they attend.
- Coordinates all activities with other Directors to ensure retention of existing members and promotion of new membership.
- Meets and welcomes new members and colleagues and provides them with information about the organization and events, answers questions, and makes introductions to other members and colleagues.

Brenda Crist, Professional Day Chair, has more than 26 years of experience in the Federal IT market, serving the Harris Corporation and OAO (now Lockheed Martin). She spent the first 20 years of her career as group manager and project manager and the

(Continued on page 13)



Keep up with important advances in the proposal/business development world any time with NCA's electronic Executive Summary newsletter.

Seize the opportunity to become more involved in NCA. You never know when the opportunity you grasp today may reward you in the future!

(Election Results...Continued from page 12)

past five years as a dedicated proposal manager. Her accomplishments at TechTeam, a new mid-tier company in the Federal IT market space, include implementing a business pipeline tool and helping to develop a GWAC processing center. Brenda has a BA and MPA from American University and is a former IAC Partner – Class of 2000. She has been an active member of APMP-NCA since 2003, serving as Professional Day Chair of Publicity (2006) and Speakers Program (2007). Contact Brenda at brenda@apmpnca.org.

As Professional Day Chair, Brenda:

- Plans/organizes the Chapter's Professional Day event.
- Regularly attends Board meetings and reports on activities.
- Regularly attends and support Chapter events.
- Participates in planning and decision-making.
- Solicits support for all programs from the members and colleagues of the organization.
- Meets and welcomes new members and colleagues and provides information about the organization and events, answers questions, and makes introductions to other members and colleagues.

Olessia Smotrova-Taylor, Newsletter Chair, has 14 years of professional experience in a variety of industries focused on proposal and capture management, marketing, and communications. Her company, OST Global Solutions, Inc., specializes in capture and proposal management and training. She is an active APMP member, having presented a workshop on Conducting Effective Proposal Kick-Off Meetings at the May 2007 APMP Conference. Olessia designs and delivers popular capture and proposal training teleclasses and publishes articles in her own newsletter and proposal-oriented sites like captureplanning.com. Prior to founding her company, Olessia worked as a business developer for Raytheon and Lockheed Martin and wrote for the *Financial Times* of London. She has a BA in International Affairs from the University of Colorado in Boulder. Contact Olessia at olessia@apmpnca.org.

As Newsletter Chair, Olessia:

- Edits, produces, and mails the Chapter's Executive Summary newsletter.

- Coordinates written communication for the Chapter and maintains a record of previous newsletters and articles about the Chapter.

Marcia Horting, Director at Large. Marcia is founder and president of Sutton Resources LLC, a woman-owned small business providing marketing and proposal consulting services to private-sector businesses and government contractors. Marcia has more than 20 years' experience in marketing, business development, and account management with Fortune 100 and industry-leading companies. She was a national account executive for CIGNA and vice president of sales at a leading direct marketer of association-sponsored programs. For the past eight years as an independent consultant, Marcia has been applying her experience with commercial best practices in multi-dimensional opportunities and national account management to all aspects of the Federal proposal management process. Marcia served as NCA's 2007 Professional Day Exhibitors and Sponsors Subcommittee Chairperson.

As a Director at Large, Marcia:

- Regularly attends Board meetings and reports on activities.
- Regularly attends and support Chapter events.
- Participates in planning and decision-making.
- Solicits support for all programs from the members and colleagues of the organization.
- Meets and welcomes new members and colleagues and provides them with information about the organization and events, answers questions, and makes introductions to other members and colleagues.

Contact Marcia at marcia@apmpnca.org.

Seize the Future

As you can see, the NCA Chapter provides many opportunities for you to enhance your proposal/BD career. Consider writing an article for the newsletter. Help identify dynamic topics and speakers for our Roundtables, Professional Day, and Proposal Boot Camp. Help register guests at our Roundtables. Work with our Membership Committee to recruit new members and with our Network Committee to greet members at our functions. Suggest a new special interest group or committee.

There's something for everyone within NCA. Join us—seize the opportunity to become more involved. You never know when the opportunity you grasp today may reward you in the future!



What Keeps You Awake at Night?

If you have recommendations on topics for upcoming Roundtables—or better yet—if you also know of a potential guest speaker, please contact APMP-NCA Programs Chair Robert Lohfeld at robert@apmpnca.org or go to www.apmpnca.org/contact_us.html.



You should aim for your writing to measure between the 9th and 12th grade levels. This ensures that you handle complex subject matter in a direct and evaluator-friendly way.

(Readability...Continued from page 4)

rates your document on a 121-point scale depending on the average syllable count of your words and the average number of words per sentence. If your score is under 20, make a real effort to eliminate four- and five-syllable words. Very few such words are essential.

The Flesch-Kincaid Grade Level statistic is the aggregate measurement of your document's readability. It translates the Flesch measurement into a U.S. grade level between 1 and 12 to give you a sense of the number of years of school experience that an average person would need to understand your writing. For instance, if your draft gets an 11.2, you can assume that an average 11th grade student could follow it, which also means that it will not put your evaluators to sleep. Remember, your goal should be for your section to measure somewhere between the 9th and the 12th grade levels. This ensures that you handle complex subject matter in a direct and evaluator-friendly way.

The MS Word Flesch-Kincaid scale has a glitch, however - it does not go higher than 12th grade. It is important to know that if your document scores a 12.0, this does not mean that it reads at a 12th grade level. Your actual score could be much higher than 12.0, so if you do get this score, there is a second tool that you should use to check your document's readability.

The second tool is a free online utility that provides a more accurate and comprehensive reading. You can find it at www.online-utility.org/english/readability_test_and_improve.jsp. After you copy and paste the text that you want the tool to scan, it will give you an accurate Flesch-Kincaid score even if it is above 12.0, along with four other readability indexes. For example, one index, called the Gunning Fog, uses a method similar to the Flesch scale to calculate readability, but omits proper names and suffixes like -ed and -ing that could make words count as more complex than they really are. The tool also shows you "problem" sentences that you may need to rewrite in order to improve overall readability.

Using these tools on a regular basis will help you and your technical writers to develop good writing habits that result in greater proposal readability. Caring about readability translates into caring about your evaluators. Caring about your evaluators leads to winning. Incidentally, in case you're curious, this article is at an 11th grade reading level, right where I wanted it.

Olessia Smotrova-Taylor is president of OST Global Solutions, Inc, a Washington, DC Metro Area company providing capture and proposal management support and training to companies seeking to win business.

Looking for your ideal position?

Looking for your next proposal or BD superstar?

Check out NCA's job board and make it a reality.



NCA Job Board

Post a full-time proposal or business development position on NCA's Job Board for 90 days. The price per posting is \$60. Check out www.apmpnca.org/find_a_job.html.

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Make the right move...join APMP and affiliate with the NCA Chapter today.



How Do I Join the NCA Chapter?

With over 700 members, the National Capital Area (NCA) Chapter is APMP's largest chapter. Joining NCA allows you to learn about our latest networking and presentation events. Best of all, it's free.

It's easy to join the NCA Chapter. If you are newly joining APMP (www.apmp.org/siteSpecific/customer/register_accountData.aspx), simply note

on the APMP application that you wish to affiliate with the NCA Chapter. That's all you need to do—APMP will provide your information to NCA, and we will include you in our mailings.

If you are currently an APMP member and want to join the NCA Chapter, simply go to www.apmpnca.org/affiliate.html and complete the online form.



Executive Summary

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

Advertising Rates

Page Size	Width	Height	Rate
Full	7"	10"	\$500
½	7"	5"	\$250
¼	3.5"	5"	\$150

Rates are for digitally provided actual-sized color or black and white artwork. Minimum resolution is 150 dpi. Artwork may be provided in .jpg, .ai, .eps, or .pdf format.

2008 Publication Schedule

Issue	Artwork/Payment Due
Spring	3/1/08
Summer	6/1/08
Fall	8/1/08
Winter	10/1/08

Send all proposal/business development-related advertisement submissions to Olessia Smotrova-Taylor, Newsletter Chair, olessia@apmpnca.org (artwork only) and Lou Robinson, Treasurer, lou@apmpnca.org (copy of artwork and payment details or request for a PayPal invoice for on-line payment).

Payment must be received via check made payable to "APMP-NCA" at APMP-NCA, PO Box 3063, McLean, VA 22103-3063 or via PayPal (contact Lou Robinson to have a PayPal link set up for you) by the advertisement submission deadline for the advertisement to appear in that corresponding issue. Late submissions will appear in the following issue of the *Executive Summary*.

APMP-NCA reserves the right to reject advertisements for non-proposal or non-business development-related products/services or for content it deems objectionable.

Know of a potential guest speaker?

Have a topic you'd like addressed at an NCA Roundtable?

Contact APMP NCA at

www.apmpnca.org/contact_us.html or send your ideas to info@apmpnca.org.



APMP-NCA's Mission

Our Chapter's Mission is to provide our members with information and opportunities to improve their professional performance and advance their careers in Proposal and Acquisition Management.



**A Publication of the
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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 2008 APMP-NCA Events

March 19	Roundtable	October 21	Professional Day
May 21	Roundtable	November 19	Roundtable
May 27 – 30	APMP Int'l. Conference	December	APMP-NCA Election
July 16	Roundtable	<input checked="" type="checkbox"/> TBD	NCA Proposal Boot Camp
September 17	Roundtable		

NCA 2008 Corporate Partnership

Become an NCA Corporate Partner for 2008. Corporate partnership provides a number of benefits including:

- Membership from January 1, 2008 to December 31, 2008.
- Four **FREE** Roundtable Registrations. (\$260.00 value).
- One **FREE** ½ page ad in the *Executive Summary*, our quarterly newsletter, plus logo placement in every quarterly issue (\$250 value).
- Reduced rate for full-page ad in the *Executive Summary* quarterly newsletter (circulation up to 2,000) of \$375 reduced from \$500 (savings of \$125 per ad).
- A **FREE** listing in the online Corporate Partner Buyer's Guide with a link to your website (\$100 value).
- A **FREE** exhibit table at Professional Day and one **FREE** attendee to the event (Value – priceless).
- A **FREE** exhibit table at Spring Boot Camp and one **FREE** attendee to the event (value – priceless).
- Recognition at a Roundtable event in appreciation and a framed Corporate Partnership Certificate (included).
- Guest Host ability at one Roundtable including display space, a seat at the head table, introduction by NCA's President, and the ability to say a few words about your organization (included).

For more information and to become an NCA Corporate Partner, please contact Alex Brown, Corporate Partner Chair, at alex@apmpnca.org.

2008 APMP-NCA Board Members

Beth Wingate, AM.APMP, President, beth@apmpnca.org

Dennis Doubroff, Vice President and Roundtable Chair, dennis@apmpnca.org

Lou Robinson, Treasurer, lou@apmpnca.org

Jan Cook Butorac, Secretary, jan@apmpnca.org

John Bender, Director at Large, Network Committee Chair, john@apmpnca.org

Alex Brown, Director at Large, Corporate Partner Chair, alex@apmpnca.org

Brenda Crist, Director at Large, Professional Day Chair, brenda@apmpnca.org

Marcia Horting, Director at Large, marcia@apmpnca.org

Bob Lohfeld, Director at Large, Programs Chair, robert@apmpnca.org

Rick Patterson, Director at Large, Chapter Ombudsman, richard@apmpnca.org

Jay Schiavo, Director at Large, Marketing and Web Site Chair, jay@apmpnca.org

Chris Simmons, Director at Large, Membership Committee Chair, chris@apmpnca.org

Olessia Smotrova-Taylor, Director at Large, Newsletter Chair, olessia@apmpnca.org

*Betsy Blakney, AM.APMP, APMP Region Representative Eastern U.S., betsy@apmpnca.org