

NORM SANDLIN

EXPERIENCE SUMMARY

Mr. Sandlin has 37 years of broad-based leadership experience in the administration of public and private contracts and procurement functions, including Small Business Program administration. He has supported projects and programs with annual budgets ranging from \$150M to \$1B. He is recognized and sought after as a subject matter expert in the development and implementation of innovative strategies to effectively and efficiently achieve performance-based project delivery. He developed and managed complex contracting and procurement programs for DOE, including transformation of DOE-EM contracts from level-of-effort M&Os to performance-based completion contracts. These changes resulted in significant cost reduction and accelerated schedule performance to reduce risk to the worker, public, and the environment on DOE nuclear cleanup projects. Mr. Sandlin's innovative contract, subcontract, and procurement management expertise have been instrumental in achieving federal and private sector performance improvements and project/operational cost reductions.

TECHNICAL QUALIFICATIONS

- 37 years of experience in contracts and procurement
- Charter Member of DOE's Federal/Contractor Purchasing Council
- Launched new and innovative DOE Procurement Evaluation and Review Teams (PERT)
- Administered the first Performance-Based Integrated Management Contract at Rocky Flats
- Developed new subcontracting model that was recognized by DOE as a leading-edge best practice and applied at several DOE cleanup sites
- Recognized for first national application of the IDIQ methodology for EM
- Recognition from VP Gore through receipt of Hammer Awards for best procurement practices
- 2001 recipient of DOE Procurement Executive Award
- Multiple Awards from Small Business Administration for exceeding annual small business goals
- DOE Q Clearance

DETAILED EXPERIENCE

Vice President – Longenecker & Associates, Inc.

2016-Present

Provide a broad range of management expertise to government and private industry regarding project business services. Emphasis on performance-based contract and procurement initiatives with application of necessary and sufficient requirements to efficiently perform project work compliantly with reduced risks and costs.

Senior Director – CB&I Federal Services, LLC

2013-2016

Provided management and administration of approximately 200 federal prime contracts, task orders and related subcontracts with annual value up to \$500M. Services include world-wide nuclear and non-nuclear environmental and decommissioning services, engineering and construction, and mission support services. Primary federal customers are Army, Army Corps of Engineers, Air Force, Navy, EPA, FEMA and DOE.

Vice President, Business Management and Deputy Project Manager – Idaho Treatment Group, LLC

2011-2013

Seconded by B&W to ITG prime contract at DOE's Advanced Mixed Waste Treatment Plant (AMWTP) near Idaho Falls, Idaho. Provided all business services to support AMWTP operations and prepared and successfully implemented ITG's incentive-based contract recovery plan to improve productivity, accelerate schedule and achieve state of Idaho waste cleanup milestone.

Senior Business Manager – B&W Technical Services Group

2008-2013

Provided subject matter expertise to the contracts organization and served as a corporate troubleshooter to resolve contractual challenges/issues. Led B&W contract team to finance, design, construct, and operate a new reactor to supply medical isotopes. Developed performance-based contract and subcontract strategies for improved project performance at NNSA's Y-12 and Pantex sites.

Senior Contract Advisor – DOE/OCRWM

2006-2007

Provided contract advisory support to improve the incumbent contractor's performance to prepare and submit the Yucca Mountain License Application (LA). Developed and implemented a new performance incentive strategy to "projectize" delivery of the LA in 2008. Developed a new program acquisition strategy, based on a culture of competition, to obtain best-value contracts, subcontracts, and small business involvement to accomplish the mission, all of which contributed to the successful license application.

Special Assistant & Field Procurement Advisor – DOE-EM

2003-2006

Provided procurement and contracts management support to EM programs totaling over \$6B annually and \$300B life-cycle forecast. Developed and implemented outcome-oriented performance-based incentives that accelerated delivery for all incumbent site prime contracts, including support to clean-up and close Fernald, Mound, Ashtabula, and Columbus. Developed and implemented new ID/IQ contracts to provide timely services to EM, increased contractor performance, and accelerated risk reduction within the funding limitations, and negotiated the purchase of AMWTP from the British government to include settlement savings of \$100M under contractor's claim amounts.

Director, Contracts and Subcontracts – Kaiser-Hill

1994-2002

Developed contracting strategy to competitively win DOE's performance-based Rocky Flats (\$3.5B) contract to clean up highly contaminated nuclear facilities. Negotiated follow-on \$7.8B site closure contract that was completed a year early, realizing over \$1B savings for DOE.

Director Procurement – EG&G

1991-1994

Led the recovery and re-certification of the EG&G Rocky Flats de-certified procurement system while simultaneously supporting the Rocky Flats resumption efforts through the effective administration of \$300M in subcontracts.

Special Assistant to the Director, Office of Procurement – DOE

1990

Coordinated DOE Tiger Team contract reviews that were the precursor to DOE's contract reform and initial performance-based contracting models.

Director, Contract Administration – Tennessee Valley Authority (TVA)

1988-1990

Managed TVA contracts for design, construction, operation, and maintenance of nine nuclear power plants.

Other Experience

1979-1987

Procurement and Contract Administration at commercial nuclear and fossil power plants including: Palo Verde Nuclear Generating Station (Arizona Public Service); Centralia, Washington Power Plant (Pacific Power & Light Co) and Satsop Nuclear Plants, WPPSS Units 3&5 (Ebasco Services, Inc).

QUALIFICATIONS & CAPABILITY TO FUNCTION EFFECTIVELY

Mr. Sandlin has a proven track record leveraging resources and people to address the challenges associated with large contracting projects as evidenced by the positive outcomes and billions of dollars in costs savings realized.

EDUCATION

Northwest Nazarene College, Nampa, ID

BA, Biological Science, 1969 – 1973