
LONGENECKER and ASSOCIATES

Frank M. Newman Jr.

EXPERIENCE SUMMARY

Extensive experience in dealing with complex issues related to Department level Programs, Staff and Support functions, and managing multi-disciplined organizations and activities. Twenty one years of program/project management experience and thirteen years of financial management experience in the federal government. Five years sales and marketing experience in the private sector, and twenty years military experience in the United States Army Reserve.

RELEVANT SKILLS

Since retiring from the Department of Energy in January 2005, I have provided consulting services to the Office of Nuclear Energy, Department of Energy, specializing in the areas of program and project management, and financial management. The activities supported have included the Global Nuclear Energy Partnership, The Advanced Fuel Cycle Initiative, the Advanced Fuel Cycle Facility, the Consolidated Fuel Treatment Facility and the Materials Test Station. Also, at the request of the Nuclear Energy Infrastructure Office, I researched and developed a Strategy to transition the Advanced Test Reactor at the Idaho National Laboratory to a User Facility.

DETAILED EXPERIENCE

DEPARTMENT OF ENERGY

Program Controls Manager, Office of Advanced Nuclear Research, Office of Nuclear Energy (2001-2005)

Established, maintained and oversaw the use of performance management systems for the Advanced Nuclear Research programs which included both line item projects and R&D components. Programs included the Advanced Fuel Cycle Initiative, the Generation IV Program, the Nuclear Hydrogen Initiative, the Nuclear Power 2010 Program and the Next Generation Nuclear Plant. The requirements of DOE Manual 413.3-1, Project Management for the Acquisition of Capital Assets, were applied to line item projects. For R&D components, the principles of the Manual were tailored to generate monthly management information necessary for effective decision making. Application of DOE Manual 413.3-1 principles to the R&D components represented a new business model in the Nuclear Energy R&D community and required extensive interaction and training with the programs' National Laboratories, contractors and universities to establish effective performance management systems.

Senior Management Analyst, Office of Depleted Uranium Hexafluoride Management, Office of Nuclear Energy (1999-2001)

Principal staff advisor to the Associate Director concerning overall program and management activities necessary to carry out office missions at the Portsmouth, Ohio, and Paducah, Kentucky, Gaseous Diffusion Plants (GDPs), and the East Tennessee Technology Park at Oak Ridge, Tennessee. Responsibilities included representing the Associate Director and the Director of Nuclear Energy on interactions with The Oak Ridge Operations Office, the United States Enrichment Corporation which leased the Gaseous Diffusion Plants from the DOE, State Regulators who oversee activities at the sites, and Site Specific Advisory Boards which participated in the planning and execution of site activities.

Deputy Director, Office of Project and Fixed Asset Management, Office of Field Management (1994-1999)

Organization had DOE corporate responsibility for partnering with the programs, field offices,

National Laboratories and contractors to implement life cycle asset management policies and good business practices throughout the DOE complex. Functional areas included comprehensive planning, project management, real property, utilities, facilities management, and decontamination and decommissioning, cost estimating, systems engineering and value engineering. The organization also had the following operational responsibilities to: support the DOE Acquisition Executive and the Energy Systems Acquisition Advisory Board; conduct project validations in support of the Chief Financial Officer, Program Secretarial Officers and field office managers; conduct independent cost estimates; oversee congressionally mandated external independent project assessments; provide quarterly project status reports to the Acquisition Executive; develop and conduct training and certification programs for life cycle asset management functions; and, carryout real estate, utilities and maintenance programs, including deferred maintenance reporting in support of the annual financial statement.

Acting Director, Office of Field Services and Liaison, Office of Field Management (1993-1994)

Organization supported senior management throughout the department on resolution of crosscutting issues raised by field or headquarters elements, by serving as facilitators, ombudsmen and/or coordinators. Organization was also responsible for maintaining a capability to meet senior management requests to review the adequacy of contractor business systems. Requested reviews were conducted at the Rocky Flats Field Office, the Super Conducting Super Collider, The Princeton Plasma Physics Laboratory and the Stanford Linear Accelerator. Employees also led and participated in Contract Reform and Strategic Planning initiatives, and the development and implementation of the DOE Business Management Oversight Process.

Director, Business Management Review Division, Office of Procurement (1991-1993)

Mission of this organization was to improve DOE business management practices by development and implementation of efficient, cost effective policies, systems and procedures throughout the department. This activity was an integral part of Secretary Watkins initiative to establish task order contracting, a comprehensive program to improve contractor work identification, assignment, execution and control. The reviews included, but were not limited to; organization and management structures, resource utilization, line management oversight and control, and the full range of business systems and processes used by field offices and contractors. Reviews were managed by office Team Leaders in partnership with the responsible program, field office and operating contractor(s). Reviews focused on specific lines of inquiry to identify needed improvements and corrective actions. Line management was kept current on findings during the course of the review, and a report was provided prior to the team departing the site. Support was provided to the site in the corrective action phase and identified good business practices were provided throughout the complex for their use.

These reviews were initially mandated by Secretary Watkins. Under this direction, reviews were conducted at Savannah River, Oak Ridge, and the Lawrence Livermore National Laboratory. In April 1992, the mandate was dropped and the organization became a consulting support service available to DOE managers. Reviews in response to Program and Field Office Managers requests were conducted at the Richland Operations Office, the Super Conducting Super Collider, and the Rocky Flats Field Office.

Secretariat, Energy Systems Acquisition Advisory Board, Office of Procurement (1989-1991)

The Energy Systems Acquisition Advisory Board supported the DOE Acquisition Executive (AE) on Major Systems Acquisitions. The board members were Program and Staff Assistant

Secretaries who advised the AE in their areas of expertise and authority. During this period Secretary Watkins delegated AE authority for specific programs to the Deputy Secretary, Henson Moore, and the Under Secretary, John Tuck, and retained decision authority on the National Ignition Facility.

As Secretariat, I was directly responsible to the AEs for management of all board activities. This included ensuring that project baseline information supported proceeding to the next key decision point, and resolution of all issues other than those of a political or budgetary nature prior to the board meeting. Responsible for keeping the AEs and Board informed during the resolution process, pre-briefing same on the project, and informing OMB and Congressional staff on upcoming project decisions. During this tenure, I recommended, and the Secretary approved, significant improvements to the acquisition process. These improvements included establishment of Key Decision 0, Approval of Mission Need, Key Decision 4, Start of Operations, and the requirement to complete site selection and environmental documentation prior to Key Decision 2, Start Detailed Design.

Director, Policy Development Division, Office of Project and Facilities Management (1983-1989)

Organization was responsible for formulation, implementation and oversight of project and facilities management requirements for departmental management and operating contractors. Required close coordination with responsible line managers at program and field offices to ensure that effective and efficient systems and procedures were in place in the contracts to manage these activities.

Director, Office of Budget, Assistant Secretary for Management and Administration (1980-1983)

Office had responsibility for all budget formulation, justification and execution functions for 1200 FTEs and \$200 million in annual appropriations for the Offices of Administration, Procurement and the Controller. The Director was responsible for all interactions with OMB and Congressional Staff to include preparation of testimony for principals and appearing as a witness at hearings.

Budget Examiner, Office of Controller (1978-1980)

Conducted independent analysis and provided recommendations to the Controller and Secretary regarding program and budget requirements for the Naval Petroleum Reserve, Uranium Enrichment, and the Strategic Petroleum Reserve. Supported the responsible Program Assistant Secretary at OMB and Congressional authorization and appropriations hearings and assisted the program offices in resolving issues and providing clarifying information to OMB and Congress.

DEPARTMENT OF NAVY

Budget Officer, Naval Petroleum Reserves, Department of Navy (1973-1978)

Responsible for all budget activities for Washington headquarters organization and two operating oil fields in Elk Hills, California, and Teapot Dome, Wyoming. During my tenure the annual budget increased from \$3 million annually to maintain the fields in a shut down status to \$600 million annually to sustain a major operations, construction and development drilling program which was generating \$1.5 billion in annual revenues from the production of oil. The position required extensive interaction with Navy, DOD, OMB and the congressional committees to include testifying at the hearings.

PRIVATE SECTOR (1966-1973)

During this period held various sales and marketing positions. From 1971-1973, served as a US Army Reservist on active duty with the Office of the Chief, Army Reserve. Responsibilities included budget functions and development of a multi-media Nationwide Recruiting/Advertising program for the Reserves.

PROFESSIONAL TRAINING

In excess of 800 hours of management, leadership and professional development training completed from 1974 to 2004. The most recent training was:

- Contract Management, Department of Energy, 16 hours, August 2004
- Building High Performance Organizations, Federal Executive Institute, 32 hours, May 1999.
- Leadership for a Democratic Society, Federal Executive Institute, 160 hours, January 1997.
- Developing Self Managing Teams, 40 hours, August 1996.

EDUCATION

- University of Virginia, Falls Church, VA, 1974-1975
- Northern Virginia Community College, Annandale, VA, 1969-1970
- Chowan College, Murfreesboro, NC, 1965-1966
- WT Woodson High School, Fairfax, VA, graduated June 1965

MILITARY

US Army Retired. Service was in the US Army Reserve from August 1966 to August 1987. Army Commendation Medals were received in 1972 and 1980.

OTHER QUALIFICATIONS

- Outstanding Performance Appraisals and Sustained Superior Performance Awards 1985-2005.
- Two Vice President Gore Hammer Awards for participation in improvements to Life Cycle Asset Management, and development of the Business Management Oversight Process, 1995.
- Held Q Security Clearance prior to retiring from the DOE. Currently have DOE building access badge.