

## DAVID L. BORDERS

### QUALIFICATIONS

David Borders has 33 years of project integration, business management, and financial leadership in the energy, engineering, and environmental remediation markets. His experience includes corporate operations and management of all financial and business service functions. He diligently administers operational and administrative policies, standards, and practices; and implements a monthly financial and risk management evaluation process. As owner and operator of a consulting firm, his responsibilities included corporate structuring, business plan development, capitalization, building the management team, development of annual operating plans, business development tactical plans, establishment of the management systems, and integration of operations with the corporate office.

### AREAS OF SPECIALIZATION

- Project management and project controls
- Financial and business operations
- Strategic planning
- Project systems implementation
- Baseline development and execution
- Project integration
- Systems engineering
- Contracts and change management
- Proposal development

### EXPERIENCE

#### 12/11 – Present

#### MSA PFM

##### *Support Services to DOE Richland Operations Office*

Provide planning integration and budget formulation support to RL and ORP through Longenecker & Associates, Inc. Responsibilities include support to Budget Formulation, Integrated Priority List (IPL) Development, Outyear Scope and Performance Planning & Performance Analysis, Change Management, Interface Management, Independent Analysis of Projects, Project Management Policy, planning case analysis, and guidance development. Oversee the Analytical Tools group responsible for data integration, software development, operations, maintenance, and upgrades to the Integrated Data-mart. The ITD toolbox includes the following information: Hanford project scope/schedule/cost data; project remediation data; site planning scenario's; and remediation performance information.

#### 10/10 – 12/11 CAPE Inc., Kennewick, WA

##### *Project Integration Manager for SLAC Remediation Project*

CAPE DOE Project Integration Manager for the Stanford Linear Accelerator Center (SLAC) in Menlo Park, CA. SLAC is a \$32.5 Million dollar PCB, VOC, soils remediation, and groundwater cleanup project. The cleanup activities are located in a dense operational complex of ongoing physics research. Mr. Borders supports the project by maintaining the technical/schedule/cost baselines and systems for the C/P/E SLAC National Accelerator Laboratory Remediation Project. He oversees and monitors schedule/cost performance against baseline and contract metrics. Manages Control Account Managers. Integrates contract, financial, baseline and business management functions. Delivers completion of project requirements to contract specifications.

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**6/09 – 10/10 Dade Moeller & Associates, Richland, WA***Deputy Chief Operating Officer*

Management and oversight of operations and contract performance. Integrated operations, contracts and financial activities. Supported establishment of performance indicators, and monitoring of performance against goals. Developed and administered operational and administrative policies, standards and practices. Prepared and delivered contract proposals for technical services. Supported Mission Support Alliance, LLC, Environmental Safety and Health Program, Richland, WA: June 2009 to October 2010, Time and Materials and Cost Plus Fixed Fee Task Orders under \$12M Contract. Successfully supported completion of the MSA Transition Project and implementation of the first MSA ES&H program work plan, schedule and budget baseline.

**02/02 – 05/09 Borders Consulting, Richland, WA***Vice President for Project Assistance Corporation ORP Support Services Contract*

Responsible for project management of a \$35M U.S. Department of Energy support services contract, subcontract administration, corporate business development activities, and strategic planning. Managed 23 employees and up to 50 subcontractors. Managed all subcontract administration elements including pricing approval, funding, and claims. Supported the DOE Office of River Protection (ORP) in the execution of project controls, baseline planning, scheduling, cost estimating, budget formulation, financial management, risk management, quality assurance reviews, facility and construction assessments, nuclear safety reviews and causal analysis.

**03/00 – 05/02 Informatics Corporation, Richland, WA***Vice President*

Coordinated with the CEO and Board of Directors to develop long-term corporate strategic growth plans. Responsible for new entity start-ups, mergers/acquisitions and new business development. CEO of Informatics subsidiary, Infosun LLC. Led joint ventures for specific projects and worked with Raytheon out of the Boston, MA office. Responsible for joint venture operations, business development, and infrastructure support. Managed organizations that provide premier shared services to clients: management consulting, engineering, financial, and information technology services. Developed and initiated business expansion and growth strategies and action plans. Established financial objectives and base-lines for the corporation and subsidiaries. Established business management practices standards. Per-formed special projects for the company, including acquisitions and mergers; obtaining financing; business consulting; management of business proposals; start-up of new companies and divisions; development of business and marketing plans; orchestrating teaming arrangements; and organizational development actions.

**12/95 – 02/00 Informatics Corporation, Richland, WA***Chief Financial Officer*

Responsible for all corporate business management operations including Business Integration, Accounting, Finance, Contracts Management, Human Resources, and Proposal Management. Strategic planning, corporate annual budget plans, financing, cash flow management, mergers and acquisitions, financial institution interface (U.S. Bank), management/control of indirect pools, administration of 401(k) and benefit programs, and coordination of contract proposals to clients. Established corporate business planning processes, corporate control processes, and the development and application of business software systems. Managed the implementation of Deltek Costpoint financial system in 1996. Managed corporate financial activities, including pricing policies, profit margin structuring, indirect cost consolidation actions, Defense Contract Audit Agency and Independent CPA audit coordination, cost reduction pro-grams, tax planning, and contract oversight. Worked with DOE-HQ to initiate the independent Office of Safety Regulation (OSR),

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which oversees all nuclear safety aspects of the River Protection Project. Develop the OSR Project Management Plan (PMP) that defines all management systems, the multi-year cost/schedule baseline, and operating procedures. Work with Pacific Northwest National Laboratory (PNNL), Los Alamos National Laboratory, Nuclear Regulatory Commission, and DOE to develop the Work Breakdown Structure and technical mission of the organization.

**10/94 – 11/95 Westinghouse, Richland, WA**

*Manager of Integration and Finance*

Managed an 85-person organization that lead the integration of one of the largest environmental remediation and construction projects in the country. Chaired and led the Hanford Program Integration Team (PIT) for 3 years (Bechtel Hanford, PNNL, Westinghouse Hanford, DOE, Boeing, and Kaiser. The purpose of the PIT was to integrate the Environmental Management activities into a single, integrated \$1.5B baseline and budget request plan for DOE. The PIT was successful in obtaining record funding levels for high-level and low-level waste treatment/disposal actions during the early to mid-1990s in Washington State.

Interfaced with regulatory agencies (U.S. Environmental Protection Agency, Washington State Department of Ecology) and independent watch groups during the development of plans/budgets for the annual \$1.5B project. Presented lifecycle plans and budget requests to the general public and the Hanford Advisory Board on an annual basis. Interfaced with Office of Environmental Management organizations in DOE-HQ, Office of Management and Budget (OMB) and other federal operations offices around the country on management systems. Managed the \$400M corporate indirect programs and budgets for Westinghouse. Led Westinghouse efforts to achieve a 35% reduction in company indirect costs in a 3-year time period. The initiative was achieved in 1996.

**REGULATORY EXPERIENCE**

Supported implementation of the first Hanford Tri-Party Agreement, with focused effort on coordinated planning of milestone dates (US DOE Richland Operations Office, EPA Region 10 and Washington State Ecology). Supported different environmental documents and Remedial Investigation actions at Hanford and the SLAC National Accelerator Laboratory.

**PROFESSIONAL REGISTRATIONS AND AFFILIATIONS**

Board of Directors for the Three Rivers Community Foundation

Financial Executives Institute (FEI), previous member

Project Management Institute (PMI), previous member

**EDUCATION**

Masters of Business Administration, Southeastern Nova University, Fort Lauderdale, Florida, 1983

Bachelor of Science, Business Management, Oral Roberts University, Tulsa, Oklahoma, 1979