

NDIA Delaware Valley Chapter NEWSLETTER



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The Boeing Company
P.O. Box 16858
MC P31-92
Philadelphia, PA 19142-0858



From the Chapter President

We had a very successful golf outing in August. Although the weather had not cooperated that day, there were 26 foursomes on the golf course. Despite the weather, the low score team played a 64. Pictures of the day can be found on our website. A good time was had by all. The money that was raised by the golf outing goes a long way in supporting the chapter in its

various NDIA functions. I'd like to thank the Golf Committee and participants for making our annual golf outing a success.

Our Activity Committee is hard at work on our next general membership meeting. The committee is working with the America-Israel Chamber of Commerce (AICC), Central Atlantic Region, on a collaborative program. The AICC is an independent member-based professional network serving Pennsylvania, New Jersey and Delaware that promotes business relationships between this region and Israel. AICC's Defense Committee is comprised of representatives of international companies, small businesses, government entities, academic institutions, and professional services providers who have experience in homeland security and defense-related transactions involving the U.S. and Israeli private companies and government offices. Stay tuned for more details--location and date.

At our last Board Meeting, the Board voted in a new board member Charles (Chuck) Gulati. Chuck is General Manager of Fidelity Technologies Corporation, a leading government and defense contractor. Chuck is responsible for the company's Military and Aerospace Manufacturing and Meteorology Business Units with a background in strategic planning and market development. Chuck will help bring a small business perspective to the board. Look for Chuck's Chapter Board Member Profile as well as a Chapter Company Member Profile on Fidelity Technologies Corp.

As always, we welcome your suggestions for future events. Please send your suggestions to me at jerry.j.luccarella@boeing.com.

Chapter Calendar



October

Greater Philadelphia Chapter
National Contract Management Assoc.
Co-Sponsored by Blank-Rome
Boeing Ridley Park, Pa
8:00 a.m. - 4:30 a.m.
For more information please click [here](#)

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MEMBERSHIP

Spread the word! Do you know industry partners that are not already members of NDIA? Let them know about our great association. Invite them to the upcoming luncheon. This will be an easy and convenient way to join and take advantage of all the great things NDIA has to offer. NDIA's Annual Membership Appreciation event is in the planning stages. Last year's event was held at the Scotland Run Golf Club in Williamstown, NJ and was a huge success. You can see pictures of this and other past events at our website, <http://www.pricesystems.com/ndia/past%20events.htm>.

Chapter Company Member Profile



Fact Sheet

Day & Zimmermann's family of companies accelerate customer success by delivering trusted services and products that create a tomorrow that is safer, more secure, more innovative and more productive.

Chairman & CEO: Harold L. Yoh III

Annual Revenue: \$1.9 Billion

Employees/Locations: 23,000 employees working in more than 150 worldwide locations

Headquarters Address:

1818 Market Street
Philadelphia, PA 19103

Web Address: <http://www.dayzim.com>

Media Contact: media.relations@dayzim.com

Key Facts:

- * Ranked one of the largest private companies in America by Forbes.
- * Founded in 1901 and headquartered in Philadelphia, PA.
- * Recipient of the U.S. National Family Business of the Year Award.
- * Completed projects in more than 75 countries.
- * Serving more than 1,300 customers worldwide, includ-

ing more than 45% of the FORTUNE® 100.

- * Our customer promise: **We do what we say.®**
- * Our vision is to be the most admired company in the markets we serve because our employees deliver on our promises every time.
- * Values: Safety. Integrity. Diversity. Success.

Services

* Architecture, Engineering & Construction Services – is a leading provider of architecture, engineering, procurement and construction services and delivers a wide range of design and planning, design-build, EPC, modular construction, contract maintenance, and program management services.

* Maintenance & Modification Services – is a world leader in providing plant maintenance and modifications as well as specialty equipment repair and support services to industrial, utility and pharmaceutical customers.

* Munitions & Government Services – manufactures, stores and demilitarizes ammunition products and provides related services to the United States Departments of Defense and Energy and to United States-approved foreign governments and delivers facilities maintenance services to municipal, state and federal government agencies.

* Security Services – is a leading supplier of highly technical, sophisticated protective services to government installations, utilities and industrial customers.

* Talent & Outsourcing Services – the nation's first technology staffing firm, Yoh provides specialized staffing services to companies that leverage knowledge and technology for competitive advantage.

* Validation Services – is a leading provider of validation and CIM services to the pharmaceutical and biopharmaceutical industries for customers throughout the United States as well as the Far East, Caribbean, United Kingdom and Europe.

Small Business Insights

5 rules for proposals to the US government

By Dr. Constantine Karmokolias

Submitting proposals is an integral part of business, especially when doing business with the US government. Competitive procurements is the main method that the US government uses to buy products and services. Consequently, a company wanting to do business with the US government must master the art of writing proposals. Typically, a large company has already instituted processes and procedures for writing proposals whereas, typically, a small company has not. The 5 rules to be discussed here are aimed towards helping a small company institute such a process. Before we go any further, we must understand (and accept) that there is no magic formula that a company can follow to be guaranteed that its proposal will be the winning proposal! All a company can hope for is influencing the odds.

Typically, a proposal is written as the company's response to a Request for Proposal (RFP). The RFP is a document that describes what the customer needs, the terms of the procurement, the qualifications that a company must have in order to bid, how the proposal should be formatted, what the evaluation criteria are, etc. The RFP contains this information in standard sections; for example, Section L contains the *instructions to the bidder* and Section M contains the *evaluation criteria*. Web-based information services like FedBizOpps (<http://www.fedbizopps.gov>), INPUT (www.input.com), or the websites of US government agencies, provide information about upcoming procurements and publish the actual RFP. Once the RFP is published, the bidders have 20, 30, or sometimes 45 days to prepare and submit their proposals.

Rule #1: Visit customer as often as you can to fully understand the requirements before the RFP hits the street. The RFP articulates what the customer needs are and the proposal is the company's articulation of a) how to meet the customer needs and b) at what cost. In either case, the articulation was done by humans, so more often than not there are interpretation gaps. What did the government *really mean* when they wrote *this* requirement? How does a bidder know that he interprets the requirements correctly? How does he know that his solution is acceptable to the government? How does the company know that their prices are competitive? And so on. The best way not to take chances with interpretation gaps is to talk to the customer – as early and as often as possible.

Rule #2: Get customer feedback about your approach or capabilities before the RFP hits the street. Once the requirements are fully understood, a company must assess how to best meet the requirements at a price the customer is willing to pay. Right off the bat, a company needs to assess how much they really want to win this job and what are they willing

to do to win it. For example, is the company willing to open a new office? Buy new production equipment? Bid it at practically zero profit? Give up a portion of the work to other companies for the sake of forming a team which can put forward a better offer? The answers to all these considerations are fundamental elements of the company's proposal. Naturally, the company thinks that its answers are the right ones not only for itself but also for the program. What does the customer think? Does he fully understand the merits of a company's approach? Does he think this is a good approach? The competitors are pondering the same questions and are busy forming teams to strengthen their position. Unless a company is part of that activity, it is at risk of being locked out from any team. Furthermore, it is not unusual that upon being briefed of some technical capability, a customer will incorporate some element of it in the RFP as a requirement. Obviously, such an event of "influencing the content of the RFP" would give that company a great competitive advantage.

Rule #3: Address every requirement of every section of the RFP. All elements in the RFP are important. Quite often an otherwise excellent proposal is scored low or even thrown out as "unresponsive" because the bidder did not adequately address all the requirements. An RFP is not a "pick and choose as you wish" opportunity. It is an "all or nothing" proposition. For example, the Technical Approach is important, and so is the Bid Price but unless the company's required certifications and representations are completely and accurately stated, an award cannot be made.

Rule #4: Clearly state and prove the advantages of your proposed approach. All bidders honestly believe that they can do the job required by the RFP – otherwise, they would not be bidding. So, a proposal that says "we can do the job" succeeds at best in placing the bidder in the middle of the crowd of other bidders that say the same thing. The winner is someone that stands out. It is therefore of paramount importance to clearly state the advantages and merits of the overall proposed approach. Perhaps there is no significant uniqueness in every aspect – that's ok. But a company should not shy away from clearly pointing out where they have the edge or represent a better choice for the government. On the other hand, a company would be well advised to avoid the trap of making unsubstantiated, boisterous, and incredulous claims that end up hurting the credibility.

Rule #5: Do a self evaluation using the criteria in section M as early as possible. Section M of the RFP specifies how the proposals will be evaluated and with what criteria. As early as possible, a company should do a self evaluation of its proposal using the same criteria. Admittedly, Section M quite often contains no specifics or details so a bidder has to concoct an evaluation scheme. Nonetheless, the value of the exercise is enormous, even if the bidder's evaluation scheme will not coincide with that of the government's. The results of such an exercise could be identifying areas of the proposal that need to be strengthened, identifying costs that could be

alleviated, assessing areas of strength that need to be highlighted, and so on.

Experience has shown that a proposal preparation process based on these five rules will tend to produce bids that have better odds of winning to the extent that the rules and the actions they call for can be implemented. This is not to say that there were never winning proposals without adhering to these rules – it is just that the odds of winning are not as good. With the challenges any company but especially a small company faces, improving the odds of winning is the smart thing to do.

For more information please contact Constantine Karmokolias at constantine.karmokolias@gemitek.com



Chapter Board Member Profile

Jane Lowenstein, Partner
JanBara & Associates

Jane is a partner in JanBara & Associates, an executive coaching, development and consulting practice. Her clients describe her as a perceptive

and insightful coach who produces exceptional results. For over 25 years, she has taught managers and executives how to lead others to reach organizational goals, solve people problems, create an environment for high performance and develop an adaptable, competent workforce to handle tough issues. She coaches executives and consults with organizations of varying sizes from 136,000 employees to entrepreneurs in emerging businesses. Jane has conducted training and organizational assessments in businesses, schools, government institutions, universities, and non-profit organizations. Working extensively with scientists, senior leaders and middle managers, human resource professionals, and employees, she has enabled them to successfully navigate the challenges inherent in today's work environments.

Jane received her MSS in group dynamics from Bryn Mawr College and her BA in International Relations from the University of Pennsylvania. She is certified to administer Achieve Global's Leadership for Results and SCOPE, a stress management training program. Jane serves on the boards of the Association for Quality and Participation and the National Defense Industrial Association.

Chapter Events



On October 24, 2007, Blank Rome LLP will be sponsoring an Export Controls Update produced by the National Contract Management Association, Greater Philadelphia Chapter.

***This seminar has been approved for 7 Pennsylvania CLE credits.

This one-day seminar will focus on recent and upcoming developments in export controls, including the International Traffic in Arms Regulations (ITAR), Export Administration Regulations (EAR), and Office of Foreign Assets Control (OFAC) regulations. Attendees will learn how the agencies are interpreting and applying current regulations, as well as what Congress may have in store for the future.

For more information about this seminar and the registration form please click [here](#).

From the Editor

What do you think of this newsletter? How can it be improved? Do you want your company profiled in a future issue? Would you like to contribute a feature article in a future issue? Send me your feedback and suggestions so that we can improve this publication with each issue.

Anthony.DeMarco@pricesystems.com

2007 Chapter Board of Directors Directory

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Corporate Members

Visit the web site to see a list of our Chapter Corporate Members

<http://www.pricesystems.com/ndia/corplinks.htm>