

# Michelle Norman, APF, APMP

## PROPOSAL MANAGER, WRITER, AND EDITOR

Ms. Norman offers experience managing large, strategic proposals in the full range of Fortune 500 to small-business companies, and her skills are as diverse as her client base. Ms. Norman is capable of providing turnkey proposal management for federal, state, local, and commercial arenas.

### PROFESSIONAL EXPERIENCE

**Proposal Development Experience:** Working with the capture team and subject matter experts to develop solutions and strategies; analyzing RFP requirements; creating the proposal schedule, outline, and compliance matrix; managing diverse teams, ensuring RFP compliance; performing in a time-sensitive environment; managing proposal reviews; and coordinating and managing the entire proposal production process to ensure on-time delivery

### INDEPENDENT PROPOSAL MANAGEMENT CONSULTANT - JUNE 2007 – PRESENT

**Federal Agencies:** U.S. General Services Administration (GSA), U.S. Navy Seaport, U.S. Army, Federal Medicare & Medicaid Services, Department Logistics Agency, Department of Energy, U.S. Marine Corps, U.S. Air Force, The Kennedy Center, USSOCOM, Warner Robins Air Force Base, NASA, Nuclear Regulatory Commission, U.S. General Accountability Office, Holocaust Memorial Museum, and Social Security Administration

**State Agencies:** Healthcare Medicaid Enterprise Solution and electronic health records system and E-prescribing system (MEHRS/ESCRIP) for Vermont, California, Kentucky, Idaho, Mississippi, New York, Texas, and Pennsylvania

### COMMERCIAL EXPERIENCE:

#### Genesys Lab, Proposal Manager (Contractor) - December 2006 – June 2007

- Prepared telecom proposals; conducted kick-off, status calls, proposal reviews, and lesson learned meetings
- Measured and tracked proposal activities to evaluate organization's benefit, including time and expenses to bid, win probability, and win rates

#### Scientific Atlanta, Proposal Manager (Contractor) - September – December 2006

- Performed proposal management activities for solicitations that reflected SciAtl's strategic sales goals and customers' requirements for satellite and cable modem products that primarily supported Europe
- Conducted proposal management activities, such as writing proposals and conducting strategic sales, kick-off, draft review, and lesson learns meetings.

#### CA, Inc., Proposal Technical Writer/Editor - January 2006 - September 2006

As the Proposal Technical Writer/Editor for the North America RFP team, my responsibilities included managing response content for the Pragmatech database for the sales account teams. Other responsibilities included:

- Writing and editing technical proposals for four segments: IT business services organization, enterprise system management, security, and storage.
- Developing new proposal content using project management methodology and Pragmatech proposal tool

- *PROPOSAL MANAGEMENT*
- *PROPOSAL WRITING & EDITING*
- *IDIQ/TASK ORDERS*
- *PROCESSES AND PROCEDURES DEVELOPMENT*
- *REVIEW TEAM PREPARATION AND IMPLEMENTATION*
- *STRATEGY AND SOLUTION DEVELOPMENT ASSISTANCE*
- *WINNING THEME STRATEGY*
- *BUSINESS PROCESS REENGINEERING*
- *TRAINING*
- *MEETING FACILITATION*

**AT&T (Formerly BellSouth Telecommunications, Inc.), Business Requirement Analyst, August 2005 - January 2006**

- Wrote business/technical requirements for the consumer sales website
- Created testing scenarios for user acceptance testing and conducted user interface design testing on technical requirements, prior to deployment

**World Travel – BTI, Proposal Content Database Writer, June - October 2005**

- Edited and re-wrote more than 200 proposal answers in content database for online booking, e-fulfillment, implementation, and performance operations
- Categorized content for input into the Pragmatech database, using keywords

**Kaiser Permanente Georgia, Proposal Manager, March - May 2005**

- Prepared healthcare proposals that align with Kaiser’s strategic goals

**AT&T, Technical Writer/Editor (Contractor) - February - December 2004**

- Interviewed and collaborated with Network Design Engineers during document planning, writing, usability testing, and implementation process
- Wrote and edited Telecom voice and data proposals used in responses

**AT&T (Formerly Bellsouth Telecommunications, Inc.), Atlanta, GA - 1978 - 2001**

- *Contract Relationship Management 1998 – 2001*: Implemented and managed technical support and inbound sales for Internet services, equipment, and coupon fulfillment - \$23M sales.
- *Supply Chain (Procurement) Management 1993 – 1998*: Prepared RFPs and conducted proposal evaluations, vendor awards, and contract negotiations for multimillion dollars projects

**EDUCATION**

- December 2003, Master of Science, Technical and Professional Communication, Southern Polytechnic State University, Marietta, GA
- December 2002, Bachelor of Arts, Journalism, Georgia State University, Atl., GA
- December 1993, Bachelor of Arts, Speech Communications, Georgia State University, Atlanta, GA

**CERTIFICATIONS AND SELECTED TRAINING**

- March 2012, conducted Small Business Proposal Management Workshop at Georgia Tech Procurement Assistance Center (GTPAC)
- September 2011, Preparing Winning Multiple Award and Task Order Proposals Training Course
- June 2011, APMP Fellowship Award
- June 2010, APMP Practitioner Accreditation
- June 2009, Orientation to BD-CMM Concepts and Implementation/Business Development Institute International
- October 2009, Dollar Graphics Training /24 Hour Company
- May 2009, APMP Certification Foundation Level

**MICHELLE NORMAN, APF, APMP  
PROPOSAL MANGER, WRITER, AND EDITOR**

- June 2008 and 2010, Proposal Writing and Management– Proposal Basics Boot Camp/APMP NCA Chapter
- June 2007, Writing Winning Proposals/Shiplely Associates

**ASSOCIATIONS AND OTHER AFFILIATIONS**

- Current APMP GA Chattahoochee Chapter Chair and APMP Fellow 2010-Present
- APMP Southeast Regional Director for the Carolinas, GA, and FLA chapters - 2008-2010
- Presenter at APMP International Conference 2006, 2007, and 2008
- Certified Purchasing Manager (CPM)

**COMPUTER SKILLS**

- Microsoft Applications: Word, Excel, Project Management, PowerPoint, and Outlook
- Privia Proposal Platform
- Virtual Proposal Center (VPC) a collaborative, browser-based Intranet/Internet software application
- Ariba and Frictionless online proposal submission systems

**INDEPENDENT PROPOSAL MANAGEMENT CONSULTANT PROJECTS:**  
**JUNE 2007 – PRESENT**

- PROPOSAL MANAGER – GSA REGION IV – ADMINISTRATIVE SUPPORT SERVICES
- PROPOSAL WRITER – NASA PROTECTIVE SERVICES
- PROPOSAL WRITER – DOE OAK RIDGE PROTECTIVE SERVICES
- PROPOSAL WRITER – AIR FORCE FUEL FACILITIES O&M
- PROPOSAL MANAGER – U.S. NAVY SEAPORT – IT SUPPORT SERVICES
- PROPOSAL MANAGER – ARMY PLANNING PROGRAMMING BUDGET BUSINESS OPERATING SYSTEM (PPB BOS)
- PROPOSAL WRITER - ARMY LOGISTICS SUPPORT PEO SOLDIER
- PROPOSAL WRITER & EDITOR –MEDICARE & MEDICAID SERVICES
- PROPOSAL WRITER – THE KENNEDY CENTER, SECURITY PROTECTION SERVICES
- PROPOSAL WRITER – MEDICAID ENTERPRISE SOLUTION, VERMONT
- PROPOSAL MANAGER – DEFENSE LOGISTICS AGENCY, AUDIT READINESS SUPPORT
- PROPOSAL WRITER – DoD, FT. HUACHUCA BASE OPERATIONS SUPPORT
- PROPOSAL WRITER – TEXAS OFFICE OF THE ATTORNEY GENERAL, DIGITAL IMAGING
- PROPOSAL MANAGER – FEDERAL USSOCOM SITEC, TAMPA, FL.
- PROPOSAL MANAGER – CITY OF NEW YORK SUMMONS TRACKING SERVICES
- PROPOSAL MANAGER, CITY OF OAKLAND CITATION ADMINISTRATION SERVICES
- PROPOSAL MANAGER – IDAHO NON-EMERGENCY MEDICAL TRANSPORTATION SERVICES
- PROPOSAL WRITER - DoD AT WARNER ROBINS AIR FORCE BASE FOR SMALL BUSINESS FAST AIRCRAFT MAINTENANCE SERVICES
- PROPOSAL WRITER AND COORDINATOR – RAPID TEMPORARY HOUSING FOR DISASTER RESPONSE, TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS
- PROPOSAL MANAGER - MS EHRS/ESCRIPIT DEVELOPMENT AND IMPLEMENTATION
- PROPOSAL MANAGER - MS THIRD PARTY DATA MATCHING AND RECOVERY SERVICES
- PROPOSAL MANAGER - HEALTHCARE IT SOLUTION PROPOSALS FOR THE COMMONWEALTH OF KENTUCKY AND THE MISSISSIPPI DIVISION OF MEDICAID
- PROPOSAL WRITER – PAST PERFORMANCE FOR DOE PROTECTIVE SECURITY SERVICES
- PROPOSAL WRITER AND PROPOSAL COORDINATOR – PAST PERFORMANCE AND MANAGEMENT VOLUMES FOR PREPOSITIONING AND LOGISTICS SERVICES FOR USMC
- PROPOSAL WRITER – TECHNICAL AND MANAGEMENT VOLUMES FOR GENERAL ACCOUNTABILITY OFFICE FOR PROTECTIVE SECURITY SERVICES
- PROPOSAL WRITER - TECHNICAL VOLUME FOR DOD AT WARNER ROBINS AIR FORCE BASE FOR FAST2 AIRCRAFT MAINTENANCE SERVICES
- VOLUME LEAD - TASK ORDERS, AS VOLUME LEAD FOR 14 FOR NASA PROTECTIVE GUARD SERVICES AND FIRE SERVICES SITE-SPECIFIC TASK ORDER RESPONSES
- PROPOSAL WRITER - TECHNICAL AND RESUMES VOLUMES - PENNSYLVANIA STATE LOTTERY