

PAUL WAUGH

SENIOR ASSOCIATE, DAYTON AEROSPACE, INC.

PROFILE

Senior executive with over 40 years of experience leading large, complex organizations and managing major weapon systems. Demonstrated record of innovation and championing change for the United States Air Force (USAF) acquisition enterprise, while successfully leading multiple weapons systems portfolios. Two-time program executive officer (PEO), deputy director, wing commander and program manager (PM) responsible for airlift, bomber, tanker and trainer aircraft, aircraft simulators, agile combat support (ACS) systems, air delivered nuclear weapon systems and weapon storage facilities and military and civilian propulsion systems. Extensive experience leading and managing all stages of life cycle management including strategy formulations, requirements development, source selection, negotiation, program execution, modernization of fielded weapon systems, sustainment including organic and contractor depot, supply chain management (SCM), policy formation and workforce initiatives. Exceptional skills in building, mentoring and leading high-performance, diverse teams focused execution, innovation and continuous improvement to deliver the required product on time and under budget. Senior Executive Service (SES), Department of the Air Force (DAF) (Retired).

PRINCIPAL AREAS OF EXPERTISE

Strategy Development

Acquisition and Milestone Decision Authority (MDA) on over 500 programs, including all mobility platforms, aircrew flight and support equipment, simulators, common avionics, electronic warfare (EW), and propulsion upgrades. Developed and/or approved acquisition strategies critical to the modernization and sustainment of the USAF's and international partners' fleets. Created incentive structures and utilized Middle-Tier Acquisition (MTA) and Other Transaction Authority (OTA) strategies to provide win-win solutions that achieve desired outcomes for both industry and the US Government.

Program Management

Achieved cost, schedule, and performance for multiple acquisition category (ACAT) 1/1D, II, and III programs. Throughout the full weapon system life cycle, managed development, modernization and sustainment programs for airlifters, tankers, training aircraft, bombers, propulsion systems, air delivered nuclear weapons, and ACS systems.

Change Management

Acquisition lead for SAF/AQ's Operational Imperative #5, Resilient Basing. Drove critical analysis to identify operational needs, define gaps in USAF capabilities and develop solutions. Translated recommendations into USAF Program Objective Memorandum (POM) funding requests resulting in additional combat capability by facilitating the USAF's Agile Combat Employment strategy.

Source Selections and Sole Source Negotiations

Source Selection Authority (SSA), Source Selection Advisory Council (SSAC) Chair/member, Source Selection Evaluation Board (SSEB) lead, and factor chief on source selections for 50+ aircraft platforms, simulators, and weapon systems to include ACAT I, II, and III and sustainment programs. Key driver to reaching general manager-level agreement on major contract sole source negotiations to include KC-46 Remote Vision System, T-7 Escape System Design Study, C-17 sustainment, C-130J Diminishing Manufacturing Source (DMS) development and US Navy TACAMO replacement C-130J development and production.

Digital Materiel Management

Developed a comprehensive digital materiel management approach across the airlift, tanker, and trainer aircraft program offices. Leveraged existing digital engineering programs/processes but expanded the strategy to encompass all functional areas. Built an integrated training approach paired with the roll out of digital tools at individual work centers. Instituted "digital-twin" requirements in competitive and sole source modernization programs to drive the USAF and industry to a digital future.

International Programs

Extensive experience in foreign military sales (FMS) efforts. As PEO for mobility and training aircraft, drove development and approval of overarching KC-46 FMS acquisition strategy. Interfaced with over 100 partner nations on C-130, C-17, T-6, F-15, F-16, and propulsion to drive business strategies to benefit both international partners and the USAF.

Experience that matters...solutions that count!



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EDUCATION

MBA, Management

University of Central Oklahoma

BS, Metallurgical Engineering

Iowa State University

Master of International Strategic Studies

Air War College

CERTIFICATIONS

Acquisition Professional Development Program (APDP)

Program Management - Level III

Test and Evaluation (T&E) - Level II

WORK HISTORY

Senior Associate | Dayton Aerospace, Inc.

2023-present, Dayton, OH

Assist government and industry customers in a wide range of support activities including business and acquisition strategy development, digital materiel management, long-term weapon system support, program start up and execution, executive independent reviews, and organizational and workforce development. Expertise spans all phases of the weapon system life cycle.

Program Executive Officer (PEO) and Director | Mobility and Training Aircraft Directorate, Air Force Life Cycle Management Center (AFLCMC/WL)

2020-2023, Wright-Patterson Air Force Base (WPAFB), OH

Execution-responsible for 300 programs with a \$36B annual budget supporting every combatant command (command authority) (COCOM) and six USAF major commands (MAJCOMs), along with 66 partner nations. Developed, fielded, and sustained capabilities for the C-5, C-17, C-130, C-208, E-9, KC-10, KC-46, KC-135, T-1, T-6, T-7, and T-38 fleets. Resolved a ten-month impasse preventing the awarding of the next KC-46 production contract by developing an innovative approach to utilize previously unused commercial aircraft data. Contract was awarded in three months; prevented production break. Expanded the approach to ensure “fair & reasonable” prices for next KC-46 production lots and potential international sales. Developed the initial KC-135 Tanker Recapitalization and Next Generation Aerial Refueling System (NGAS) acquisition strategies. Partnered with the MAJCOM and air staff to develop program requirements, while engaging with industry to determine their capabilities to support acquisition strategy development. Established an Agility Prime transition program office, while driving a sustainment strategy into the program. Postured to successfully transition the program following flight demonstrations. Initiated the development of roadmaps that captured planned five and ten-year modification and obsolescence programs across nine mobility and training aircraft fleets—40% of USAF aircraft. Partnered with Air Education and Training Command (AETC) and Air Mobility Command (AMC) to ensure the roadmaps captured the MAJCOM’s operational requirements.

PEO and Director | Agile Combat Support Directorate (AFLCMC/WN)

2019-2020, WPAFB, OH

Directed research, development and sustainment for one of Air Force Materiel Command’s (AFMC) most diverse weapon systems organizations with ~1,800 military, civilian, and contractor personnel executing a \$7.4B+ annual budget. The Agile Combat Support (ACS) Directorate included six mission areas: USAF metrology and calibration, automatic test systems, electronic warfare and avionics, human systems, and support equipment and vehicles. Accelerated the acquisition and delivery of systems to the warfighter through evaluation of the “Try, Decide, Buy” acquisition method to increase velocity of delivery of components to support fielded systems and incorporate reliability and maintainability improvements across the portfolio. In response to a United States Transportation Command (USTRANSCOM) Joint Urgent Operational Need (JUON) to transport large numbers of COVID-19 patients, led the development of the Negative Pressurized Container (NPC) program. Utilized an OTA approach to deliver a solution in just 88 days from receipt of the JUON—flying operational missions—four days later. In addition, led a team that executed critical projects in support of DAF COVID-19 Task Force. Awarded six contracts on average in less than a week, in support of the Defense Procurement Act—expanding domestic personal protective equipment (PPE) industrial capacity.

Deputy Director | Air Delivered Capabilities Directorate, Air Force Nuclear Weapons Center (AFNWC/ND)

2015-2019, Kirtland Air Force Base (KAFB), NM

Provided acquisition and sustainment leadership for all air delivered nuclear weapons systems and support infrastructure for the USAF and North Atlantic Treaty Organization (NATO) allies. Executed over \$1.8B annually, including two ACAT I programs: B61-12 Tailkit Assembly and Long-Range Stand-off (LRSO) weapons. Following approval of Program Action Directive (PAD) 16-01, developed and implemented the Directorate’s Nuclear Materiel Management (NMM) strategy, which covers life cycle management for nuclear weapons across the Command. Set the NMM vision of an overarching flight plan that integrates the schedules and risks of the five systems needed to deploy nuclear weapons: aircraft, nuclear weapon, support equipment, automated test systems and mission planning systems (MPS). Built the Program Integration Office (PIO) for the \$2B Weapon Storage Facilities (WSF) project from scratch—Air Force Global Strike Command’s (AFGSC) highest priority military construction (MILCON) project. Led the team that included representatives from three Centers, AFGSC and Headquarters Air Force (HAF) to develop an integrated master schedule (IMS) for the five planned WSFs that included building design and construction, electronic security system development and installation, nuclear certification, and transition from the current facilities. Analysis of the IMS showed gaps between the facility design and nuclear certification schedules. Worked with all stakeholders to re-scope the facility design effort to cover critical safety and certification activities and deliver design products earlier to support certification of the design approach prior to starting construction.

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**Chief and Senior Acquisition Program Manager | Propulsion Sustainment Division, Air Force Life Cycle Management Center
AFLCMC/LPS (formerly OC-ALC)****2011-2015, Tinker Air Force Base (TAFB), OK**

Responsible for life cycle management of 28,000 USAF and Foreign Military Sales (FMS) engines distributed across 23 Type Model Series (TMS) supporting all bomber, fighter, tanker, and transport aircraft along with cruise missile, and helicopter fleets deployed to 132 bases supporting operations in 43 FMS countries. Executed over \$750M in depot overhaul (working capital fund); Research, Development, Test, and Evaluation (RDT&E); and program support funds annually. Formulated acquisition strategy to support the break-out of the \$1B annual F117 engine sustainment program from the C-17 aircraft performance-based logistics (PBL) program. Developed an innovative strategy for managing sustainment for the F108 engine that powers the KC-135R tanker. Focused on providing a systematic approach to look at improvement opportunities in operations, engineering, depot maintenance and supply chain management resulting in five significant improvement opportunities and a 10% reduction in engine removals.

Vice Commander | Oklahoma City Air Logistics Center (OC-ALC)**2009-2010, Tinker AFB, OK**

Provided advice and counsel to commander responsible for leading 17,600 personnel, overseeing an \$8.4B operating budget and managing a \$229B inventory while providing management, repair, and logistical support of 1,180 aircraft and 31,153 engines in support of USAF and joint service operations around the world. Executed the \$7.9B Propulsion Business Area (PBA) program contract. Set annual depot maintenance requirements for the TF39 and T56 engines, and F100 engine accessories. Molded acquisition strategy for follow-on sustainment required to support the warfighter through 2014, including formulating an Air Staff level communication plan to address Congressional delegation concerns. Championed center-wide value stream assessment (VSA) on the F108 engine. Built cohesive team that developed a detailed map of the F108 propulsion system from the requirement development through supply chain management, encompassing whole engine production. Identified over 25 process gaps, conducted seven Rapid Improvement Events (RIEs), and implemented multiple process changes, which improved War Readiness Engine (WRE) level from 15 to 25 in less than twelve months.

Commander | 327th Aircraft Sustainment Wing and Propulsion Directorate, ASW/CC and OC-ALC/LP**2006-2009, Tinker AFB, OK**

Provided decisive, action-driven leadership to a 2,100 civilian, contractor and military personnel workforce responsible for total life-cycle management including acquisition, modification and sustainment for B-52 and B-1 bombers, KC-135 tankers, and 430 commercial derivative aircraft (CDA), plus 28,000 USAF jet engines including execution of logistics contracts worth \$13.4B and management of a depot maintenance budget valued at more than \$3.7B across the FYDP. Orchestrated Fischer-Tropsch synthetic jet fuel certification for the B-52 fleet that set the certification protocol standard for all USAF aircraft. Met SAF/AQ'S #1 priority to reduce dependency on fossil fuels. Led establishment of B-2 PBL program. Developed innovative award fee concept for contractor portion of the program. Reduced contract depot overhaul flow days from 425+ to less than 300. Results: aircraft availability gain of 28.6%, which exceeded the warfighter's goal by over 31%. Steered future sustainment support for KC-135 and KC-10 tanker fleets as the Source Selection Advisor Committee Co-chairman for contractor Program Depot Maintenance (PDM) and Contractor Logistics Support (CLS) source selections. Ensured the source selection team incorporated latest Office of Secretary of Defense for Acquisition Policy (OSD/PA&E) guidance when evaluating contractor past performance and contract length. Results: contracts awarded on time and under government estimates.

Commander | 727th Aircraft Sustainment Group, OC-ALC**2005-2006, Tinker AFB, OK**

Led 1,000 military, civilian and contractor personnel providing logistics support, engineering oversight, and modifications for 430 commercial derivative/FAA certified aircraft and 729 engines valued at \$9B with an annual modification and sustainment budget of \$818M. Ensured successful completion of all modifications, depot and field maintenance, spare parts, and flight line tasks at over 65 worldwide locations. Turned around the E-4B National Airborne Operations Center (NAOC) aircraft Mod Block I program, the largest modification program in twenty years since the E-4B entered the USAF inventory. Resolved 14-month impasse with strategic command on the system requirements and test and evaluation program. Hammered out contract modification that resulted in delivery of the prototype aircraft after 11 months, while meeting all operational users' requirements. Formulated innovative source selection approach for the C-26 CLS program. Utilized web-based updates of contractor proposals, which ensured timely and accurate industry bids. USAF PEO for services adopted the approach for all CLS source selections.

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Deputy Director | Joint-Unmanned Air Combat System (J-UCAS), X-47 Program Manager, Defense Advanced Research Projects Agency (DARPA)

2004-2005, Washington, DC

Directed a 500-member multi-service, multi-agency government and industry acquisition team developing the X-47B Unmanned Combat Air Vehicle (UCAV). Revamped the \$200M X-47B technology demonstration program into a \$1.2B operational assessment program in six months. USAF lead for the \$6.1B Joint Unmanned Combat Air System (J-UCAS) program. Championed program strategies to Under Secretary of Defense for Acquisition, Technology and Logistics (SAF/AQ (AT&L)) and USAF Service Acquisition Executive (SAE).

Prior to (2003)

- Commander, Detachment 3, Intelligence, Surveillance, Reconnaissance Directorate, *Patrick AFB, FL*
- Deputy Director for Propulsion, Joint Strike Fighter Program Office (JSFPO), *Arlington, VA*
- Program Element Monitor (PEM) for F-16 and Air-to-Ground Weapons, *Pentagon, VA*
- Executive Officer for Vice Commander, Aeronautical Systems Center (ASC), *WPAFB, OH*
- Propulsion Fighter Engine Test Lead, ASC, *WPAFB, OH*
- Flight Commander and Deputy Division Chief, Squadron Officer School, *Maxwell AFB, AL*
- Production Engineer and Team Lead, Propulsion Directorate, OC-ALC, *Tinker AFB, OK*

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