



***Leveraging Resources to Compete
in Today's Government
Marketplace***

**APTAC Fall Training
Conference**

**Arlington, VA
October 30 – November 2, 2011
Crystal Gateway Marriott**

APTAC Fall Training Conference

WELCOME

On behalf of the Officers, Board and staff of APTAC, we welcome you to our Annual Fall Training Conference in Washington, D. C. The past few years have seen this event grow to become a major training effort for the Association.

As you are well aware, it is absolutely crucial that we dedicate our valuable time and resources to continuously train ourselves due to the ever-increasing challenges and developments within the contracting field. These changes have fostered new demands for training among you, the members, and our respective clients. APTAC stands at the forefront of training resources dedicated to the procurement profession. We have worked throughout this past year to develop resources to address those needs.

This conference is designed to provide you with an in-depth view of Teaming and Joint Ventures to support not only your clients through your day-to-day activities, but to support the newly-award recipients of SBA's Teaming Pilot Program. The topics within the agenda are specific, apropos and designed to give you the real knowledge you'll need to assist your clients.

If this is the first APTAC conference you have attended, please make sure to introduce yourself to other members. You will find that our members will prove to be a priceless resource to you in your effort to do your job.

Our networking reception this year will take place in the Gold Room of the Rayburn Congressional Office Building. We urge each of you to invite staffers from your federal legislative offices to stop by and meet with you in a relaxed atmosphere. It is a wonderful opportunity to let them get to know you and learn about your PTAC.

Enjoy your stay and take full advantage of the program, have a great time with your friends and take pride in all that you and your colleagues represent as we gather here for our Fall 2011 Training conference in our Nation's capital.

Welcome to Washington, D. C.!

Bill Stuby
President

Gunnar Schalin
President-Elect

APTAC Fall Training Conference

Sunday, October 30

7:00 a.m. – 4:30 p.m.
Salon K

APTAC Board Meeting

11:30 a.m. – 5:00 p.m.
Grand Foyer Registration

Registration

1:00 p.m. – 5:00 p.m.
Salons A & B

Optional Workshop (3.5 ATC)

Collaboration and Communication

Tom Hastler, Senior Instructor, ESI International

There are certain pre-requisites to establishing successful business alliances. Among them are mutual need, effective communications, shared objectives and risk sharing. The foundation of all business relationships is trust. Attorney and professional instructor Tom Hastler will explore potential relationship-destroying behaviors and how to avoid them. He will also introduce a “vendor relationship model” tool to determine the appropriate type of relationship for the circumstances. The ultimate business alliance will be the result of successful negotiations. Best practices and innovative techniques will be explored. This session has high value to PTAC counselors in relation to both dealings with clients and the advice offered.

4:30 p.m. – 5:30 p.m.
Salon K

Past Presidents Advisory Council Meeting

5:30 p.m. – 7:00 p.m.
Salons A & B

Program Managers Meeting

Monday, October 31

7:00 a.m. – 5:00 p.m.
Grand Registration Foyer

Registration

7:00 a.m. – 8:00 a.m.
Foyer

Morning Break – Visit with Exhibitors

8:00 a.m. – 10:00 a.m.
Salons A – E

Welcome – Bill Stuby, President of APTAC

Presentation of Colors, National Anthem, Pledge of Allegiance and Introduction of Special Guests

General Session - Daniel Gordon, Administrator, Office of Federal Procurement Policy (*invited*)

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9:00 a.m. – 10:00 a.m.
Salon J-K

New Program Manager Meeting (1.0 ATC)

DLA requests that all new program managers of less than 2 years experience and attending the Fall Conference, please join them to talk about the PTAP program. Management staff may also attend with the program manager, if desired.

Speakers: Lindyll Finley, PTAP Program Manager, Christina Young, Chris Hall, Yolanda Webb – Grants Officers

10:00 a.m. – 10:30 a.m.
Foyer

Mid-Morning BREAK – Visit with Exhibitors

10:30a.m. – Noon
Salon A-E

Breakout 1 – (1.5 ATC)

Teaming from the Acquisition Side

Jeffrey W. Sneddon, Procurement Specialist, Wyoming Procurement Technical Assistance Center, Casper, WY

The goal of forming a team is to satisfy the customer's needs. From the perspective of a Contracting Officer the successful completion of a contract by a responsible and experienced company is the only objective. To succeed in this very competitive field, businesses not only have to be masters of their specialties, they have to know, understand and be able to implement team arrangements that align with the view and expectations of the buyer. Contracting Officers are sometimes shy about "going on the record" to provide insight into their world and their thinking.

Procurement Specialist Jeffrey Sneddon's presentation will tap into his federal background and experience to provide usable insight into what it is the buyer is looking for and how to use this information to help PTAC clients develop more viable teaming relationships.

10:30a.m. – Noon
Salon F G H

Breakout 2 - (1.5 ATC)

Accounting System Considerations for Joint Ventures and Teams

Kevin Bryan Grimes, Chief Executive Officer, CFO Leasing, Inc., Atlanta, GA

Debits, credits, revenues and expenses are commonly used accounting terms. Less well known are terms such as allowability, allocability and reasonableness. Process, pools and internal controls are still others. All are extremely important concepts. Individually, each term is just a concept. Applied together, in the correct manner, these terms form the basis of an accounting system and its associated policies. Financial capability is an element of "being responsible." Agencies as well as primes conduct unique "financial health" audits prior to awarding a contract. Teaming discussions typically focus on the project. Integration of back-office functions such as how to align

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accounting systems and reporting are easily overlooked. This session, conducted by government accounting system expert Kevin Grimes, will explore the expectation that a company has a viable accounting system meeting DCAA requirements.

10:30 a.m. – Noon
Salon JK

Breakout 3 – (1.5 ATC)

PTAC Program Manager Meeting – (Part 1) - DLA requests that all program managers join them to talk about the PTAP program. Topics will include: potential SCAA changes, PTAC program metrics, the proposal review process, etc.

Speakers: Lindyll Finley, PTAP Program Manager, Christina Young, Chris Hall, Yolanda Webb – Grants Officers

12:10 p.m. – 1:30 p.m.

LUNCH - On your own

1:30 p.m. – 3:00 p.m.
Salon A-E

Breakout 1 – (1.5 ATC)

Teaming Structures and Relationships

Pamela J. Mazza, Managing Partner, PilieroMazza, PLLC, Washington, DC

Teaming is a relatively simple and natural concept. Throughout life we form and use teams. As kids we team. We team to build forts; we compete on teams and work on teams. Today, the popularity of teams in government business is high. However, unlike the informal teams formed in the past, teams developed to pursue government contracts must be compliant with applicable regulations and rules governing small business programs. Over the past year, new rules and case law has developed that impact these arrangements. This session, conducted by attorney Pam Mazza, will explore these changes and how they should be implemented to create compliant and comprehensive teaming and joint venture arrangements.

1:30 p.m. – 3:00 p.m.
Salon F G H

Breakout 2 - (1.5 ATC)

Developing Functional JV-Teaming Arrangements

David T. Ralston, Jr., Partner, Foley & Lardner LLP, Washington, DC

From a business perspective, the goal of teaming is to deliver the best product or service to the government at the lowest realistic price and with the maximum profit. Equally important is the selection of the structure and the formality of the agreement. Teaming arrangements range from simply subcontracting to creating a new business entity called a Joint Venture. Each business opportunity has its own set of requirements that should be considered prior to determining the degree of formality. What are the issues that should be discussed? Who are the resources,

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how can a PTAC participate in this process, and when should an attorney be brought into the discussion? This session, conducted by attorney David Ralston, will look at teaming from the attorney's perspective, what leads to an effective teaming agreement and the top ten clauses to incorporate into the agreement.

1:30 p.m. – 3:00 p.m.
Salon JK

Breakout 3 – Program Managers (1.5 ATC) - (Part 2)

DLA requests that all program managers join them to talk about the PTAP program. Topics will include: potential SCAA changes, PTAC program metrics, the proposal review process, etc.

Speakers: Lindyll Finley, PTAP Program Manager, Christina Young, Chris Hall, Yolanda Webb – Grants Officers

3:00 p.m. – 3:30 p.m.

Mid-Afternoon BREAK – Visit with Exhibitors

3:30 p.m. – 5:00 p.m.
Salon A-E

Breakout 1 – (1.5 ATC)

The DHS Mentor-Protégé Program

Sharon M. Davis, Small Business Advocate, Office of Small & Disadvantaged Business Utilization, Dept. of Homeland Security, Washington, DC

The Dept. of Homeland Security's mentor-protégé program is designed to motivate and encourage large business prime contractor firms to provide mutually beneficial developmental assistance to small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. In her presentation, Sharon Davis, Small Business Advocate with the Dept. of Homeland Security, will provide greater detail about the program and how PTACs can assist companies learn more about the program, participate in it, and benefit from it.

3:30 p.m. – 5:00 p.m.
Salon E F G

Breakout 2 - (1.5 ATC)

Developing Functional JV-Teaming Arrangements

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3:30 p.m. – 5:00 p.m.
Salon JK

Breakout 3 – Program Managers (1.5 ATC) - (Part 3)

DLA requests that all program managers join them to talk about the PTAP program. Topics will include: potential SCAA changes, PTAC program metrics, the proposal review process, etc.

Speakers: Lindyll Finley, PTAP Program Manager, Christina Young, Chris Hall, Yolanda Webb – Grants Officers

5:15 p.m. – 6:15 p.m.
Jackson Room

Certification Exam – Level 3

5:30 p.m. – 6:30 p.m.
Skyview

Program Managers Reception Sponsored

Introduction/Informational Reception for Program Directors and APTAC Officers: U.S. Department of Commerce – Minority Business Development Agency Federal Procurement Center. Hosted by Metropolitan Economic Development Association and its Minnesota PTAC.

Tuesday, November 1

7:30 a.m. – 5:00 p.m.
Grand Foyer Registration

Registration

7:30 a.m. – 8:30 a.m.
Foyer

AM Break – Visit with Exhibitors

8:30 a.m. – 10:00 a.m.
Salon AB

Breakout 1: (1.5 ATC)

Defining and Determining Team Member Suitability

Judy Bradt, CEO, Summit Insight, Alexandria, VA

“Murphy’s Law” applies as much to teams as to any endeavor. We’ve all seen eager partners gloss over organizational flaws, flashpoint issues, and just plain bad fit while courting a prime. Such well-meaning enthusiasm on both sides can lead to catastrophic consequences for teams and clients during contract performance, and harm a new or existing business relationship. Beat Murphy next time: Pre-teaming due diligence can uncover potential problems, let prospective partners address show-

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stopping issues and create a solid foundation for a productive alliance and outstanding contract performance. This session, led by author and consultant Judy Bradt, will cover what top primes – large and small – really want in their partners. PTAC counselors will get field-tested tools and steps that have proven effective in guiding clients to successful meetings with prospective partners and primes.

8:30 a.m. – 10:00 a.m.
Salon F G H

Breakout 2: (1.5 ATC)
Contractor Team Arrangements and the Federal Supply Schedules

Nicholas West, Procurement Analyst, General Services Administration, Washington, DC

GSA schedule contracts provide tremendous value to both the vendor and the government. Contractor Team Arrangements (CTAs) can leverage the value of these contracts to a much higher level. The CTA allows the contractor to meet the government agency needs by providing a total solution that combines the supplies and/or services from the team members' separate Schedule contracts. It permits contractors to complement each other's capabilities in order to compete for orders for which they may not independently qualify. The customer benefits from a CTA by buying a solution rather than making separate buys from various contractors. This presentation, conducted by GSA's Nick West, will cover the guidelines that apply to these documents, essential elements required to be included in the CTA, reporting requirements and how and to whom a CTA should be submitted.

8:30 a.m. – 10:00 a.m.
Salon JK

Breakout 3: (1.5 ATC)
Principles of the JV-Teaming Program

Robert E. Korroch, Partner, Williams Mullen, Newport News, VA

Why team? There is only one purpose – to make money. The objective is clear and straightforward. But the terms used are not so clear – subcontracting, teaming and joint ventures are terms used very freely and in many cases they are used incorrectly. This overview by government procurement attorney Robert Korroch outlines the incentives for teaming and introduces and distinguishes the concepts of subcontracting from teaming arrangements and joint ventures. There are risks associated with teaming and therefore technical issues of affiliation, ownership and control must be included in any prospective teaming analysis. This session will allow you to gain valuable insight into the thoughts and considerations that go into developing a bidding

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strategy and how to assess the risks and benefits of the proposed endeavor.

10:00 a.m. – 10:30 a.m.
Foyer

Mid-Morning BREAK – Visit with Exhibitors

10:30 a.m. - Noon
Salon A B

Breakout 1: (1.5 ATC)

Defining and Determining Team Member Suitability

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10:30 a.m. - Noon
Salon F G H

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10:30 a.m. - Noon
Salon J K

Breakout 3: (1.5 ATC)
Leveraging PTAC Resources with NIST's Manufacturing Extension Partnership

Samm Bowman, Business Specialist and Carroll Thomas Martin, Program Manager for Technology/Supplier Scouting, NIST, MEP, Dept. of Commerce

The presentation offers concrete examples from across the country of how local Manufacturing Extension Partnership Centers (MEPs) and Procurement Technical Assistance Centers are working together to assist small U.S. manufacturers interested in supplying competitively manufactured products to the federal government. NIST MEP representatives Samm Bowman and Carroll Thomas Martin will speak about a recent successful collaborative effort between the Connecticut MEP (CONNSTEP) and the SouthEastern Connecticut Enterprise Region (seCTer PTAC). This collaboration shows how a PTAC can provide assistance with important information on search resources and available training in tandem with the local MEP Center providing technical production and business information to benefit companies who wish to pursue federal contracts. Attendees will come away with a blueprint of how to effectively partner with MEP to leverage their reach and resources.

Noon – 1:30 p.m.

LUNCH (on your own)

1:30 p.m. – 5:00 p.m.

Hill Visits – Educational

1:30 p.m. – 3:30 p.m.
Salon AB

Breakout 1: (1.5 ATC)
Evaluation of Teams and Teaming Agreements

Holly Emrick Svez, Womble Carlyle Sandridge & Rice PLLC, Tysons Corner, VA

It's time to review the teaming agreement – now what? Was it written by a single individual or in collaboration with all of the prospective team members? Does it address critical issues? What is the baseline that you established, what are the key elements that should have been included, are all of the off-line discussions and agreements captured? Does the document permit changes or is it static? What about the team members? Is the enthusiasm and support still present or has this become just another deal? Are the partners, the team members still responsive? Is there access to key talent as was initially discussed? Signing the agreement should be done only after careful study to insure that these and many other considerations have been reviewed and are included. In her presentation, attorney Holly Emrick Svez, will provide a structured approach on how PTAC Counselors can help clients

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approach this most critical element of creating a teaming agreement.

1:30 p.m. – 3:30 p.m.
Salon F G H

Breakout 2: (1.5 ATC)

Subcontracting, Joint Ventures & Team Arrangements

Elinor Sue Coates, Procurement Specialist, UIDA Business Services, Native American PTAC, Albuquerque NM

Want to learn about “a teamwork approach to subcontract management”? If you do, then this session is for you. Sue Coates – a former contracts manager, business owner, and since 1996, a PTAC counselor and program manager - will speak about the relationships needed for multi-level contracting, including user, customer, contractor, subcontractor, lower tiers, dotted-line consultants, and more. In this session, she will draw on her extensive experience in managing construction and A/E contracts and subcontracts, where these multi-tier relationships prevail.

5:00 p.m. – 7:00 p.m.

Reception on the Hill

Rayburn House Office Building, Gold Room, Room 2168

Wednesday, November 2

7:00 a.m. – 8:00 a.m.
Foyer

Morning Break

8:00 a.m. – 9:30 a.m.
Salon F G H

General Session: (1.5 ATC)

Regulations Governing Teaming and Joint Venture Arrangements

Kenneth Dodds, Senior Attorney, Office of General Counsel, US Small Business Administration, Washington, DC

“Start with the end in mind” is a maxim that applies equally to the formation of Teams and Joint Ventures as it does to many other endeavors. Ownership, control, affiliation, ostensible subcontracting and being responsible are all concepts that apply to these arrangements. More importantly there are regulations tied to these concepts, and it is critical that they are reviewed and a working knowledge of them is attained between all prospective Team and/or JV participants. Kenneth Dodds, a senior attorney in the Small Business Administration's Office of General Counsel, will cover these concepts through an overview of the of the rules governing joint venturing under SBA's Small, 8(a), HUBZone, Service-Disabled Veteran-Owned, and Women-Owned small business programs, as well as provide a brief discussion of the rules governing joint ventures under Veterans Administration procurements.

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9:30 – 10:00 a.m.
Foyer

Mid-Morning BREAK – Checkout

10:00 a.m. – 11:30 a.m.
Salon F G H

General Session: (1.5 ATC)

**Dealing with Team and J.V. issues – Keeping the Peace
Terence Murphy, Chairman, Government Contracts &
Construction Practice Group, Kaufman & Canoles, P.C.**

Managing any business relationship is tough. Managing multiple entities with different cultures, backgrounds and individual personalities can be extremely trying for even the most seasoned manager. Add in the hyper-competitive nature of government contractors and the pressures of performing a federal contract and the daily progress meeting can become just about unmanageable. This is the environment in which a Team/J.V. operates and it is ripe for arguments and disagreements that can tear apart the organization and threaten completion of the contract. Keeping the peace and the project moving forward is absolutely critical. In this presentation attorney Terence Murphy will review practical tools, techniques and approaches to identifying problem areas that can flare into disagreements and worse and how to incorporate the principles of arbitration and mediation to maintain a functional and effective Team-based organization.

11:30 a.m. – Noon
Salon F G H

Closing Remarks

Bill Stuby, President of APTAC

See you in Seattle!



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Our sincere gratitude to the APTAC Fall 2011 Conference Co-Chairs

Marc Violante

IL PTAC @ College of Lake County

And

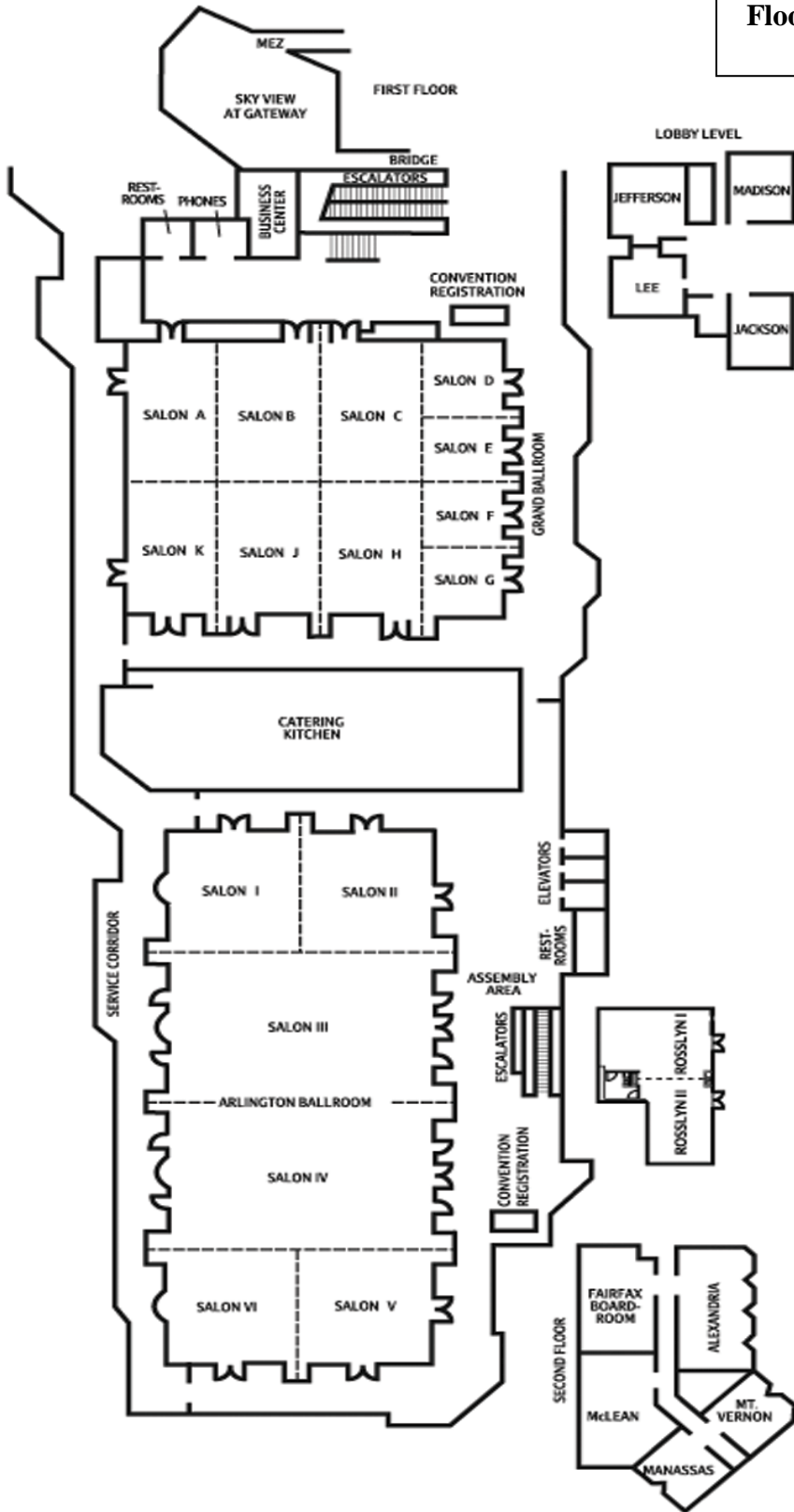
Scott Holson

Vermont PTAC

Members of the APTAC Education Committee

APTAC Fall Training Conference

Floor Plan for Gateway Crystal City Marriott





APTAC Future Conference Schedule

Spring 2012

Marriott Renaissance

515 Madison Street

Seattle, WA 98104

Phone: 206.583.0300

<https://www.marriott.com/hotels/travel/seasm-renaissance-seattle-hotel/>

Reservations are open for the Spring 2012 APTAC Membership and Training Conference. For reservations at the hotel, use the following link:

https://resweb.passkey.com/Resweb.do?mode=welcome_ei_new&eventID=3369960

Conference Dates: 3/19-22/2012

Optional Workshop on 3/18/2012

Rate: \$149.00 (single/double)

Internet included in room rate

Fall 2012

Hyatt Regency Washington on Capitol Hill

400 New Jersey Avenue, NW

Washington, D. C. 20001

Phone: 202.737-1234

<http://washingtonregency.hyatt.com>

Conference Dates: 11/5-7/2012

Optional Workshop on 11/4/2012

Rate: Prevailing Per Diem (single/double)

Internet included in room rate

Spring 2013

Hyatt Regency Atlanta

265 Peachtree Street, NE

Atlanta, GA 30303

Phone: 404.577.1234

www.atlantaregency.hyatt.com

Conference Dates: 4/21-25/2013

Optional Workshop 4/20/2013

Rate: \$165.00 (single/double)

Internet included in room rate

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Fall 2013

Hyatt Regency Washington on Capitol Hill

400 New Jersey Avenue, NW

Washington, D. C. 20001

Phone: 202.737-1234

<http://washingtonregency.hyatt.com>

Conference Dates: 11/11-13

Optional Workshop on 11/10/2013

Rate: Prevailing Per Diem (single/double)

Internet included in room rate

Spring 2014

THE WESTIN ST. FRANCIS

335 Powell Street

San Francisco, CA 94102

Phone: 415.774.0186

<http://www.westinstfrancis.com/>

Conference Dates: 3/24-27, 2014

Optional Workshop on 3/23/2014

Rate: \$199.00 (single/double)

Internet included in room rate

Fall 2014

Hyatt Regency Washington on Capitol Hill

400 New Jersey Avenue, NW

Washington, D. C. 20001

Phone: 202.737-1234

<http://washingtonregency.hyatt.com>

Conference Dates: 11/10-12/2014

Optional Workshop on 11/9/2014

Rate: Prevailing Per Diem (single/double)

Internet included in room rate

Rate available 3 days before/after conference based on availability

Spring 2015

Marriott City Center

1701 California Street

Denver, Col 80202

Phone 303.297.1300

<http://www.marriott.com/hotels/travel/dendt-denver-marriott-city-center/>

Conference Dates: 3/16-19, 2015

Optional Workshop on 3/15/2015

Rate: \$155.00 (single/double)

Internet included in room rate

Welcome to our Exhibitors



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www.fedbidspeed.com



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Rockville, MD 20850
Tel: 301.279-7575
www.info@fedmine.us



Management Concepts

8230 Leesburg Pike
Vienna, VA 22182
Tel: (703) 790-9595
Fax: (703) 790-1371
<http://www.managementconcepts.com>

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Mortenson Construction
700 Meadow Lane North
Minneapolis, MN 55422
phone: 763.522.2100
www.mortenson.com



NIST Manufacturing Extension Program
NIST - MEP
100 Bureau Drive
Stop 1070
Gaithersburg, MD 20899-1070



OutreachSystems
911 Olive Street
Santa Barbara, CA 93101-1406
Tel: 805.899.2366
Fax: 805.882.2599
www.OutreachSystems.com

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Proximity – EC
Proximity Electronic Commerce
5516 Macguffie Street
Virginia Beach, VA 23464
757/502-8951
www.proximity-ec.com



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Amarillo, TX 79106
Tel: 806.353.0919
www.ptassist.com



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2011 Crystal Drive, Suite 911
Arlington, VA 22202
703.395.2145



U.S. Department of Veterans Affairs
Center for Veterans Enterprise
810 Vermont Avenue, NW
Washington, D. C. 20420
Tel: 202.303.3260 x 5239
www.vetbiz.gov

Please make sure to visit with our Exhibitors and get your Exhibitor cards initialed for drawings at the conclusion of the conference.

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SPEAKER BIOS

Samm Bowman is a Business Specialist for the Manufacturing Extension Partnership Program at the National Institute of Standards and Technology. Samm has been with MEP for 10 years, coordinating a variety of projects that assist U.S. small manufactures. She is responsible for tracking, maintaining, and coordinating Supplier Scouting projects and events. Samm has coordinated nine supplier development pilots to find and assist U.S. manufacturers capable of supplying material to meet the Defense Logistics Agency Land and Maritime demands for critically needed and sole sourced NSN items. She holds a degree in Business and Marketing from the University of Maryland University College.

Judy Bradt, CEO of Summit Insight, is one of America's top guides for companies who want to win government business. She is a Small Business Administration 2011 Women in Business Champion. As author, speaker and consultant, Judy's been making government contracts easier for over 23 years, serving more than 6,000 companies on their road to winning over \$300 million in government business. At last year's APTAC conference she conducted a session on "Seven Steps to Success in Government Business." PTACs in at least three states and SBA contract specialists use her new book and workbook, *Government Contracts Made Easier*, to counsel their clients.

Elinor Sue Coates is a Procurement Specialist for UIDA Business Services, Native American PTAC, Albuquerque satellite. She has served four PTACs since the spring of 1996, as counselor, instructor, and program manager. Her education includes a Master's Degree in Public Administration, a Bachelor of Science in Management, and a Certificate in Contract Administration. She owned a small business for fifteen years, providing procurement information and training services, including several publications and numerous public speaking engagements. She was employed as a contracts manager in various public agencies, private companies, and non-profit organizations since 1973.

Sharon M. Davis is a Small Business Advocate in the Department of Homeland Security's Office of Small & Disadvantaged Business Utilization. She coordinates the DHS Annual Small Business Awards Ceremony, serves as the Woman-Owned Small Business Advocate, and provides guidance to large and small businesses interested in developing a Mentor-Protégé relationship with DHS. Sharon came to DHS in late 2009 from the Treasury Department where she held a dual position as a Small Business Specialist and Contracting Officer. Prior to working for Treasury, she worked for Federal Emergency Management Agency as a Contract Specialist.

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Kenneth Dodds is a Senior Attorney with the U.S. Small Business Administration's Office of General Counsel in Washington, DC. He's been with SBA for over thirteen years representing the agency in bid protests before the Government Accountability Office, size appeals before SBA's Office of Hearings and Appeals, and contract claims before the Civilian Board of Contract Appeals. Ken reviews proposed agency acquisitions and provides legal advice, and drafts regulations concerning small business government contracting programs. Ken graduated magna cum laude from James Madison University and received his law degree from the Marshall-Wythe School of Law, College of Williams & Mary.

Daniel I. Gordon has served as the Administrator of the Office of Federal Procurement Policy since November 2009. He is responsible for developing and implementing acquisition policies supporting over \$500 billion in federal spending annually. Prior to joining the OFPP, he spent seventeen years at the Government Accountability Office and served as Assistant General Counsel in the Legal Services Division and Managing Associate General Counsel in the Procurement Law Division before being appointed Deputy General Counsel and Acting General Counsel. He has worked in private practice handling acquisition-related matters. Dan holds a B.A. from Brandeis University, an M.Phil. from Oxford University, and a J.D. from Harvard Law School. Before joining OFPP, he served as a member of the adjunct faculty at the George Washington University Law School and is the author of articles on procurement law and the bid protest process at GAO.

Kevin Bryan Grimes is the Chief Executive Officer of CFO Leasing, Inc., a SDVOSB and HUBZone company based in Atlanta. CFO Leasing specializes in Federal Contracting and assists businesses with proposal writing, DCAA compliance, IT, training, staffing, and other business services necessary to secure contracts/grants. He has conducted classes for PTAC clients in MI, NJ, PA and GA, and serves as an instructor for The Contracting Education Academy at Georgia Tech. Kevin is a veteran of the elite United States Navy Nuclear Submarine Force and holds a Master's degree in Accounting from Florida Metropolitan University.

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