

MELISSA G. SALOME

EXECUTIVE PROFILE

Over 30 years of experience in professional, federal government work environments that have enhanced my skills in a variety of areas: executive, project management, contract management, program controls, business operations management, resource management, budget management and execution, and financial management. Serve as a Senior Contracting Officer Representative (COR) for several programs/projects and responsible for multiple COR functions: contract management and administration; definition of work scope requirements; management and monitoring of program priorities and program tasks; technical direction and guidance to contractors; review and analysis of program requirements; managed, reviewed and evaluated milestones and cost goals; initiated and managed contractor performance reviews and assurance that contractual regulations and requirements were satisfied. {Currently hold Q Clearance}

DETAILED EXPERIENCE

Senior Program Manager – Longenecker & Associates

02/2016-Present

Senior Program Manager & COR – NNSA, GTRI/ORS Program

02/2008-02/2016

Serve as Senior Program Advisor to Global Threat Reduction Program (GTRI) and Office of Radiological Security (ORS) and senior managers to include Associate Assistant Deputy Administrator and GTRI/ORS Directors. Responsible for project management, program controls, contract management, budget execution and management, financial management; serve as senior COR and technical expert conducting analyses and evaluation of program requirements, priorities, cost/schedule/scope oversight and reviews, performance assessment, review and analysis of contractor performance. Provide guidance and counsel on contractual matters to professionals/ managers on full range of pre and post-award contract activities, including: procurement planning, contract development, contract negotiations, price/ cost analysis and contract administration to ensure consistency and due consideration of contractual requirements for highly specialized and unique procurements supporting GTRI/ORS.

Manage various procurement vehicles requiring senior level expertise to resolve contractual issues; advise, initiate and manage successful awards and administration of contracts. Offer expert level consultation, process definitions, creative procurement options and alternative procurement strategies. Responsible for development of pre-award “PR” packages to include: acquisition strategy, planning and development; write PBSOW and statement of objectives; develop IGE’s; conduct market research; write non-competitive justifications; develop evaluation criteria; oversight of SEB’s and merit reviews; and conduct technical analysis of proposals. Also, responsible for post-award activities: conduct cost/schedule/scope oversight

and reviews; provide technical direction; conduct accrual analysis and reporting; conduct extensive reviews of invoices to resolve sensitive issues; analyze and evaluate contractor performance and formalize reviews in CPARS; analyze program control systems and formally close contracts and financial assistance instruments.

I am also the GTRI/ORS Integrator, serving as lead procurement representative and liaison for the Albuquerque Complex; I operate as a single point of contact on all GTRI/ORS Procurements and lead interface with Headquarters, requiring that I communicate all GTRI/ORS priorities to COR's, Procurement Staff, Legal Counsel and senior managers; develop and manage annual GTRI/ORS Procurement Forecast/Plans; conduct oversight of all GTRI/ORS procurement schedules and resolve high level issues; address Congressional inquiries; and operate as Lead Procurement Advisor to Headquarters to provide expert level knowledge of procurement processes, tactics and innovative strategies in managing GTRI/ORS program procurements and processes. In this capacity, led the effort to establish a financial management improvement system to enhance and improve GTRI/ORS financial management processes; this system now effectively tracks and manages the use of all GTRI/ORS funds at the Albuquerque Complex. As GTRI/ORS Integrator, served as Lean Six Sigma Team Lead to improve integrated project teams, align GTRI/ORS, define procurement roles and responsibilities and enhance business processes to streamline and improve efficiencies of GTRI/ORS Federal contracting. After several meetings, research and customer surveys, I determined that management's commitment to procurement teams and schedules required change. Thus, I recommended an innovative solution, a GTRI/ORS senior management summit to focus on improving customer satisfaction; improving communication and credibility (making and keeping schedule commitments); and effectively defining roles and responsibilities. Result: GTRI/ORS management team was able to determine best execution of non-proliferation goals in areas of procurement and project management.

I was a member of the Project Management Improvement Team (PMIT) Board established to create a forum to share successful practices to further improve GTRI/ORS project management and business processes and to enhance networking between labs, HQ, government and private industry executives. Each member was hand-picked and selected based on experience, organizational representation, insights and openness to effectively develop innovative approaches to improve GTRI/ORS and ultimately NNSA. As a member, I was considered a senior Federal government representative. Some of the specific improvement opportunities that were addressed included: Project Management Career Paths; training modules; consistency in financial data reporting; and Strategic Planning. Many improvement initiatives generated by the PMIT Board, were implemented across NNSA.

Senior Program Manager & COR – NNSA, SLD & RRRFR Program

06/2003-02/2008

I served as Senior Program Manager and Senior COR for the Second Line of Defense Program (SLD), where I functioned as the technical procurement expert in conducting analyses and evaluation of business strategies, cost reviews, program priorities, and financial management requirements. I also served as the

liaison that coordinates and leads discussions with individuals, groups and offices at DOE/Headquarters, DOE Site Offices, National Laboratories and various contractors, in order to fulfill program responsibilities and ensure that program contractual requirements were met. I served as the Senior COR for all SLD Megaports and Core Contracts to include: Design, Construction Integration, Maintenance and Sustainability; Engineering and Tech Services; Engineering and Technical Services; Auditing and Program Controls; Manufacturing and Upgrades; Equipment Management Services; and Support Services Contracts, valued at over \$400M. I was responsible for the management of contractor performance reviews and analysis of contractual obligations, cost reporting and oversight related to all SLD contractors, which included National Laboratories, and independent contractors. In this capacity, I provided qualitative and quantitative analyses; technical direction and guidance to SLD contractors; and reviewed programmatic/program requirements, milestones and cost goals. As Senior Program Manager, my responsibilities included: direct implementation and complete authority of all SLD business operations, financial transactions and systems to ensure baselines were established, management and review of deliverables and milestones, and proper allocation of funds and analysis of costs. As a direct result of my involvement, the budget authority and financial responsibility was delegated from Headquarters to the NNSA Service Center. Management of the SLD contracts required extensive knowledge of Federal laws and regulations, such as FAR, FTR, and DOE/NNSA Policies and Procedures to ensure that costs are appropriate and allowable to the government. While in this capacity, I provided support in the areas of strategic planning; policy and procedure development and implementation; SLD program reviews; and leading government reviews. As a result of my management and oversight, the procurement functions and oversight ultimately improved the efficiency and effectiveness of SLD related procurements.

While serving as the SLD Senior Program Manager, I also supported the Russian Research Reactor Fuel Return Program (RRRFR) and served as COR for multiple international contracts. This program required agreements between the U.S., the Russian Federation (RF), and the International Atomic Energy Agency (IAEA) to return fresh and irradiated (spent) highly enriched uranium (HEU) fuel to Russia from Soviet-supplied research reactors. The objectives of this initiative was to reduce the nuclear proliferation threat posed by the presence of HEU fuel at the former Soviet-supplied research reactors, which required various contract options and approaches to meet the unique needs of each country.

Business Operations Manager – DOE, AFCI Program

04/2001-06/2003

Served as Business Operations Manager for the Advanced Fuel Cycle Initiative Program (AFCI), responsible for project management, contract management and administration, financial management, performance analyses and general business administration of the AFCI Program, I served as a business operations expert in conducting analyses and evaluation of business strategies; project priorities; budget formulation and execution; financial management requirements, established resource requirements, project management systems, contract administration, cost reviews, performance assessments and project control systems. I frequently interfaced with individuals, groups and offices at DOE/Headquarters, DOE Site Offices, National Laboratories, Universities, and multiple contractors in an effort to fulfill project

responsibilities. I managed all AFCI contracts, ranging from contracts associated with National Laboratories, Industry Construction, Engineering and Technical Services Contracts and Support Service Contract valued at \$500M. I monitored contractor milestones; cost/schedule/scope performance; invoices; and approved funding allocations. I was also responsible for providing reports, analysis, opinions and written evaluations on specific project control areas. This position required that I be knowledgeable of long-range project plans, schedules, budgets, milestones, and ensuring milestones were met by all contractors. Made frequent recommendations to senior management on matters pertaining to contractual deficiencies and/or failure to meet contractual deadlines.

My role grew significantly from planning and oversight to authority and full implementation. I was personally responsible for negotiating and persuading the Office of Program Analysis and Financial Management, DP-41 and NE-20 to delegate complete budget authority and financial responsibility to the field level. I was successful in achieving this delegation and laying the ground-work to ensure the AFCI budget was managed effectively and efficiently at the field level versus the typical headquarters oversight. I assumed all financial management functions typically assigned to the Headquarters organization. I prepared annual budgets (operating and capital) to include long-term budget plans, funding assumptions and allocation plans, and project work plans. I was responsible for formulating and approving the monthly Approved Funding Program (AFP), with all funding allocations described and justified for the AFCI Program. I directed the implementation of a project financial management system to ensure effectiveness and accountability of funds. Due to my success, I was requested to spend 2 weeks per month for 2 ½ years, at the DOE AFCI Program Office at DOE Headquarters, providing direct support to the AFCI Program Manager in the areas of project management and oversight; budget and financial management; strategic planning; policy and procedure development and implementation; and leading government reviews. I led the 360 degree contractor performance reviews; and senior level briefings. I generated requirements and directed the performance of special studies to address unique concerns such as Congressional inquiries, IG, GAO, State, and other requirements related to overall management operations, budget reviews and cost reviews. In discharge of all my responsibilities, I was required to interface with and advise, on a regular basis, with senior management officials of project contractors and national laboratories and Universities.

Business Manager – DOE, APT Project Office

09/1996-03/2001

This position required that I serve as the Business Manager and Project Administrator for the Accelerator Production of Tritium Project (APT). The APT mission was to produce tritium with a fully operational accelerator plant based on an associated accelerator with an estimated budget of \$4.5 billion. I was responsible for contract management and administration; project management; budget planning and execution; evaluation of contractor cost/schedule/scope performance; review of workload requirements; and special studies and reporting. Other responsibilities included: defining project administrative strategies, scheduling project priorities, establishing resource requirements, project acquisition systems and property management. I was also responsible for preparing and delivering briefings to DOE Senior Management and Senior Contractor Management regarding project status/accomplishments/issues, etc.

I served as the project controls expert for the APT Project ensuring all cost reporting requirements were met; scope was assigned to all funding allocations; ensuring performance reviews were completed; management and oversight of project controls by utilizing Earned Value Management System to include CPI and SPI reviews; ensuring all contractual requirements were satisfied; and ensuring all financial changes were authorized and completed. My responsibilities included coordination and involvement with DOE-HQ's, DOE Site & Operations Offices, National Laboratories, multiple private industry contractors and the Savannah River Site.

The APT Business Team, which I was a member was successful in designing and implementing a unique and heretofore unprecedented 360 Degree Performance Review System for all APT Contractors, Laboratory institutions and Universities. A presentation was made to DOE to consider a 360 Degree Performance Review to design and implement a sophisticated contractor performance evaluation system; monitor and track contractual requirements and milestones; conduct proper analysis to evaluate systems and performance; and ultimately improve the performance of the team. Consequently, the management team accepted this recommendation and allowed full implementation. I was responsible for full implementation of a formalized 360 degree Performance Review System for the APT Project, which required that I create an Evaluation Handbook and Procedures; develop performance measures; develop ranking criteria and elements; develop interview techniques and benchmarked performance elements to gather data from contractor's colleagues, peers and customers; develop roles and responsibilities; and develop formal evaluation schedule. It was then my responsibility to manage the contractor evaluations; ensure procedures were followed by the review team; train staff and managers; coordinate input from all entities; develop final evaluation reports; prepare contractor out-briefs; and conduct management briefings. As a result of this initiative, our team's performance improved within 6 months and our team received a Performance Excellence Award and a PMI Award, both of which emphasized the innovative performance system and sophisticated project management systems and techniques.

Program Analyst – DOE, Under Secretary Office/Office of Procurement/Chief Counsel/Office of Training
04/1996-08/1996

As a Program Analyst, I acquired management experience relative to DOE business operations; expanded my breadth of knowledge of the DOE's missions and goals; observed management practices and styles at senior levels of the DOE; enhanced my understanding and insight of the Headquarters/Field relationship; and improved my understanding of the role of the executive branch and the interactions with the legislative branch. I offered ideas and lessons learned resulting from quality initiatives undertaken by the Albuquerque Office, in order to effectively contribute to the Department's quality initiatives. Assigned to the Under Secretary's Office, Office of Procurement Management, Chief Counsel and Training and Human Resource Development. When assigned to the Under Secretary's Office, I was directly involved in a final compensation decision related to former DOE firefighters. This required extensive research and data gathering in order to make a final recommendation to the Secretary of Energy. While assigned to the Office of Training and Human Resource Development, I developed a training curriculum for new managers and supervisors; developed and conducted a needs assessment to design a training program that

successfully met the needs of the Department; offered enhanced training tools; and recommended an innovative approach to training new managers and supervisors that was adopted and implemented by the department. Finally, I was assigned to the Office of Procurement and Assistance Management, where I developed a Best Practices Report related to Contractor Purchasing Initiatives mandated by DOE. I created a system to track and assess contractor performance relative to purchasing initiatives. Also, I actively participated on the Inter-Agency Benchmarking and Best Practices Council, which was established for government employees who wish to work together to improve performance through benchmarking, sharing best practices, and sharing ideas of contractor accountability and tracking of cost/schedule/scope.

Executive Officer – DOE, Office of the Manager

01/1995-04/1996

As the Executive Officer for the AL Manager, I was responsible for administering the management systems utilized by the AL Office of the Manager in order to monitor all major programs under the Albuquerque Operations Office, which included: Defense Programs, Stockpile Stewardship, Weapons Programs, Environmental Management, Science and Technology, Budget and Financial Management, Chief Counsel, Transportation Safeguards, Contract Management and Business Operations. This required that I be cognizant of all major programs and their status so that I could apprise the AL Manager of their progress and provide an independent assessment of potential problems or possible slippages in scheduled completion dates. I was responsible for determining the need for special briefings for the Manager and directing the preparation of such briefings; providing necessary follow-up on highly sensitive issues and subjects of special interest to management; ensuring that the Manager's policies and directives on specified issues are carried out by the organizations involved; coordinating specific assignments with AL organizations and site offices that were of prime interest to the Manager; representing the Manager in meetings with high level officials and assuring that the Manager's policies were properly considered in selecting a course of action; and keeping the Manager apprised of the status of all special interest projects and sensitive issues. I was also responsible for supervising the staff within the Office of the Manager.

Personnel Specialist – DOE, Human Resource Division

01/1991-01/1995

I held the position of Personnel Specialist in the Human Resource Division, which required expertise in the areas of human resource management, oversight, and management advisory services. I managed personnel resource issues related to recruitment, staffing, employee relations, position classification, training and development, equal employment opportunities, special employment programs and performance management. I served as the Lead HR Representative for human resource activities related to the DOE Environmental Management (EM) Organizations. This required a clear understanding of the highly technical EM organizational structures and missions to effectively recruit and place hundreds of new professional employees. I applied an integrated, corporate team approach involving all matrix support organizations to ensure success of this aggressive recruitment project. I was successful in taking a proactive approach throughout this effort by offering AL management innovative approaches of refining human resource strategies and services. This project was a highly visible and political program, which

required a corporate perspective and an integrated approach. This effort required recruitment using non-traditional methods to reach candidates that were highly technical and possessed specialized expertise; as a result, the recruitment effort was very successful.

I also provided management advisory services based on a broad knowledge of personnel functions and integration into program development and problem solving. I was responsible for researching, interpreting, applying, and advising management officials and employees on a variety of personnel rules and regulations concerning federal personnel management. For example, promotions, salary determinations, benefits, retirement, recruitment, affirmative action, disciplinary actions, qualification determinations, etc. I was also required to act as a mediator between management and employees to resolve sensitive and complex issues, such as grievances and disciplinary actions.

I was directly involved in the dissolution of the Waste Isolation Pilot Plant Project Office, which required the relocation of 18 employees to a different geographical location. This involved extensive coordination between AL senior management, Waste Isolation Pilot Plant Project Office management, affected employees, DOE-HQ, and the Carlsbad Chamber of Commerce. I offered extensive advisory services to AL senior management from the initial stages of the realignment decision through the implementation and final stages.

EDUCATION

BBA, December 1990

University of New Mexico/Robert O. Anderson School of Management

Concentration: Business & Marketing Management