

## OVERVIEW

Over 35 years of financial, contracting, and pricing experience in federal government, international and commercial environments. Best-selling #1 author of [\*Secrets of Strategic Pricing for Government Contractors\*](#). Incorporates robust experience into winning business proposals, senior-level financial analyses, and cogent contractual compliance. Serves as an executive-level business proposal leader, financial advisor, and contracts guide. Experienced with Departments of Defense, Homeland Security, Energy, Agriculture, State, and Transportation, NIH, CDC, EPA, AID, NASA, GSA, National Geospatial-Intelligence Agency, and Canadian Government Public Works.

## EXPERIENCE

**Capture & Business Performance**– Exhibits an incisive perspective on business and is quickly able to integrate her financial and marketing acumen with experience in contracts and business development.

- Improved the financial focus of hundreds of companies' competitive postures. Enhanced win rates for clients by designing tailored pricing strategies to complement their business value proposition and technical solution. Achieved a win ratio of 76% over the past 25+ years.
- Develops aggressive pricing strategies for competitive procurements and flexible indirect rate structures to position companies for continuing successful professional services contracting. Functioned as the financial focal point for the enhancement of companies' competitive posture.
- Strengthened strategic organizational concentration on future business growth, leveraging core competencies and identifying and nurturing critical alliances.
- Contracted for key proposal pricing, contracts, and financial positions and engagements to spearhead corporate and client pricing strategy development, fiscal, and contracting elements.
- Served as diplomat and facilitator for developing creative business development ideas and plans. Exhibits sensitivity to the needs and objectives of the business relationship and has demonstrated the capability to achieve successful outcomes for both sides.

**Proposal Development** – Demonstrates a broad range of proposal experience from proposal strategy, price-to-win strategy, management approach, theme development, and business/management volume writing.

- Develops clients' pricing proposal strategies for competitive contracts of multi-hundred-million-dollar awards including civilian and military procurements. Develops price-to-win analysis in conjunction with capture management team input and development of pricing strategy to achieve the price to win. Expert at portraying credible, discriminating, and winning business positions of clients' characteristics and experience.
- Leads and executes highly focused financial strengths and benefits of respondent business proposals. Recommended by clients for laser-like textual descriptions of clients' discriminators. Brings special organizational skills to enable efficient, effective business proposal creation and organization. Extraordinary ability to communicate clients' business credentials in a cogent fashion into winning proposals.
- Competitively priced thousands of proposals and served as cost volume lead and writer. Known for laser-like textual descriptions of clients' discriminators and organizational skills. Government contracting officers comment positively on the easy pricing review and the highlighted financial strengths and benefits.
- Authored over seventy-five articles and published in over 120 journals.

**Business Growth**– Possesses broad experience building and implementing business development plans for both large and small corporations.

- Structured start-up business marketing and capture plans for small, disadvantaged businesses and small emerging technology companies. Company growth areas were environment assessment and investigations, site assessments, developing environmental impact statements and interfaces, data analysis, information security, information systems integration, environmental safety and health assessments, and technical support services.
- As a key member of the business development management team directed the due diligence in the assessment of potential acquisitions and in identifying small business protégés for long-term strategic relationships. For confirmed protégés, provided business development guidance and training.
- Performs with growth-oriented small businesses with revenues from \$10 million to \$100 million as well as divisions of large businesses with revenues of \$10 million to \$200 million.

### Summary of Expertise

- *Powerhouse Author of Secrets of Strategic Pricing for Government Contractors*
- *Cost Proposal Volume Lead and Pricing Strategist including price-to-win strategies*
- *Expert in the persuasive presentation of pricing that wins.*
- *Customer-focused winning pricing strategies highlighting features and benefits.*
- *Trainer in contract preparation, negotiation, and administration*
- *Capture strategy with meaningful competitive analyses*
- *Contract Volume management and expert negotiator*
- *Auditable and accurate Cost/Price Volume including WBS, BOEs, and BOMs*
- *Color Team Lead and member.*
- *Expertise in the development of Small Business Plans*

**Business Negotiation and Management– Masterful in negotiating contracts, developing proposal win strategies, and simply getting results.**

- Develops winning pricing strategies for Federal multi-million & billion-dollar competitive awards for DoD, USAID, DISA, NASA, DoE, HHS, and Department of Transportation with small businesses as well as Fortune 500 companies.
- Successfully negotiated multi-billion dollars in contracts with profit margins of 6-25%. Authored winning business proposals that marketed the financial viability, business systems, compensation plans, and price reasonableness. Functioned as Price and Business Management Proposal Book Manager as well as served as the contracts and business member of Red Teams.
- Initiated and directed contract management functions with all appropriate controls, reporting, and subcontract management. Established subcontract, teaming, vendor, and marketing agreements. Excellent working knowledge of FAR, DFAR, DEAR, and NASA federal regulations as well as requirements for Organizational Conflict of Interest and Foreign Ownership and Controlling Influence disclosures.
- Lead pricing and estimating functions geared to produce accurate and timely contract proposals that are well-planned and include appropriate internal reviews and approvals. Worked intensively with teaming partners, both prime contractors, and subcontractors, to arrive at competitive and performable pricing harmoniously.
- Effectively taught and facilitated the application of Cost Accounting Standards (CAS) and Federal Acquisition Regulations (FAR) compliance for dozens of companies. Initiated and successfully authored the CASB Disclosure Statement for several emerging CAS-compliant companies.
- Developed structure, forms, and procedures in preparation for various clients' business system audits. Annotated and determined adequate measures to ensure completeness, trained technical and contract personnel in accounting and estimating system mentality, and established proper methods of documentation.

**Financial and Management– Combines the skills that encompass all the facets of financial and management accounting into one source - from general and cost accounting to DCAA, tax, banking, and outside accounting audits.**

- Improved the Board of Directors' financial reporting timeliness, streamlined the treasury function as well as the general and cost accounting role, and attained harmonious working relationships with cognizant DCAA, DCMA, and independent audit interface for dozens of companies.
- Known for completing annual DCAA and independent accounting firm audits with minimal or no adjustments to financial statements.
- Developed and negotiated multi-year forward pricing rates for hundreds of companies and integrated them into winning proposals, and operational and capital budgets responsive to the Government and company management.

**Banking Relations– Proven results in establishing banking relations, managing the treasury function including cash management and investments, and making funds available when needed.**

- Initiated corporate treasury functions including all phases of accounting and banking relationships.
- Reduced company cash requirements and increased funds availability by collecting delinquent accounts receivable balances and expediting the billing process through the implementation of automated systems.

**POSITIONS**

<i>Principal - Granite Leadership Strategies, Inc. &amp; The Management Link, Inc.</i>	May 1996 – Present
<i>Director of Contracts and Pricing - Troy Systems, Inc.</i>	September 1995 – May 1996
<i>Director of Contracts and Pricing - Maria Elena Toraño Associates, Inc.</i>	January 1992 – September 1995
<i>Business Consultant</i>	October 1990 – December 1991
<i>Corporate Controller &amp; Director of Contracts - Management Systems Designers, Inc.</i>	January 1989 – October 1990
<i>Corporate Controller - Ideas, Inc.</i>	May 1988 – December 1988
<i>Manager of Finance &amp; Accounting - McDonnell Douglas Technical Services Company</i>	December 1982 – May 1988

Broad background in business management, financial analysis, cost engineering, project management, and marketing, in building and power plant construction as well as data center operations for Martin Marietta Data Systems, Bechtel Power Corporation, American Gas Association, United States Coast Guard, and National Association of Home Builders.

**ACADEMICS**

MBA, Frostburg State University, Frostburg, Maryland  
BS, Business Administration, The American University, Washington, DC

**AFFILIATIONS**

Fellow, National Contract Management Association  
Fellow and Professional Level Certification (CPP.APMP Fellow), Association of Proposal Management Professionals  
Future of Pricing Honoree by ProPricer.  
Past Vice President – Programs, National Contract Management Association, Washington, DC Chapter