

RESUME

CHARLIE E. SANDERS

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Height: 5 feet 11 inches

Weight: 220 pounds

PROFILE

Experienced manager with proven record of equipment cost reduction and a thorough understanding of large fleet asset management and rental fleet operations. Heavy equipment dealer and contractor equipment background working in different regions. Business development ideas, new and used equipment sales as well as equipment and tools rental in recent assignments. Industry leader in the development of improved maintenance methods, equipment records and the organization of a team in an environment to effectively manage a large and diverse group of machines. Perfected methods of training personnel to do the critical maintenance that reduces machine operating cost. Introduction of technological solutions to recurring equipment problems.

Career Experience

November 2000 to present **Sanders Consulting Associates**
San Antonio, Texas

Provides business and management consulting services to equipment owners, distributors and manufactures. Expert witness service to attorneys regarding equipment issues and related maintenance and operation.

October 1999 to October 2000 **Raytheon Ebasco Overseas Ltd.**
San Roque Multipurpose Project, Philippines

Responsible for a fleet of 1,200 machines with a replacement value of more than \$135 million being operated on a hydroelectric dam project in the Philippines. This equipment spread included 23 Caterpillar Model 777 D end dump trucks, 8 Caterpillar 776 with 150 ton Bottom Dump Trailers, 40 Caterpillar D400E II, Volvo A35 and A40 articulated end dump trucks that were used for hauling. More than 20 excavators were used for loading the haul units including 3 Hitachi EX1800, one Hitachi EX1100 and 4 Hitachi EX800 hydraulic backhoe type excavators. Repair shops for heavy equipment, automotive vehicles and large tires were supervised at this project. Improved predictive maintenance tools such as particle count reporting on hydraulic and transmission oil were introduced to extend the service life of these components.

February 1999 to October 1999 **Sanders Consulting Associates**
San Antonio, Texas

Provides business and management consulting services to heavy equipment owners, distributors and manufactures.

June 1998 to February 1999 **PT. AMECO Servicindo (a Fluor Daniel Company)**
Jakarta, Indonesia
President - Director

Responsible for the total operation of the equipment rental and sales services of the subsidiary of American Equipment Company in Indonesia. This company does rental and sales of equipment, as well as maintenance and refurbishment of equipment. The fleet is listed below.

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Career Experience -- Continued

1995 to June 1998

**American Equipment Company, Inc. (a Fluor Daniel Company)
Greenville, SC
Director of Operations in Indonesia**

Provides overall direction for all equipment operations in Indonesia. Arranges for equipment rentals, maintenance staff and equipment transportation. This start up operation in Feb. 1996 now has more than 600 machines in Indonesia with an asset value of more than \$17 million. This fleet includes more than 25 cranes up to 230 tons capacity. This operation included all types of construction tools from hand tools, wrenches, hammers and supplies such as welding rod to power tools such as pneumatic hoist, hydraulic port-a-powers, hydraulic jacks and scaffolding. We are operating from four locations with more than 100 people on staff.

1993 to 1995

**Geupel Construction Company, Inc.
Columbus, Ohio
Corporate Equipment Manager**

The fleet replacement value is more than \$194 million. Operations include a large coal mine in West Virginia. Marketed surplus equipment and studied equipment utilization to reduce the number of idle machines. Implemented a Field Maintenance Program with detailed inspections and repair before failure as part of planned maintenance. Supervised a central shop and repair facilities including tire maintenance at High Power Coal mine in West Virginia. Developed improved internal equipment rates.

1984 to 1993

**H. B. Zachry Company
San Antonio, Texas
Equipment Manager**

Responsible for the acquisition, maintenance and disposal of equipment at more than 150 projects as well as the operation of a large central repair facility, tire maintenance shop, equipment transportation and storage. The fleet included more than 7,000 units and the replacement value was more than \$195 million. More than 1,200 on-highway trucks and more than 400 trailers were part of this fleet. Implemented a company wide planned maintenance and repair before failure program starting in Sri Lanka that reduced equipment operating cost 20 percent and improved machine availability. A tool supply program with construction consumables, hand tools and power tools such as hydraulic torque wrenches, pneumatic winches, power pipe threading machines, hydraulic powered electric conduit knock-out tools, and hydraulic jacks is part of this service from the home office. Responsible for planning for the development of measurements and strategic planning for Total Quality Management and served on the corporate steering committee.

1981 to 1983

**Construction & Development Corporation of the Philippines
Manila, Philippines
Vice President, Equipment Management Department**

Responsible for the management of a large central repair facility and a construction equipment fleet with more than 4,000 units at 20 sites in six countries having a replacement cost of more than \$300 million. This fleet included three salt-water dredges. Construction of light rail system, hydroelectric dams, highways, airports, industrial plants and buildings were projects undertaken. Developed a surplus equipment disposal program for international sales.

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Career Experience -- Continued

1979 to 1981 **Syracuse Supply Company (Equipment Dealer including Caterpillar)**
Syracuse, New York
Assistant to the President

A staff position in a \$120 million per year retail construction and industrial sales organization. Responsible for expansion of business through development of new opportunities in export sales, new markets, acquisition of businesses and sales to national contractors. Lead this organization into a 20 percent annual increase in sales. Responsible for the acquisition and integration of a Caterpillar and Mack Truck equipment dealership in up state New York. Introduced the idea of lower cost foreign acquisition of used equipment for resale as an unlimited marketing opportunity. Rental equipment and special tools such as hydraulic power tools are part of the services to contractors and industrial plants in the area.

1966 to 1979 **Green Construction Company**
Des Moines, Iowa

1972 to 1979, Vice President, Equipment and Purchasing, responsible for purchase, maintenance and disposal of construction machinery fleet and more than 3,000 units valued at \$165 million replacement cost. Involved in international operations since 1973. Projects included Alaska Pipeline; Grand Coulee Dam Forebay; I-80 & I-81 Pennsylvania; Pueblo Dam, Colorado; Saudi Arabia roads and mining of coal, uranium, talc and other ores. Tire cost were managed to provide major saving through tire selection and testing. Developed procedures that saved 45 percent in annual equipment operating cost at up to 30 sites from Alaska to Saudi Arabia. Served on the Board of Directors for Green Construction Company.

1966 to 1971, Equipment Engineer, responsible for construction equipment specifications, developed one of the industry standards for record keeping on the computer with analysis and decision plans based upon equipment records. Developed a tire management program that reduced tire cost.

1956 to 1966 **Albert & Harlow, Inc. (Equipment Dealer including Caterpillar)**
Tulsa, Oklahoma

1962 to 1966, Manager of Industrial Engine Sales and Engineering Consultant to Sales Department, developed sales and installations of Caterpillar diesel and natural gas engines in commercial, industrial and construction applications including international sites for oil well drilling and production. Provided estimates of equipment cost and performance for earthmoving, land clearing, power generation and worked with engineering research organizations on machine applications.

1960 to 1962, Sales Representative to out of state contractors working on the Arkansas River Development. Prepared studies for machinery sales and construction project cost analysis with detailed production reports, seismic and soil analysis to determine rippability and selection of excavation and hauling units.

1956 to 1960, Sales Trainee and City Salesman, Tulsa. Worked through each department in the dealer organization. Attended Caterpillar factory training schools. Responsible for the equipment and engine sales in Tulsa county.

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Career Experience -- Continued

1954 to 1956 **U. S. Army—Corps of Engineers**

Specialist in a construction equipment maintenance company. Wrote time requirement guides for repair of construction equipment. Honorable discharge—SP3, February, 1956.

EDUCATION

1954, BA, Engineer's Route to Business degree, University of Texas, Austin, Texas, Phi Kappa Psi fraternity secretary.

1950 to 1954 Part time jobs during college—earned about 25 percent of college expenses

1950, College Preparation course, Wichita Falls Senior High School, Wichita Falls, Texas, Senior Class President, Captain of 1949 Texas State Championship Football Team.

ASSOCIATIONS

Association of Construction Equipment Managers (ACEM)

The Associated General Contractors of America (AGC), chairman 1991 to 1993 of Equipment Committee

Society of Automotive Engineers (SAE), served on bucket capacity and noise committees

American Society of Mechanical Engineers (ASME)

Association of Equipment Management Professionals (AEMP), started chapter in San Antonio, Texas and Columbus, Ohio; served as National Finance Chairman

Special Industrial Radio Services Association (SIRSA), served as chairman 1975 and 1976