



Special Election Issue

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# Executive Summary

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

## President's Corner

# NEW YEAR – NEW BOARD – NEW OPPORTUNITIES

Beth Wingate, AM.APMP

**L**et's be honest. How many New Year's resolutions have already fallen by the wayside in the first two months of 2009? I've often wondered why we consistently lose focus on our resolutions after a few weeks. I think it's because we don't follow our own proposal development best practices. Can we clearly articulate the value proposition and features and benefits of our resolutions? Do we truly commit ourselves to our resolutions—with the same focus and intensity we bring to our "must win" proposal and business development activities?

As I'm writing this article, it's January 15 (Dr. Martin Luther King, Jr.'s birthday—and my daughter's 13th birthday). Thirteen years ago, Alex made her dramatic arrival in the middle of the Blizzard of '96. There were 14 doctors and nurses in my room using all their skills to bring her into this world and working intensely to keep her here once she arrived. Many voluntarily remained through multiple shifts to see the job finished successfully.

With such commitment from literally day one from everyone who helped to bring Alex into the world, and with the constant inspiration of the extraordinarily dedicated man whose birthday she shares, I've worked hard every day to keep the resolution I made on that snowy evening. I'll do the best job I possibly can in raising this person

to meet her fullest potential (who, incidentally, already has the makings of a heck of a proposal manager!).

Do you know someone who focuses intensely on articulating and ethically achieving his goals? Who consistently follows "best practices" in daily life? Who focuses on providing others with the inspiration, guidance, time, and resources so that they can achieve their goals—both business and personal? What can we learn from these people whom we're privileged to know and, hopefully, emulate in our own daily lives?

Over the past 16 years, we in the NCA Chapter have been privileged to work with many such individuals who shared their time, guidance, and inspiration with us. Dennis Doubroff has served on the NCA Board for the past eight years, most recently as our Vice President. As Event Logistics Chair, Dennis designed and led event registration and logistics for our Chapter's Roundtable meetings and special events as they grew from very small events to our regularly 200+ attendance. Dennis also took the time over the past year to mentor his replacement, Bob Miller, so that our registration and events will continue to run smoothly.

Dennis unfailingly provided me valuable advice and "institutional knowledge" during my first year as NCA Chapter President. He is leaving the

"More than three times the number of members participated in the election this year..."

"President Beth Wingate has over 21 years experience managing, writing, illustrating, and producing hundreds of winning proposals..."

NCA Board this year to focus on operating his proposal and business development firm, PBD, Inc. Thank you, Dennis, for your commitment to our Chapter and industry. We look forward to continuing to call on your experience and knowledge periodically (We have your phone number!).

I would also like to thank Lou Robinson for his guidance and commitment to the NCA Chapter as a Board member and Officer over the past nine years. Lou most recently served as our Treasurer and spent the past year mentoring his replace-

ment, Eric Schwarz, to ensure a smooth transition of this position. Thankfully, Lou is remaining on the Board: he will continue to provide support and guidance as he serves as a Director at Large in 2009.

Join me this year in resolving to emulate those whom we admire—those who follow “best practices” in their daily lives. In these challenging times, let’s focus on providing others with real support and inspiration so we can all achieve our goals—business and personal.

## THE 2009 NCA ELECTION RESULTS ARE IN

Beth Wingate, AM.APMP

**A**PMP-NCA’s chapter leadership election concluded January 9, 2009. Thank you to everyone who took the time to vote. More than three times the number of members participated in the election this year (148) from last. Current APMP membership is required for anyone to be elected for any office, and only current APMP members who have served at least one year on the board are eligible to run for one of the four Officer positions.

According to our by-laws, the new board serves from the February board meeting for a period of one year. The following directors were nominated and elected to the Officer positions on the NCA Board. Each person’s bio and responsibilities follow. If you’re interested in running for a position on the 2010 NCA Board, please contact me so we can get you actively involved in your area of interest and set up a mentoring relationship with our current Board.

### Officers

- Beth Wingate, President
- Brenda Crist, Vice President (and Professional Day Chair)
- Jan Cook Butorac, Secretary
- Eric Schwarz, Treasurer

### Directors at Large

- John Bender, Networking Chair
- Olessia Smotrova-Taylor, Newsletter Chair
- Rick Patterson, Chapter Ombudsman
- Bob Lohfeld, Program Chair
- Chris Simmons, Membership Chair
- Jay Schiavo, Marketing & Web Site Chair
- Marcia Horting, Corporate Partner Chair
- Bob Miller, Event Logistics Chair
- Lou Robinson, Director at Large

Officers fulfill the specific responsibilities defined in the charter of our organization, and are nominated and elected each year. Directors at Large belong to the Board of Directors and support the organization through volunteer activities. Activities include responsibilities like producing the newsletter, managing the web site, managing membership tasks, and coordinating meetings and special events, such as our bi-monthly Roundtables.

**President: Beth Wingate, AM.APMP**, served as the NCA Chapter’s President in 2008 and as Newsletter Chair and editor/publisher of NCA’s newsletter, the *Executive Summary* in 2006 and 2007. She has over 21 years’ experience managing, writing, illustrating, and producing hundreds of winning proposals to U.S. Government, Fortune 500 companies, and multinational corporations. Beth is

**"Vice President  
Brenda Crist has  
more than 28 years  
of experience in the  
Federal IT market..."**

Managing Director, Proposal Development and Corporate Communications, for Lohfeld Consulting Group, Inc. and formerly Proposal Center Director for Management Systems Designers, Inc. (MSD, Inc.)/Lockheed Martin. Beth presented at APMP's International Conference in 2007 and at APMP-NCA's Proposal Basics Boot Camp in 2008. She is a contributing author to the APMP Journal. Beth has taught a number of proposal development classes for Lohfeld Consulting Group, Inc. and MSD, Inc. and currently helps companies develop their own proposal development methodologies using industry best practices. She earned her BA from The College of William and Mary. Contact Beth at [beth@apmpnca.org](mailto:beth@apmpnca.org) or 703.266.2653.

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.
- Writes email broadcast announcements and prepares Chapter business announcements for each Roundtable including introducing new members, announcing upcoming events, and conducting special recognition.
- Writes email broadcast announcements for Chapter's Professional Day and Proposal Basics Boot Camp.
- 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 the Secretary and Treasurer and serves in his/her absence to ensure prompt payment of bills.

- Serves as a point of contact with Regional Chapters, Regional Directors, and the International Association for Chapter communication.
- Provides marketing and membership information to potential new members.
- Responds promptly to inquiries from members and non-members.
- Works with the Chapter Liaison to encourage interaction with other associations and coordinate co-sponsored events.

**Vice President and Professional Day Chair:**

**Brenda Crist** has more than 28 years of experience in the Federal IT market, serving the Lohfeld Consulting Group, Inc., Harris Corporation, and OAO (now Lockheed Martin). She spent the first 20 years of her career as group manager and project manager. She led her teams to win recompetes of existing business, while capturing new business at the U.S. Departments of Commerce, Health and Human Services, Transportation, and Interior. As a capture and proposal manager at the Lohfeld Consulting Group, Inc., she conducts research, helps clients develop technical and management solutions, and manages and coordinates proposal efforts. Brenda has a BA and MPA from American University, is ITIL-certified, 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, Speakers Program, and Chairperson for the 2006, 2007, and 2008 events, respectively. Contact Brenda at [brenda@apmpnca.org](mailto:brenda@apmpnca.org).

As NCA's Vice President, Brenda:

- 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 Professional Day Chair, Brenda:

- Plans/organizes the Chapter's Professional Day event.
- Regularly attends Board meetings and reports on activities.
- Regularly attends and supports 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.

**Secretary: Jan Cook Butorac** has 25+ years' experience in the proposal field. This will be Jan's fourth year serving on the Board. Jan is an independent proposal consultant and president of Proposal Management, LLC, providing proposal writing and management consulting from her Haymarket office. She previously worked for Northrop Grumman IT and other federal contractors around the Beltway. Jan received a Master's degree from The Johns Hopkins University and a Bachelor's degree from the University of Maryland. Contact Jan at [jan@apmpnca.org](mailto:jan@apmpnca.org).

As NCA's Secretary, Jan:

- Provides minutes of Board meetings to the Board of Directors and submits copy 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.

**Treasurer: Eric Schwarz** has more than 16 years' experience as an analyst, program manager, and business developer, with exposure to all aspects of proposal development and management. Since 2004, he has been working as the capture/proposal manager for Information Builders' Federal Systems Group. Prior to his business development career, he served for more than 13 years in the U.S. Army. Eric currently serves as the finance committee chair of the Northern Virginia chapter of AFCEA, which has more than 7,000 members. Mr. Schwarz holds BA and MBA degrees. He has been an active member of APMP since September 2007 and currently serves as a Director at Large of the NCA Board of Directors. Contact Eric at [eric@apmpnca.org](mailto:eric@apmpnca.org).

As NCA's Treasurer, Eric:

- 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.

### Directors At Large

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

"Treasurer Eric Schwarz has more than 16 years' experience as an analyst, program manager, and business developer."

"Secretary Jan Butorac has 25+ years' experience in the proposal field."

"Networking Chair John Bender has 16 years of proposal development experience..."

"Chapter Ombudsman Richard Patterson has over 20 years of experience in the proposal field."

"Newsletter Chair Olessia Smotrova-Taylor is President of OST Global Solutions, Inc., a capture and proposal development company..."

"Program Chair Bob Lohfeld has more than 32 years in the proposal field."

**John Bender is Chair of the Chapter's Networking Committee.** He has 16 years of proposal development experience, and has served on the Board for the past eight 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 Master's degree from the University of Southern California, and his Bachelor's degree from the U.S. Naval Academy. Contact John at [john@apmpnca.org](mailto: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 supports 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.

**Olessia Smotrova-Taylor is Chair of the Chapter's Newsletter, the *Executive Summary*,** and she edits and produces the newsletter. Olessia Smotrova-Taylor is president of OST Global Solutions, Inc, a capture and proposal development company that helps companies grow business by winning government and commercial contracts. She won over \$10 billion in new business, with a 94% win rate. She runs popular capture and proposal webinar series, and publishes articles and the Business Development Blog at [www.ostglobalsolutions.com/blog](http://www.ostglobalsolutions.com/blog). Prior to current occupation, she won business 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](mailto: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.

**Richard Patterson is the Chapter's Ombudsman,** a position he created in 2005. He has 20 years of experience in the proposal field. As Ombudsman, Rick answers questions and conducts activities that are not directed to other Board members. He also created and oversees operation of the Chapter's Job Board web page. Rick owns and operates RJP Consultants, Limited, a proposal and IT management firm in Fairfax that he started in 1991. He previously served in the U.S. Air Force as a pilot, engineer, and communications squadron commander. He received his Bachelor's degrees from the U.S. Air Force Academy and his Master's from the University of New Mexico—both in electrical engineering. Contact Rick at [richard@apmpnca.org](mailto:richard@apmpnca.org).

As Chapter Ombudsman, Rick:

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

**Robert Lohfeld is Chair of the Chapter's Program Committee.** With more than 32 years' in the proposal field, Bob manages Lohfeld Consulting Group, Inc., a proposal management and development firm based in Edgewater, Maryland. 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](mailto:robert@apmpnca.org).

As NCA's Program 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 collects biographical information for introductions and descriptions of presentation(s) for meeting announcements.
- Prepares Roundtable meeting announcements (including registration forms) for distribution 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 website.
- 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.

**Chris Simmons is Chair of the Chapter's**

**Membership Committee.** Chris has been on the board since 2007 and is a regular contributor to the NCA Executive Summary newsletter, and a contributing author to the APMP Journal. Chris also recently presented at the NCA Proposal Basics Boot Camp. He 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. Chris founded Rainmakerz in 2002 as a business development services company special-

izing in all aspects of proposal development. He 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](mailto:chris@apmpnca.org) or 202.255.2355.

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.

**Jay L. Schiavo, CAE, is Chair of the Chapter's Marketing & Web Site Committee** and has

served on the NCA Board since 2005. After a career in association management, specializing in membership, marketing, and customer service, Jay set up his own consulting business in 2002—All Media Creative Integrated Marketing Communications located in Rehoboth Beach, Delaware. Since 2003, Jay has served as Marketing Communications Specialist for a Falls Church-based 24 Hour Company, a firm specializing in proposal graphics. He completed his Bachelor's degree from Marietta College in Marietta, Ohio. Contact Jay at [jay@apmpnca.org](mailto:jay@apmpnca.org).

As Marketing & Web Site Chair, Jay:

- Manages the Chapter's Marketing and Web Site efforts.

**"Marketing and Web Site Chair Jay Schiavo has his own consulting business, All Media Creative Integrated Marketing Communications."**

**"Membership Chair Chris Simmons has 23 years' experience as a consultant and business development executive..."**



**"Event Logistics Chair Bob Miller has more than 9 years' experience as a business process engineer, line manager, and business area manager..."**

**"Corporate Partner Program Chair Marcia Horting has more than 20 years' experience in marketing, business development, and account management."**

**"Director at Large Lou Robinson has more than 32 years of experience in the proposal industry."**

- Regularly attends Board meetings and reports on activities.
- Regularly attends and supports Chapter events.
- Participates in planning and decision-making.
- Solicits support for all programs from the members and colleagues of the organization.

**Marcia Horting is Chair of the Chapter's Corporate Partner Program.** She 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. For the past 10 years as an independent consultant, Marcia has applied her experience with commercial best practices in multi-dimensional opportunities and national account management to all aspects of the Federal, state, and local proposal management process. Marcia also served as chair of NCA's 2008 Boot Camp Program Subcommittee and 2007 Professional Day Exhibitors and Sponsors Subcommittee. Contact Marcia at [marcia@ampmna.org](mailto:marcia@ampmna.org).

As Corporate Partner Chair, Marcia:

- Manages the Chapter's Corporate Partner Program.
- Regularly attends Board meetings and reports on activities.
- Regularly attends and supports Chapter events.
- Participates in planning and decision-making.
- Solicits support for all programs from the members and colleagues of the organization.

**Bob Miller is Event Logistics Chair.** He is sole proprietor and consultant of Miller Consulting, providing capture and proposal management support for clients pursuing opportunities across the Federal Government sector. He has more than nine years' as a business process engineer,

line manager, and business area manager with TRW and Northrop Grumman and has extensive experience in all phases of business development. Bob is a retired Army officer with 21 years of active duty. Contact Bob at [bob@ampmna.org](mailto:bob@ampmna.org).

As Event Logistics Chair, Bob:

- Coordinates all meeting arrangements with hotels including menu selection, room setup, minimum meeting attendees, billing rates, AV equipment, etc.
- Reviews and approves all catering requirements in advance of meeting.
- Regularly attends board meetings and reports on activities.
- Prepares nametags 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 and 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 is a Director at Large.** Lou has served as the Chapter's Treasurer for eight years, Secretary for six years, and President for two years. He was awarded the National APMP Leadership award in 2003. Lou first became a board member in 1999. He has more than 32 years of experience in the proposal industry. Lou 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@ampmna.org](mailto:lou@ampmna.org).

## Seize the Future

Our NCA Chapter provides many opportunities for you to get involved and enhance your proposal/business development career and to network with colleagues. Consider writing an article for our newsletter. Help identify dynamic topics and select speakers for our Roundtables, Professional Day, and Proposal Boot Camp. Work with our Membership Committee to recruit new members and with our Network Committee to greet members at our functions. Share your talents, highlight your abilities, and forge strong relation-

ships with folks who understand your challenges and goals.

There's something for everyone within NCA. Come join us—you never know when the opportunity you seize today will reward you in the future!

If you'd like to become a chapter volunteer leader, contact me personally at [beth@apmpnca.org](mailto:beth@apmpnca.org) or use our "Contact Us" online form. (Link to [http://www.apmpnca.org/contact\\_us.htm](http://www.apmpnca.org/contact_us.htm))

*Beth Wingate, AM.APMP, APMP-NCA Chapter President, served as Newsletter Chair and editor/publisher of NCA's Executive Summary newsletter in 2006 and 2007. She has more than 21 years' proposal development experience. Beth is Managing Director, Proposal Development and Corporate Communications for Lohfeld Consulting Group, Inc. Contact Beth at [beth@apmpnca.org](mailto:beth@apmpnca.org).*

## ASK THE GRAPHICS GURU



Mike Parkinson

Think of your executive summaries as the "elevator pitches" of the proposal world. Your future client wants to know why they should care about you and your solution—fast.

Put yourself in your future client's shoes. Imagine you want to build a beautiful, cutting-edge home theater (lucky you) in your home as soon as possible. You ask for potential home theater specialists to give you bids and plans. In the end, you get twelve 90-page proposals. You don't know much about the submitters. Fortunately, a few companies supplied a "proposal-at-a-glance" (executive summaries) with their proposals. You

pick up their two-page "proposal-at-a-glance" for a quick scan. What would you want to see? What would help you choose a company? Do you think it might influence whom you choose?

Independent research says when we are given too much information, we tend to focus on the wrong data, which leads to poor decisions. The key is to give decision makers and evaluators what they need as quickly as possible. Make it blindingly clear and easy-to-understand.

When reviewing a company's "proposal-at-a-glance" for your new home theater, would you prefer a text-heavy document extolling the virtues of their company? Or would you prefer to see images of luxurious home theaters created and installed for other clients? How about testimonials? What about price or quality comparisons?

The secret to a winning executive summary is to empathize with your future client. What do they care most about? Show them your solution in the beginning and, as quickly as possible, give them



"Think of your executive summaries as the 'elevator pitches' of the proposal world."



an overview of it. Graphics communicate up to 60,000 times faster than text alone, quickly communicate your professionalism and commitment to the project, and greatly influence the decision maker.

I highly recommend making your executive summaries image rich. Give the decision makers and evaluators what they want in graphic form. Back up your visuals with concise text. If they want more detail, they will review your proposal to find it.

Before you develop your executive summary be sure to have the answers to four critical questions (which I refer to as knowing the “P.A.Q.S.”):

### 1) What is the purpose or primary objective (P) of my executive summary?

Phrase your answer carefully. Don't write “to win the proposal.” Although this is accurate, it doesn't help you empathize with your future client. Instead, I recommend answering with “To explain why our company has the best solution.” You want the answer to this first question to be a statement you can make to your audience. For example, imagine you walked up to your future client on the street and said, “I have the best solution for you.” That leads us to our next question.

### 2) Who is the audience (A)?

Know who they are, what they want to see, and what they care about. Learn what your audience truly desires. They are the sole reason you are creating your executive summary. Tailor it to your target audience (for example, use their lingo, reference their past products, and talk about how you will partner with them). Make sure your

audience can see the solution to their challenges and show them the resulting benefits.

### 3) What are the questions (Q) your audience needs answered to achieve your primary objective?

Refer back to the first question. Your primary objective is “to explain why our company has the best solution.” Imagine meeting your future client at an event. You say, “Boy, do we have the best solution for you.” How do you think they will reply? Perhaps they may ask, “What makes it so good?” In which case, your answer should be the same as the theme of your executive summary. It should answer their burning questions like

- Who will do it?
- Where is it done?
- When?
- How fast?
- How will it be done?
- What is it?
- How does it work?
- How fast is it?
- Is it reliable?
- Is it easy to use?
- How much does it cost?
- What makes it better?
- How does it help me?

The question(s) depends on your primary objective and audience. Each question may be a separate graphic, section, or paragraph. Alternatively, some questions lend themselves to be answered with other questions. The choice is yours.

Executive Summary Graphic



Regular Graphic



"Your executive summary needs to shine."

#### 4) What are the answers to the questions? I call this knowing the subject matter (S).

To answer your audience's questions correctly, you need a clear understanding of the presented topic. If you do not understand, how can your audience understand? You need to answer their questions quickly and clearly.

Executive summaries come in all shapes and sizes. Some look like brochures and others look like amped up proposals. Your approach depends on your audience's preferences, award value, and anticipated influence of your executive summary. If you think your audience will be "turned off" by a brochure, avoid it at all costs. If the award value is high, rest assured they will expect extensive effort and thought placed into the proposal and executive summary. If you believe your future client prefers to see a summation of the solution immediately, then your executive summary will have greater influence.

**The bottom line: your executive summary needs to shine.** The best way to do this is to follow the above process and use quality, concise content and superior graphics that communicate the right information—what your future customer cares most about.

*Mike Parkinson is an internationally recognized visual communications expert, multi-published author, professional trainer, public speaker, and recent APMP Fellow. He is a partner at 24 Hour Company specializing in bid-winning proposal graphics. His Billion Dollar Graphics web site ([www.BillionDollarGraphics.com](http://www.BillionDollarGraphics.com)) and Billion Dollar Business Graphics book share best practices and helpful tools with proposal professionals. Contact Mike at [mike@24hrco.com](mailto:mike@24hrco.com).*

"Well-placed themes make the evaluator's job easier by providing clear and compelling reasons to select your company and eliminate the need to read the proposal from cover to cover."

## HOW TO CREATE GREAT PROPOSAL THEMES (PART 3): USE DISCRIMINATORS TO SUPPORT YOUR CLAIMS

Chris Simmons

*In Part 2 of this series we discussed the two primary components of winning proposal themes (features and benefits) and how they are effectively used to create compliant and compelling themes. Part 3 describes how to get the most out of your themes by providing discriminating proof for the features and benefits that truly set you apart from the competition.*

Great proposal themes highlight the important and relevant elements of your solution. They are found throughout proposals – most notably in theme statements, action captions, and feature/benefit tables. Highlighting themes in high-profile locations is the most effective way to avoid the common practice of burying important

'golden nuggets' in proposal nooks and crannies where they are sure to be overlooked. Well-placed themes make the evaluator's job easier by providing clear and compelling reasons to select your company and eliminate the need to read the proposal from cover to cover (most evaluators don't do this anyway).

### Use discriminators to substantiate your claims

Although theme development and placement is an important first step, most proposal teams fail to develop compelling themes with sufficient dis-

criminating proof points to support their claims. This typically happens for a number of reasons:

1. Many writers don't know enough about the sections and topics they are assigned;
2. The solutions haven't evolved sufficiently to identify the discriminators and proof; or
3. The team relies too heavily on generic boilerplate previously used for other customer requirements and solutions.

The predictable result is a proposal draft filled with fluff and unsubstantiated claims. These are two of the most frequent deficiencies found in proposal reviews and can render proposal themes virtually useless.

Discriminators provide the proof that can truly set you apart from the competition.

To do their job, proposal evaluators need quantifiable proof that supports your claims and sets you apart from the competition.

Proposal themes without sufficient proof are risky, and can even be damaging, as overused catch-phrases such as mission-critical, leading-edge, and best-in-class become meaningless clichés when not substantiated. Discriminators provide the undeniable proof that demonstrates your understanding of the customer, and your solutions to their requirements and hot buttons.

### Is the proof really in the pudding?

When it comes to great proposal themes it's important to remember that the proof is in the pudding. This well-known and commonly used proverb is a great metaphor for proposal themes and discriminators. Most of us have heard this phrase so many times that we believe we know what it means. But take another look. The literal translation of the proof is in the pudding does not make any sense. The proverb has evolved over time from the original Don Quixote quote: "the proof of the pudding is in the eating," which means that you won't know whether food has been cooked properly until you try it. In proposal terms, evaluators will not understand your themes unless you use clear and precise (feature and benefit) language that provides sufficient quantifi-

able and verifiable proof (discriminators and substantiating metrics) to comply, persuade, and convince.

### The evolution of a theme

The most effective themes include both discriminators and proof in addition to features and benefits to capture the attention and imagination of evaluators. The following example shows the evolutionary path of a technical proposal theme starting with a poorly written theme statement (Theme 1), and ending with a compelling and convincing theme (Theme 4) that includes all the basic elements of a great theme (benefit, feature, discriminator, and proof). Each evolutionary step includes a high-level analysis of the theme and the score that most evaluators would likely award based on a commonly used color scale.

#### THEME 1:

Our technical approach includes automated coding software. Most evaluators will view this theme as nothing more than a glorified re-statement of a basic requirement. At best, it is a lazy attempt at highlighting a generic feature of the solution (automated coding software). The more important elements (benefit, proof, and discriminator) that are required to score evaluation points are missing. **SCORE: RED (unacceptable)**

#### THEME 2:

Our Auto-coding™ software will reduce time and cost. This theme includes a specific feature (the name of the trademarked software) and a link between the feature and the associated benefits (reduced time and cost). However, most experts would agree that the benefits of reduced time and cost were probably the basis for the automated software requirement in the first place. Unless the amount of time and/or cost savings is specified, repeating these benefits is barely worth the effort. **SCORE: YELLOW (marginal)**

#### THEME 3:

The intuitive graphical user interface of our Auto-coding™ software can reduce staff training time by 400% to meet DOJ service level agreements. This theme is a significant improvement over Theme 2 and includes most of the required elements (feature, benefit, and discriminator). The feature is more specific (graphical user interface) and the discriminator (reduced staff training time) links to the specific evaluation criteria for



"A theme without discriminators is like a court case without sufficient evidence."

meeting the DOJ-specified service level agreements. The metric (400%) quantifies the benefit to some degree, but it does not constitute real proof—since it is not clear whether training takes hours, days, weeks or months. **SCORE: GREEN (acceptable)**

#### THEME 4:

Our Auto-coding™ software reduces staff training time from 4 hours to 1 hour by using the intuitive graphical user interface we implemented on more than 10 DOJ task orders. This theme puts all of the pieces together. The Theme 3 discriminator (reduced staff training time by 400%) is refined and quantified in a more meaningful and practical way (400% is replaced with 4 hours to 1 hour). The proof (implemented on more than 10 DOJ task orders) is a very compelling metric – especially since DOJ is the customer in this example. The benefit (reduces staff training) is re-positioned in front of the feature (intuitive graphical interface) to place more emphasis on what DOJ really cares about. **SCORE: BLUE (exceptional)**

### Discriminators provide proof and give customers a reason to believe

A theme without discriminators is like a court case without sufficient evidence. The result? The case is thrown out of court by the judge before the trial. Discriminators provide quantifiable proof points that substantiate your claims and

give prospective customers tangible reasons to believe you are different (and better) than the competition. The strongest discriminators are unique selling points that you have vetted with your customer. Ideally these selling points are true for you and not true for at least one of your competitors. Be careful!!! Many companies have either not seen what their competitors offer or rely on old or incomplete information. When you claim to have a unique approach (that really isn't), you run the risk of losing significant credibility with your customer.

The capture plan and other pursuit deliverables are designed to document and communicate customer hot buttons, selling points, and competitive information that are essential for theme development and a winning bid. Part 4 of this series will describe a proven approach for developing great proposal themes that leverages all the information you have about your customer.

*Chris Simmons is the founder and principal member of Rainmakerz Consulting—a business development solutions company specializing in proposal management, writing, and review. Still confused or looking for more detailed suggestions? Take time now to send feedback, comments, or questions about this or other challenging proposal issues to Chris at [chris@rainmakerz.biz](mailto:chris@rainmakerz.biz) or 202.255.2355. Visit [www.rainmakerz.biz](http://www.rainmakerz.biz).*

## POWER LANGUAGE FOR GOVERNMENT PROPOSALS

Olessia Smotrova-Taylor

**A**s a practicing capture and proposal consultant, I often get to review past proposals that companies keep on file. I get to see all kinds of "masterpieces" that should have never made it out the door. Usually, it is not only the content, but also the language that makes me cringe. Here is a typical example of such "proposalese:"

*"Our outstanding team of engineers with a reputation for world-class service can provide innovative and flexible solutions to ensure that the government receives unparalleled comprehensive maintenance support at all times and can utilize the facility on a 24x7 basis."*

I can point out multiple problems with this sentence, but I am going to pick the biggest offender of all—the excessive use of adjectives. Adjectives, of course, are words that answer such questions as **How many? Which one? and Whose?**

"Adjectives, of course, are words that answer such questions as What kind? How much? How many? Which one? and Whose?"

"Sharpen your pencils and get rid of all the fluff to make your offer shine."

Adjective-holics believe that real writers have a special talent to draw on their rich vocabularies to pick the perfect words to describe something well. They tend to say, "I can't understand it, but it sounds so good!" So, they pack those adjectives into a proposal like sardines. In the sentence above, the writer managed to stuff more than a half-dozen adjectives! I am sure the author believed it sounded good...

The truth is, certain superlatives that appear in many proposals and marketing materials, such as "world-class" or "outstanding", instantly send a negative message to the evaluator. So do multiple adjectives in the same sentence or paragraph. The unintended message is something like "I revel in unsubstantiated puffery to impress you—I am full of hot air."

The most powerful proposal text comes from sticking to nouns and verbs.

Adjectives are useful only when the noun or verb alone cannot convey the specific meaning that the adjective adds. When you describe an "uninter-

rupted flow," for example, the word "flow" alone is not enough to convey the meaning. Better yet, whenever you can, quantify your nouns rather than qualifying them—instead of describing *What kind?* and *Which?*, state *How much?* and *How many?* Otherwise, ruthlessly cut the adjectives and your proposals are sure to benefit.

The most powerful proposal text comes from sticking to nouns and verbs. Finding good nouns may be easier—you usually know what you deliver. It is the verbs where everyone struggles. I have seen proposals with only four verbs other than the various forms of the verb "to be": **provide**, **ensure**, **utilize** (the word I personally despise), and **bring**.

Following is a list of **80 power verbs** that you can use in the proposal to get your writing to pack more punch:

*Accelerate, achieve, act, adopt, align, anticipate, apply, assess, avoid*  
*Benefit, boost, bridge, build*  
*Capture, change, choose, connect, create*  
*Define, deliver, deploy, design, develop, diagnose, discover, drive*  
*Eliminate, establish, evaluate, explore*  
*Filter, finalize, find, focus, foresee*  
*Gain, gather, generate, grasp*  
*Identify, implement, improve, increase, innovate, intensify*  
*Lead, learn, leverage*  
*Manage, master, maximize, measure, mobilize, motivate*  
*Overcome*  
*Penetrate, plan, position, prepare, prevent*  
*Raise, reach, reduce, refresh, replace, respond, retain*  
*Save, select, simplify, solve, stimulate, stop, stretch, succeed, supplement*  
*Take, transfer, transform*  
*Use*

Remember, flowery proposal language usually tries to cover up for lack of substance. It is hard to read, and it tends to mask the real gems of your approach and solution if they are there. Sharpen your pencils and get rid of all the fluff to make your offer shine.

*Olessia Smotrova-Taylor is president of OST Global Solutions, Inc, a Maryland company helping businesses grow by winning government contracts. She is the chair of the APMP NCA Executive Summary newsletter, and a practicing capture and proposal manager with a 94% win rate. Sign up for her ezine at [www.ostglobalsolutions.com](http://www.ostglobalsolutions.com) to get information on free business development webinars. You can reach her at [otaylor@ostglobalsolutions.com](mailto:otaylor@ostglobalsolutions.com) or at 301.384.3350.*

# New Proposal Professionals: Round out your knowledge and skills at NCA's **PROPOSAL BASICS BOOT CAMP!**

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**Northrop Grumman Colshire Facility**

**7575 Colshire Drive, McLean, VA**



**Here's what your colleagues said about last year's Boot Camp:**

"It was a fantastic energizing day. I wish I could have attended all the sessions in the other tracks."

"Overall great experience! I'll come back next year and recommend Boot Camp to others. Thank you!"

"Loved it that all the presenters were highly qualified and experienced and very lively and funny."

**Register now at [www.apmpnca.org](http://www.apmpnca.org)!**

**Register early and guarantee your seat—last year, we sold out early!**

**...Space is limited to only 200 people and walk-ins are not permitted for security reasons.**



"Our 22 Corporate Partners range in size from large publicly traded companies to local consulting firms."

# APMP-NCA CORPORATE PARTNER PROGRAM

The APMP-NCA Corporate Partner program is an opportunity for companies supporting the business development and proposal management industry in the Washington, DC metropolitan area to participate in NCA chapter activities. The program provides both in-person events and multi-media vehicles to facilitate interaction and information sharing between our members and some of the biggest thought leaders in the industry.

## Corporate Partner Contributions

Our 22 Corporate Partners range in size from large publicly traded companies to local consulting firms. All have one thing in common—a dedication to our profession. Over the last 3 years Corporate Partners contributed 36 articles to the Chapter's newsletter, the *Executive Summary* and last year, they provided the entire curriculum for our first Proposal Basics Boot Camp.

Benefits of the Corporate Partner Program include:

- One half-page ad a year and a listing on the Corporate Partner page in each of the five issues of the Chapter's newsletter, the

Executive Summary – listing exclusive to Corporate Partners

- An opportunity to exhibit, with one free registration at the Chapter's annual Professional Day – exhibiting exclusive to Partners
- An opportunity to host one of six annual Roundtable dinners and four roundtable dinner passes a year – hosting exclusive to Partners
- A listing on the APMP-NCA's Corporate Partner Buying Guide web page with a link to the Partner's homepage – exclusive to Corporate Partners.

## Program Eligibility

Eligibility in the APMP-NCA Corporate Partner program is open to all companies with an active interest in the field. APMP-NCA is an individual membership organization, therefore it is a requirement that at least one senior-level company representative be an active APMP-NCA member.

*For more information about the APMP-NCA Corporate Partner Program, please contact Marcia Horting at [marcia@apmpnca.org](mailto:marcia@apmpnca.org).*

## APMP-NCA Job Board Offers Quantity Discount

The APMP-NCA Job Board is starting its third year of operation. To commemorate that, the NCA Board of Directors approved a proposal to offer employers a discount.

Here is how the NCA Job Board works. Employers log on to the NCA website and complete the online form that includes the:

- Job title
- Employer name
- Job description
- Employer contact

The job posting runs for 90 days, and the cost to the employer is \$65.

Employers can place 10 job postings on the NCA Job Board for \$600. That is a saving of \$50.

For more information, contact NCA Ombudsman, Rick Patterson, at [richard@apmpnca.org](mailto:richard@apmpnca.org) or call 703.263.9240.

## Special Points of Interest

As an NCA member, you have more opportunities for networking and education than anywhere else in the country! Check our events calendar at [www.apmpnca.org/events.html](http://www.apmpnca.org/events.html)

Access presentations from previous APMP-NCA Roundtables at [www.apmpnca.org/presentations.html](http://www.apmpnca.org/presentations.html)

Anyone interested in a Roundtable topic is invited to attend our Roundtables. 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 you to join us!

Self-update your email address directly on the NCA Member and Colleague Database page on NCA's Web site at [www.apmpnca.org/redesign/members/login.cfm](http://www.apmpnca.org/redesign/members/login.cfm)

# MEMBERSHIP CORNER: YEAR IN REVIEW

Chris Simmons, NCA Membership Committee Chairman

**2008** was a great year for the NCA membership.

We grew by 267 members and have a total of 826 members in our chapter.

Our Membership Committee also grew considerably and now stands at 14 members. This year we added two sub-committees that focus on providing higher value to both members and non-members—networking sub-committee and chapter liaison committee. The networking sub-committee is exploring alternative ideas for informal networking events at different locations around the beltway. Susan Hale, Hank Hernandez, Andrea Madison, and Alyssa Simpson Feliho will be developing proposals to the NCA Board for approval of 3-4 events to

### NCA Membership Profile *(as of December 31, 2008)*

- 267 new members in 2008
- 23 new members in December
- 826 total members
- Net growth of affiliated members (23.56%)
- General Dynamics has the largest NCA membership (31)
- Other top-5 companies (and members): CSC (26), Northrop Grumman (21), CACI (18), and Booz Allen Hamilton (17)
- D2D (9 members) has the largest membership for a small company

supplement the current Roundtable program. Neil Evans leads the chapter liaison committee to exchange ideas and identify ways to cooperate with other APMP chapters.

Thank you for your continued interest and participation in APMP and local NCA Chapter events. We look forward to another great year for APMP and NCA affiliated members. If you have any questions about our chapter or committee participation, please contact Chris Simmons at [chris@apmpnca.org](mailto:chris@apmpnca.org) or 202.255.2355.

### New Member Profile

**Name:**  
Ingrid Shipton, Marketing, Communications, and Proposal Manager

**Company:**  
VeriSolv Technologies, Inc. ([www.verisolvtech.com](http://www.verisolvtech.com))

**How did you originally hear about APMP?**  
A colleague recommended that I become a member the first day I joined VeriSolv.

**What made you decide to join?**  
The opportunity to learn more about the proposal development craft, and positive experiences with other organizations—such as the National Organization for Business Communicators.

**What is your current BD role/responsibility?**  
I am the firm's primary proposal manager, and I work with the BD team to identify and track opportunities; update our marketing messaging, collateral and website; and coordinate communications and media relations.

**What is your biggest BD challenge/issue?**  
Understanding VeriSolv's technical solutions and updating the proposal body of knowledge.

**What do you hope to get out of membership and NCA affiliation?**  
Learning ways to streamline the proposal development process.

**Fun Fact:** I have a Master's degree in Linguistics.





## Note From the Editor:

Please take a few minutes and let me know:

What keeps you up at night as a proposal professional?

What articles and tips would you like to see in this *Executive Summary*?

Our *Executive Summary* team will be happy to get your feedback. I can be reached at [Olessia@apmpnca.org](mailto:Olessia@apmpnca.org) or at 240.246.5305.

*Olessia Smotrova-Taylor*  
Executive Summary  
Newsletter Chair and  
Editor

# THANK YOU FOR GIVING US YOUR VALUABLE INPUT!

Jay Schiavo

This past fall, more than 150 of you answered our chapter survey, giving the Board of Directors a lot of good information to use in planning our activities and programs for the coming year.

Following is a brief summary of the results along with actions planned to address many of your comments, as appropriate:

## Roundtables, Professional Day and Proposal Basics Boot Camp

The Roundtables, Professional Day and the Proposal Basics Boot Camp got high marks for the most part. Premiering in 2008, many people were not yet familiar with Boot Camp. We hope to increase awareness in 2009 as the “go to” place for entry-level proposal people. We are also addressing the issue of limited capacity at the current Professional Day facility, and are considering alternatives that may give us the option of adding breakout sessions or tracks, as some of you requested.

Some comments centered on programs not delivering on the content promised in the promotional material. We are stepping up our coordination with presenters to make sure actual content matches what we advertise. Others mentioned the availability of vegetarian meals. The new registration template now asks each registrant to select the regular menu entrée or a vegetarian alternative.

## Job Bank

About half of all respondents were not familiar with the Job Bank; those who were expressed disappointment because it included so few jobs. The Board agreed to step up our promotion of the Job Bank to large employers in the coming year to make it a more valuable service to our members.

## Executive Summary Newsletter

More than 75 percent of our respondents like the

newsletter, with the following content rated in order of value to the reader: educational content, program information, President’s message, and chapter news.

## Corporate Partner Program

This program had the lowest level of awareness (above 60%), indicating a potential for engaging additional Corporate Partners, and giving them a visibility among our members. One consideration is to involve them in membership recruitment and event promotion activities.

## Website

Many comments indicated that people were talking about the APMP national website instead of ours! Other comments that we’ve already acted upon include: keeping the “What’s New” content current, reserving valuable content for members only, and improving some navigational features.

## Committee Participation

More than 60 percent of our respondents were not aware that there were opportunities to join chapter committees! We have already stepped up our recruitment of volunteers with a series of broadcasts since the survey was launched, and are considering a more prominent volunteer solicitation feature on the web site in the future.

## On More Networking Opportunities

Close to 60 percent of our respondents would like to see us offer more opportunities for networking. Suggestions ran the gamut of purely social “happy hour” type events to more structured educational programs, offered at various times of the day or evening. The Board addressed this issue during a special caucus to brainstorm a plan of action. The result: a series of diverse experimental networking events will be held throughout 2009 to see what works best. Watch your email for details as these programs take shape.

To improve networking at current Roundtable events, there are plans to color code badges so that new members and “first time” attendees are more easily recognized. We are also considering the relocation of the bar away from the registration area to make it easier to mingle with people.

## On the “Other Programs” Wish List

There were some good suggestions for topics and types of events that overlapped with comments



"Look for complete survey results on our web site in the Body of Knowledge section."

in other sections of the survey. These suggestions were incorporated in the aforementioned categories.

### Issues and Challenges Facing Proposal Professionals

Nearly all respondents cited their top three issues—giving us almost 500 “pain points” to digest and consider for article and presentation topics! Our newsletter and programs committee are carefully considering all of them as they plan their content for 2009.

### Complete Survey Results

Look for complete survey results posted on our website in the Body of Knowledge section, reserved for APMP members.

The Board found your input very valuable and tentatively decided to conduct a survey each fall to assist in planning for the upcoming chapter year.

*Jay L. Schiavo, CAE, is Chair of the Chapter's Marketing & Web Site Committee and has served on the NCA Board since 2005. After a career in association management, specializing in membership, marketing, and customer service, Jay set up his own consulting business in 2002—All Media Creative Integrated Marketing Communications located in Rehoboth Beach, Delaware. Contact Jay at [jay@apmpnca.org](mailto:jay@apmpnca.org).*

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"Changes we can expect are greater competition on task order contracts, linking award fees to acquisition outcomes, more safeguards related to contractor conflict of interest, and increased transparency and accountability in Federal spending."

## APMP NCA KICKS OFF 2009 ROUNDTABLE DISCUSSIONS WITH CHANGES IN THE NEW ADMINISTRATION

Alexis Dimouro, Roundtable Planning Committee

The January 21st Roundtable Event, *Changes in the New Administration*, was an enormous success—with attendance topping more than 160 people! Discussion covered the many changes we expect to see in how the Federal government will operate under the new administration. Federal budget priorities will shift, non-competitive awards will be more limited in their use, and cost reimbursement contracts are expected to be replaced by fixed price contracts. Among the other changes we can expect are greater competition on task order contracts, linking award fees to acquisition outcomes, more safeguards related to contractor conflict of interest, and increased transparency and accountability in Federal spending.

This exciting and informative Roundtable was chaired and moderated by Roundtable Committee Chair Bob Lohfeld. Al Matera, Director of GSA's Office of Acquisition Policy, presented the government's perspective on Federal procurement changes that are underway in the Congress and

government agencies. Stan Soloway, president of the Professional Services Council, presented an industry perspective on changes in Federal procurement and what government contractors need to do to be successful under the new administration.

There was no shortage of discussion during the presentations as well as the Q&A session following which reflected the interest in, and valuable information gained from the discussion topic. What a fantastic event to kick off 2009 Roundtables! The Roundtable Committee would like to thank all that were involved to make this event a success.

We look forward to seeing you at the next Round Table Event on March 18th, when Andrea Madison will moderate a panel of professionals who will discuss *Trends in Proposal Management*. We hope you are planning to attend this informative discussion!



Stan Soloway and Al Matera





# What You Need to Do to Be a Winner in the Changing Federal Market

At the January Roundtable we identified some of the new policies, procedures, and rules that will affect how you compete for contracts under the new administration. Now it's time to re-equip your proposal plant to work most effectively in a rapidly changing—and more challenging—federal marketplace.

*Find out what people, process, and technology tool changes you need to make to win more business in 2009 and beyond at:*

## **APMP-NCA's Spring Roundtable** **March 18, 2009; 5:30 – 9:00 PM** *Fairview Park Marriott, Falls Church, Virginia*

### **Bring your proposal and capture colleagues to the March Roundtable and find out:**

- What skills, education, and experience to look for when hiring new proposal staff and/or teaming them with other professionals.
- How to refine and re-engineer proposal processes to complement the new procurement environment.
- What new and existing technology tools can be added or adapted to better support the new policies, procedures, and rules you have to live by.
- How to come up with winning strategies that set you apart from the competition in a new procurement environment.
- The best ways proposal and capture professionals can adapt to new market drivers together.

**Our four expert presenters, Timothy J. Hannigan, Dr. Richard S. Soll, Gary E. Shumaker, and Karl Spinnenweber, bring years of proposal management and capture experience to the table.**

*While you're there, visit with our Corporate Partner Guest Hosts—24 Hour Company, CapturePlanning.com, ENEXDI LLC, and Red Team Consulting LLC.*

*Register now... Space is Limited!*  
[www.apmpnca.org/announcements/031809\\_roundtable](http://www.apmpnca.org/announcements/031809_roundtable)





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## **APMP-NCA Board of Directors Meetings are Open to Members**

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

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## **2009 APMP-NCA Board Members**

- Beth Wingate, AM.APMP, President, [beth@apmpnca.org](mailto:beth@apmpnca.org)
- Brenda Crist, Vice President and Professional Day Chair, [brenda@apmpnca.org](mailto:brenda@apmpnca.org)
- Jan Cook Butorac, Secretary, [jan@apmpnca.org](mailto:jan@apmpnca.org)
- Eric Schwarz, Treasurer, [eric@apmpnca.org](mailto:eric@apmpnca.org)
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- Olessia Smotrova-Taylor, Director at Large, Newsletter Chair, [olessia@apmpnca.org](mailto:olessia@apmpnca.org)
- Richard Patterson, Director at Large, Chapter Ombudsman, [richard@apmpnca.org](mailto:richard@apmpnca.org)
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- Bob Miller, Director at Large, Event Logistics Chair
- Lou Robinson, Director at Large, [lou@apmpnca.org](mailto:lou@apmpnca.org)

## **Mark Your Calendar for 2009 APMP-NCA Events**

- March 18, 2009—Roundtable
- April 24, 2009—Proposal Basics Boot Camp
- May 20, 2009—Roundtable
- June 9-12, 2009—APMP International Conference
- July 15, 2009—Roundtable
- September 16, 2009—Roundtable
- October 2009—Professional Day
- November 18, 2009—Roundtable

## **Advertising Rates**

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Payment must be received via check made payable to "APMP-NCA" at APMP-NCA, P.O. 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.

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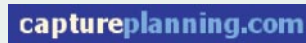
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Job Title: **Business Development Director, Government Services**  
Department: GSMC  
Company: Reznick Group  
Contact: Chris Van Bavel  
7700 Old Georgetown Road  
Bethesda, MD 20814  
chris.vanbavel@reznickgroup.com  
Date Posted: 11/11/2008

Job Title: **Senior Proposal Writer**  
Company: The Westminster Group  
Contact: Tiffany Thomasson  
121A Gadsden Street  
Chester, SC 29706  
tiffany@wgpeople.com  
Date Posted: 12/03/2008

Job Title: **Technical/Proposal Writer**  
Company: Volt Workforce Solutions  
Contact: Gabe Marin  
8720 Red Oak Blvd  
Charlotte, NC 28217  
gmarin@volt.com  
Date Posted: 12/30/2008

Job Title: **Proposal Technical Writer/Editor**  
Company: Alion Science & Technology  
Contact: Human Resources  
Alion Science & Technology  
3975 Fair Ridge Drive  
Fairfax, VA 22033  
www.alionscience.com/careers  
Date Posted: 01/13/2009

Job Title: **Senior Proposal Writer**  
Company: The Westminster Group  
Contact: Tiffany Thomasson  
The Westminster Group  
121A Gadsden Street  
Chester, SC 29706  
tiffany@wgpeople.com  
Date Posted: 01/16/2009

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