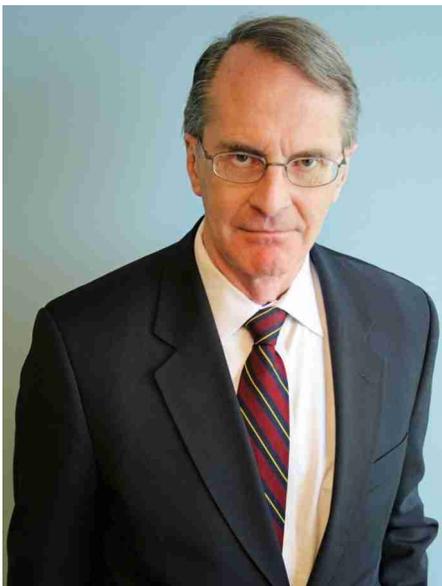


Providing Management Consulting Services, Information Technology Consulting, Financial Services, Application Development and Knowledge Management Services to the Federal Government, as a Disabled Veteran Owned Company, C2 Solutions Group, Inc. is positioned for Continued Growth

**Business Services  
IT**

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**Gary Shumaker  
President**

**BIO:**

As President of C2 Solutions Group, Gary is responsible for driving the company's incredible success and mapping out its continued growth within the competitive field of government contracting. His leadership and business skills come from many years of service to the government, the industry, and to our country.

Before joining C2 in 2005, Gary served as Chief Operating Officer (COO) of Access Systems, Inc., one of the stars of the Small Business Administration 8(a) program. Under his leadership, Access tripled in size in 2003 and grew by another 60 percent in 2004. Prior to his tenure with Access, Gary served as COO of Multimax, Inc., another highly successful 8(a) company that grew at an average of 25 percent per year during his tenure. Gary also served as a business development executive for SIGNAL Corporation, a firm so successful that it voluntarily exited the 8(a) program early and was subsequently sold for \$225 million. Before joining the government contracting community, Gary served as an Officer in the U.S. Army for the first 20 years of his career.

Gary holds a Bachelor's degree in Communications and a Master's degree in Telecommunications, both from Michigan State University.

**About C2 Solutions Group, Inc.:**

C2 Solutions Group, Inc. is a Center for Veterans Enterprise verified Service-Disabled-Veteran Owned Small Business (SDVOSB). We deliver proven performance-based IT services - consulting, support, custom application development, and more - as well as business, financial, program, and management consulting services to the federal government.

**Interview conducted by:  
Lynn Fosse, Senior Editor  
CEOCFO Magazine**

**CEOCFO:** Mr. Shumaker, would you describe C2 Solutions?

**Mr. Shumaker:** We are a services, disabled veteran owned, information technology, professional services contractor and our primary customer is the federal government.

**CEOCFO:** What types of services are you providing?

**Mr. Shumaker:** We provide management consulting services, information technology consulting and support services, financial services, application development and knowledge management services.

**CEOCFO:** Are you working with a number of agencies?

**Mr. Shumaker:** We are; our biggest single customer is the Department of Veterans Affairs, but we are also working with the Transportation Security Agency within the Department of Homeland Security. We also have some Air Force work, some Army National Guard work. We have done some work for some DoD agencies that shall remain nameless. We also count among our clients the FAA and the Executive Office of the President.

**CEOCFO:** Do you have specific agencies you like to work with or is your approach more opportunistic?

**Mr. Shumaker:** We are opportunistic and we follow the money; if somebody has money to spend that falls in with one of our sweet spots, we will certainly pursue that. A high priority for us now is the Department of Veterans Affairs and that is in part because most of their work is immune to

the sequestration issue that you are reading a lot about.

**CEOCFO:** In general, what types of services are you providing for the various agencies and why are they choosing C2 as opposed to one of your many competitors?

**Mr. Shumaker:** One of our biggest projects is an Enterprise Architecture project for the Department of Veterans Affairs. We are working for the secretary to help them develop the structure that they will use to manage information technology across the agency. There are several contractors involved so we are not the only one. We deliver what we promise, we deliver for the amount of money that we promise and we deliver on the schedule that we promise. I think those three things are key to our success. Another thing that is key to our success is that we find great people, we hire great people and we retain great people. We do that by taking care of our people extremely well. In February, Virginia Business Magazine named us the number-two best company to work for in the state of Virginia. They do three lists and we were number-two on their business list.

**CEOCFO:** What do you do that makes a difference for the employees?

**Mr. Shumaker:** We provide rewarding positions and jobs. We provide jobs doing important work and that is important to many of our employees. We have a great benefit package, which includes all the standard stuff plus 401k, profit sharing and things like that.

**CEOCFO:** How are you able to provide a good package and make a good profit when so many companies do not seem to be able to accomplish this?

**Mr. Shumaker:** We manage very well. We keep a lean management level. We are not necessarily in business to make the maximum amount of money we can make; we are willing to share.

**CEOCFO:** What do you look for in your people?

**Mr. Shumaker:** The tangible skills are very important, and one thing we look for is evidence of the tangible skills as professional certifications, which are becoming more important and more companies are looking at them. For example, when we are hiring a project manager, we look for somebody who has the Project Management Professional certification from the Project Management Institute. We look for technical certifications in our technical employees. We also look for people who are committed and want to make a difference and help make the US a better place to live and work.

**CEOCFO:** Working with the government is known to have its challenges; what are some of the roadblocks and what does C2 understand about the process that others may not?

**Mr. Shumaker:** Maybe part of it is my personal background. Before we started C2, I was COO of two of the most successful small businesses around the Beltway. I was a business

**“Some of the awards we have won are growth awards and we are very happy to have those. The single award that is most important to me is “One of the Best Places to Work” award that we won in March.”- Gary Shumaker**

developer in a third very successful company, so I bring a lot of experience to it. I have two partners in C2; they both bring different sets of experience, but they bring strong experience. I had a consulting practice and was a consultant to small businesses who wanted to do business with the federal government to help them understand how the federal government does business. I brought the expertise of many different companies to the table here and I think that expertise is making a big difference. I see, for example, many small companies who do not appreciate the value of actually pursuing the work and writing proposals. One of the only things that is absolutely certain in this business is that you do not win anything that you did not submit a proposal for.

**CEOCFO:** What are the steps you take in your process?

**Mr. Shumaker:** Every project is different. One of the key elements of our approach is that we almost never bid anything alone, we almost always build a team to bid something so that we bring two or three or more other companies to the project with us who also have a great deal of expertise and a great deal of customer knowledge. We have a collaborative approach to doing that. Once we win a bid, the first step is a kickoff meeting with the customer to make sure there is mutual understanding of the goals and objectives, and what constitutes success for the project. We take very seriously the government technical managers role and one of the standards we apply is if we are making that individual a success in his world because if we are making him a success, we are probably going to be viewed as successful. We maintain close contact with the customer, and either I or one of my partners meets with the end customer regularly. We also have an internal quality management program that requires each project manager to present his projects to the senior leadership of the company once a month. He has a standardized format of things he has to talk about

each month such as how the contract is doing financially and technically, how we are doing with putting quality people into this project and what is going to happen when this project runs out because all projects have an end.

**CEOCFO:** What is your strongest area?

**Mr. Shumaker:** Right now, we are keying on two areas where we want to focus effort on growing our technical capability. One of those is the enterprise architecture where we will be helping other agencies define the overall architecture, not just the information technology, but the structure they use to manage their agency – of which information technology is almost always a critical part. The other area we are focusing on is knowledge management and we believe that is an area that many people know the buzz words for, but not many people really understand it. We really

do understand it and we are bringing some expertise to it now. As we pursue our objectives in this area in 2013, we are going to spread the benefit of what we know about knowledge technology management to other areas.

**CEO CFO:** Technology changes constantly; how do you keep up and how do you know where to focus?

**Mr. Shumaker:** It does change rapidly. We expend effort corporately and I expend efforts personally. I spend an hour or two every day just reading about what is happening in the industry and doing those evaluations and we talk to our customers and participate in industry organizations. It is not a perfect system and we will make some mistakes as we go along, but hopefully we are going to pick up the most important ones and we are going to relate them better to what we do and make them more viable for our customers. One of the things that we know about our customers is even though they want innovation and the latest and the greatest, the federal government does not want risk, and they do not want somebody to try on their time an untested technology that is going to fail.

**CEO CFO:** Your company has won many awards and recognition; what is most meaningful?

**Mr. Shumaker:** Some of the awards we have won are growth awards and we are very happy to have those. The single award that is most important to me is "One of the Best Places to

Work" award that we won in March. If you think about it from the perspective of a government proposal evaluator and he has two otherwise equal bids, one of them has several external awards like the ones we have, so who is he going to pick? I think when you go in to talk to a potential customer, he is going to expect you to say, "We have a great company here we can do great things." If you can say, "Look at these people outside the company, they have evaluated us and they think we are a good company too," that makes a sale much easier and helps you sell – particularly for a small business. We are not a household word yet but if we have external evaluations from people outside the company which have no financial interest in what happens to us, it makes the sale easier.

**CEO CFO:** What does being a service-disabled, veteran owned company bring to the table that may not be obvious?

**Mr. Shumaker:** We place much value on hiring veterans and there is a great deal of discussion on the value of hiring veterans in the industry today. We view veterans for the most part as people who understand what life is about, they understand what the country is about, they understand the value of hard work and the importance of doing what is required rather than the minimum that you can do to get by in your job. We place a ton of value on that. The counterpart of that is, we need people with certain sophisticated skills and we cannot al-

ways find those people in the veteran community, but when we can, our preference is to hire veterans.

**CEO CFO:** Will you need to increase staff as you ramp up?

**Mr. Shumaker:** Our business is pretty much driven by opportunities. When we win a new contract, we have to staff up for that contract. It is driven by our business development process and our ability to win new work. With most of the contracts, I can tell you how many people are required to execute each. We also have some overhead people who help run the company and do not work directly for our customers. We try to keep those people fairly thinned, but as we grow, we will certainly be ramping that up.

**CEO CFO:** Why should the business and investment community pay attention to C2 Solutions Group?

**Mr. Shumaker:** We started the company in 2005, right now, we are about sixty employees, and we will close the books this year about \$14 million. We are a rapidly growing company that has some of our key contracts in the business. That is the kind of thing that investors and acquisition people tend to look at. We have a strong proposal machine for writing proposals to win new work, and that is also something that investors tend to look at. We are a privately held company, we are not thinking about selling, divesting, or anything today, but down the road, it is hard to predict what might happen.



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