

**Senior program management executive with a proven record of leading change and improving performance while delivering customer satisfaction and growth.** Highly accomplished leader with the ability to rapidly identify risks and provide change leadership in executing large and complex programs.

### Core Competencies and Operational Expertise

- Program Management and Controls
- Earned Value Management Systems (EVMS)
- Business Process Improvement
- Strategic Business Development
- Problem Solving and Root Cause Analysis
- Operational Excellence
- Active TOP SECRET Clearance
- Forecasting/Budgeting
- CMMI / AS9100 Compliance
- >25+ years supervisory experience

### Recent Performance Milestones

- Winner of the 2019 GA-ASI Operational Excellence Award for "demonstrating exceptional contributions and personal sacrifices 'above and beyond the call of duty'" as a member of the MQ-25 proposal core team
- Designed, developed, and implemented an end-to-end proposal work flow and common dashboard. It has improved stakeholder / senior management visibility and reduced proposal approval time by >10%
- Member of large, cross-functional team which developed and implemented strategy to separate SAIC into two new companies: Leidos and the new SAIC. Contributed to the design of a new program execution and support model, as well as providing leadership to change management planning and implementation.
- Implemented Earned Value Management System for \$128M US Army Sustainment Command contract, which included successful completion of a government Integrated Baseline Review (IBR), as well as development of Control Account Manager training, and migrating to COBRA EV software.
- Established and maintained project control infrastructure as part of Program Management Office (PMO) for \$1.3B US Army/Marine Corps Mine Resistant Ambush Protected (MRAP) Joint Logistics Integrator (JLI) contracts.
- Part of team that moved \$85M firm fixed price US Air Force aircraft modification program from red to green risk status. Corrective actions included major review and revisions of Integrated Master Schedule (IMS), subcontractor management processes, and risk management.

### Improving Performance from Capture through Proposal to Execution

**GENERAL ATOMICS AERONAUTICAL SYSTEMS INC. (GA-ASI)**, San Diego, CA 2015–Present  
*Leading manufacturer of Remotely Piloted Aircraft (RPA) systems, state-of-the-art digital Ground Control Stations (GCS, radars, and electro-optic mission systems solutions, as well as pilot training and support services for RPA field operations.*

**Product Line Finance Manager, MQ-9 Systems**, San Diego, CA 2019–Present

- Lead strategic and day-to-day financial management of the ~\$2B MQ-9 Systems product line. Responsibilities include:
  - Provide financial leadership, guidance and strategy as a business partner and trusted advisor to the Senior Vice President, MQ-9 Systems and executive leadership
  - Fiscal responsibility for all aspects of the product line including bookings, revenue, profit, cash, IRAD, B&P, capital, forecast inventory, billed and unbilled receivables, overhead, and labor utilization
  - Provide leadership for improving financial performance of the product line portfolio, including reviewing and challenging budgets/forecasts, performance and other metrics
  - Perform investment analysis and modeling to ensure investments are aligned with target returns and strategic plans
  - Lead cross functional collaboration to ensure efficient business processes, strong operational results and profitability of the product line
  - Monitor and update controls, processes, and procedures to ensure quality and reliability of financial information and reporting

**Senior Instructor-Program Management and Finance, Organizational Training**, San Diego, CA 2015–Present

- Note: General Atomics-ASI is a registered education provider for the Project Management Institute (PMI.org) and is approved to offer training in project management and issue professional development units (PDUs) to meet the continuing education requirements needed by PMI credential holders.
- Certified instructor for GA-ASI program management courses: Program Management Overview (1 day, overview of PM processes, and tools), Proposal Management (1 day, overview of proposal

process and supporting resources for proposal development, review and submission.), Program Execution (1 day, overview of program phases and processes used to support successful program completion.), Project Accounting Basics (.5 day, accounting fundamentals for Government contractors), Risk Management (1 day, fundamentals of program risk management and integration with the Earned Value Management Systems (EVMS)), and Cash Flow (.5 day, introduction to cash flow and unbilled receivables management.)

**Business Manager, U.S. Air Force Program, San Diego, CA**

2018–2019

- Lead strategic and day-to-day business management in support of the \$1.2B MQ-9A Predator / Reaper program. Responsibilities include:
  - All aspects of proposal development including strategic business shaping; development of Statements of Work (SOW), Basis of Estimates (BOE), and Bill of Materials (BOM); risk and opportunity management, pricing, contract development and compliance.
  - Coordinating all aspects program execution including start-up, execution, and performance / EVMS reporting, and risk management with program management, finance, scheduling, and functional stakeholders
  - Develop and monitor strategic plans for all areas of the program including: product development, integration, production, retrofits, sustainment, and foreign military sales (FMS)
  - Plan, analyze and report all aspects of program P&L performance including: revenue, profit, B&P, overhead, cash flow, and personnel utilization.
  - Interface with U.S Air Force and DOD leadership and functional counterparts
  - Provide leadership to a team of 10 business managers

**Program Manager, MQ-25 Proposal, San Diego, CA**

2017–2018

- Key member of team that developed a proposal for the U.S. Navy MQ-25, a \$2.5B, 6 year program to develop and field (4) unmanned aerial refueling aircraft and supporting systems.
- Led the development and maturation of the Statement of Work in response to over 4000 specific technical and performance requirements
- Developed responses for over 550 Evaluation Notices (ENs), 250 specifically associated with the SOW.
- Led the development of the MQ-25 startup plan with specific subordinate plans for: design reviews and drawings, risk, EVMS, subcontract management, property, digital collaboration, supply chain, staffing, communications, and configuration.
- Led the startup of MQ-25 business operations

**Program Manager, PM Process & Training Group, San Diego, CA**

2015–2017

- Responsible for developing, implementing, and directing PM process and training infrastructure. Leading a team of program and project managers responsible for developing processes and tools in support of GA-ASI's Program Management Office (PMO).
- Successfully led GA-ASI PMO's CMMI and AS9100 appraisals, achieving CMMI Level 5 and organizational recertification respectively.

**LEIDOS CORPORATION (formerly SAIC), Reston, VA**

2013–2015

*Provider of applied technologies to the DOD, FBI, and U.S. intelligence agencies in support of the war on terrorism and cybercrime, generating FY14 revenues in excess of \$4B.*

**Regional /Operation Project Control Manager, San Diego, CA**

2013–2015

- Responsible for developing, implementing, and directing project controls infrastructure, processes and tools in support of the Sector Western Region. Perform a full range of managerial duties for a project controls staff consisting of 22 senior and mid-level project control analysts.
- Closely monitored and coordinated program execution and project control support immediately following separation from SAIC. Implemented several major revisions to business processes and tools in support of the separation while ensuring minimal impact to program performance.
- Part of the management team that designed and implemented a tiered project control delivery model, achieving 10-15% reduction in program support costs.

**Senior Instructor-Program Management and Finance, San Diego, CA**

2013–2015

- Note: Leidos is a registered education provider for the Project Management Institute and is approved to offer training in project management and issue professional development units (PDUs) to meet the continuing education requirements needed by PMI credential holders.
  - Certified instructor for Leidos program management and finance class offerings: Project Management I (1 day PM overview), Project Management II (2 day, survey of project life cycle), Project Management III (2 day, comprehensive study of PM practices and tools), Project Management IV (1 day, case study, high risk project management), Project Planning and Management Systems (2-day, project management controls, processes, and tools), Fixed Price Contract Management (1 day, comprehensive study of high risk management techniques and tools), Earned Value Management (EVM) Introduction and Advanced (1 and 2 day, EVM process, tools, and analysis techniques), Project Scheduling/ MS Project (2 day, scheduling principles and MS Project specific applications), Project Accounting (2 day, accounting principles and practices associated with project performance, i.e. revenue, profit, and cash).
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**SCIENCE APPLICATIONS INTERNATIONAL CORPORATION (SAIC)**, Mclean, VA

1995 – 2013

*Global provider of leading-edge technology and mission critical solutions in the aviation command, control, communications, computers, intelligence, surveillance, and reconnaissance (CAISR) business areas, generating FY13 revenues in excess of \$12.5B.*

**Vice President/ Business Unit Project Control Director**, San Diego, CA

2008 – 2013

- Responsible for developing, implementing, and directing project controls infrastructure, processes and tools in support of the Business Unit. Performed a full range of managerial duties for a project controls staff consisting of 6 direct reports and 52 project control analysts.
- Part of management team which achieved a five year CAGR of 13%, growing annual revenue to \$1.2B by executing business strategy, increasing proposal win rates, and delivering strong program performance.

**Senior Instructor-Program Management and Finance, SAIC University**, San Diego, CA

2006–2015

- Note: SAIC University is a registered education provider for the Project Management Institute and is approved to offer training in project management and issue professional development units (PDUs) to meet the continuing education requirements needed by PMI credential holders.
- Certified instructor for SAIC University program management and finance class offerings: Project Management I (1 day PM overview), Project Management II (2 day, survey of project life cycle), Project Management III (2 day, comprehensive study of PM practices and tools), Project Management IV (1 day, case study, high risk project management), Project Planning and Management Systems (2-day, project management controls, processes, and tools), Fixed Price Contract Management (1 day, comprehensive study of high risk management techniques and tools), Earned Value Management (EVM) Introduction and Advanced (1 and 2 day, EVM process, tools, and analysis techniques), Project Scheduling/ MS Project (2 day, scheduling principles and MS Project specific applications), Project Accounting (2 day, accounting principles and practices associated with project performance, i.e. revenue, profit, and cash).
- Led and assisted in course development and enhancements to SAIC University program management and finance courses. Provided mentorship and coaching to new instructors.
- Led development and delivery of workshops on program management and finance topics at annual Project Management & Controls Conference.

**Senior Project Control Manager**, San Diego, CA

2006 – 2008

- Member of team responsible for configuring and implementing Deltek Costpoint/Hyperion systems and accompanying business process improvements. Project exceeded primary objectives.
- Dramatically improved program management and line operations through increased automation of financial transactions and improved business processes.

**Operations Project Control Manager / Sr. Project Control Analyst**, San Diego, CA

2002 – 2006

- Responsible for developing, implementing, and directing project controls infrastructure, processes and tools in support of the Business Unit. Performed a full range of managerial duties for a project controls staff consisting of 4 direct reports and 49 project control analysts.

**Sr. Project Control Analyst**, San Diego, CA

1995 – 2002

- Comprehensive performance of all project control functions on contracts of varying type, size and complexity. Responsibilities included development and analysis of Estimate at Completions (EACs), program budgets/schedules, and cost and schedule performance metrics.

**UNIWEST MORTGAGE**, San Diego, CA,**Wholesale Account Executive**, 1994 – 1995

- Responsible for generating and servicing wholesale mortgage accounts for San Diego and Orange counties. Responsibilities included new client expansion, market research and development, field sales and customer interface.

**COCA-COLA BOTTLING COMPANY OF NEW YORK**, White Plains, NY**Manufacturing Production Supervisor**, 1989 – 1991, and **Quality Supervisor**, 1989 – 1994

- Responsibilities included all aspects of production and quality supervision, along with production schedule execution, manpower management, cost, yield and productivity analysis, and maintenance/downtime tracking execution

**US Navy-USS Salt Lake City (SSN-716)****Final Role/Rank: Nuclear Propulsion Division Manager, E-6**, San Diego, CA, 1980 – 1989

- Responsible for the operation, maintenance and repair of naval nuclear and steam propulsion plant with 16 direct reports.

**US NAVY-USS Salt Lake City (SSN-716)****Final Role/Rank: Nuclear Propulsion Division Manager, E-6**, San Diego, CA, 1980 – 1989

## Education and Professional Development

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**Point Loma Nazarene University**, San Diego, CA

Master of Business Administration, GPA 4.0

**Point Loma Nazarene University**, San Diego, CA

B.A., Business Administration, GPA 3.95,

**US Navy Nuclear Power and Reactor Prototype Training**, Orlando, FL & Saratoga Springs, NY

### **Professional Development**

- Project Management Professional (PMP) certification
  - San Diego State University Government Contract Management Certificate
  - Advanced Earned Value Management Systems
  - CMMI® and ISO-9000 systems and business process
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