

TOM WELLS

VICE PRESIDENT, DAYTON AEROSPACE, INC.

PROFILE

Over 40 years of US Air Force (USAF) acquisition-related experience, including executive leadership of major and complex organizations, as well as direction of procurement operations supporting weapon systems life cycle management from research and development to production, test, and sustainment. Proven expertise in program management, acquisition planning, proposal development, cost/price analysis, contract negotiation, supply chain management, policy formulation, program development and evaluation, and workforce development. Skilled public speaker, trainer, resource manager, and organizational/business process transformation agent. Senior Executive Service (SES), Department of the Air Force (DAF) (Retired).

PRINCIPAL AREAS OF EXPERTISE

Acquisition Strategy Development & Contract Formation

Member of center-level standing acquisition strategy panel for major command and control systems. MAJCOM contracting lead for numerous weapon systems and services acquisition strategies. Chaired panel and approved strategies for sustainment services contracts valued over \$100M. Contracting officer for E-8 Joint STARS development, Desert Storm deployment, and initial production contracts. Developed/published USAF Electronic Systems Center's (ESC) first-ever Acquisition Strategy Guide.

Contract Cost & Pricing

Chief of center-level pricing division for command and control systems. Negotiated settlement of \$300M claim under a fixed priced weapon systems development contract. Led cost analysis of \$12B public-private competition for propulsion depot maintenance. Planned/implemented ESC's One-Pass collaborative pricing process. Developed contracting pricing and financing analytical tools and guides. Taught Defense Acquisition University (DAU) equivalent contracts and pricing courses. Led corporate review of allegedly tainted contract actions following conviction of USAF senior acquisition leader.

Strategic Sourcing & Supply Chain Management

Co-led planning and implementation of sustainment commodity councils, transformation of supply chain operations, strategic supplier relationships, and creation of the Air Force Global Logistics Supply Center (AFGLSC). Directed development and deployment of Contract Business Intelligence Systems to support strategic spend analysis. Implemented Air Force Materiel Command (AFMC) processes to enable strategic sourcing, yielding over \$200M in procurement cost reductions.

Process Improvement and Change Management

Selected and trained as ESC process change management facilitator. Charter member of center-level acquisition support team responsible for transforming acquisition team planning and execution processes. Directed strategic communication and training to support implementation of strategic sourcing methodologies. Pioneered USAF civilian force development processes. Led integration of human sciences and aerospace medicine organizations. Led major organizational restructures, developed new business processes, and applied process improvement methodologies to streamline operations.

Training Design, Development, and Delivery

Designed and developed numerous training modules focused on business operations and government acquisition. Highly skilled and effective instructor having delivered over 70 different courses ranging from creating and sustaining a successful small business to implementing a contract proposal development process. Delivered dozens of courses based on established Defense Acquisition University course materials. Frequently requested and highly rated speaker/trainer for professional organization conferences and events.



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EDUCATION

MS, Public Administration
Utah State University

BS, Park Administration
University of Massachusetts

**Defense Leadership and
Management Program**

Federal Executive Institute
Air War College

KEY POSITIONS

**Director, 711th Human Performance
Wing**

Air Force Research Laboratory
(AFRL)

Director of Contracting

HQ Air Force Materiel Command
(HQ AFMC)

Director, Directorate of Contracting
Electronic Systems Center (ESC)

**Chief of Contract Pricing, Directorate
of Contracting**

ESC

Contracting Officer

Joint STARS Program

CERTIFICATIONS & RECOGNITION

APDP, Level III

Systems Acquisition/Contracting
Program Management

**National Contract Management
Association (NCMA)**

Certified Federal Contracts Manager,
Fellow, Past National Director

**Armed Forces Communications and
Electronics Association, International**

Leadership Award (2016) and
Medal of Merit (2001 & 2014)

Dayton-Wright Air Force Association

Legacy Award (2012)

Presidential Rank Award

Meritorious Executive (2007)

US Air Force Service Award -

Outstanding Career (2012)
Meritorious Civilian (3)

WORK HISTORY

Vice President & Senior Associate | Dayton Aerospace, Inc.

2012-present, Dayton, OH

Provides senior-level support to industry and government acquisition teams specializing in acquisition strategy planning, proposal preparation, contract cost and pricing, contract negotiation, contract management, special terms and conditions, performance-based incentives, dispute resolution, process improvement, and contracting expert witness testimony. Develops and delivers acquisition training for both government and industry acquisition professionals. Owner and member of Dayton Aerospace's five-person Board of Directors (BOD) responsible for management of the company. Transitioned from Senior Associate to Vice President/BOD member in 2017.

Director, 71th Human Performance Wing | Air Force Research Laboratory (AFRL)

2008-2012, WPAFB, OH

First director of 2,000-person wing focused on human systems research, aerospace medicine education, and human systems integration. Led planning and execution of major realignment enabling closure of two installations and transfer of 900 positions from Texas and Arizona to Wright-Patterson AFB in Ohio. Managed requirements for multiple, highly successful military construction projects totaling nearly 1M square feet and valued over \$440M. Sustained annual output of 5,000 military students and 1.2M laboratory tests throughout transition. AFRL official responsible for safety and compliance of human-use research programs. Led joint DoD human systems and medical research collaboration. Source selection authority for multiple award professional services contract valued at \$100M.

Director of Contracting | Air Force Materiel Command (AFMC)

2003-2008, WPAFB, OH

Led MAJCOM contracting function of 3,100 professionals located at 15 USAF installations responsible for \$44B annual weapon systems acquisition and sustainment. Led transformation of purchasing and supply chain management for weapon systems spare parts and repairs. Planned and secured USAF approval to transform installation procurement through creation of commodity councils, stand-up of a centralized strategic sourcing organization, and application of spend analysis techniques. Implemented electronic government purchase card reforms increasing on-line procurement and leveraging \$3B annual spend. Streamlined and standardized command procurement policy, staff support, and training functions, enabling 15% reduction in operations support staffing.

Deputy Director of Contracting | Air Force Materiel Command (AFMC)

2001-2003, WPAFB, OH

Competition and commercial item advocate responsible for increasing use of competitive techniques and commercial items to reduce contract costs. Senior advisor to commanders and program executive officers (PEOs) for acquisition planning and source selection. Co-chaired source selection advisory council for \$3B test center support acquisition—achieving 15% cost reduction over prior contract cost. Functional manager and designated approval authority for 13 contracting information systems—maintained system currency and security and deployed contracting business intelligence system enabling spend analysis and strategic sourcing.

Director, Directorate of Contracting | Electronic Systems Center (ESC)

1999-2001, Hanscom AFB, MA

Led command and control systems acquisition contracting function of 480 professionals located at six different USAF installations responsible for \$3B annual procurement. Member of Center-level standing Acquisition Panel responsible for reviewing and approving strategies for major Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems. Member of Source Selection Advisory Council for dozens of major system acquisition programs. Developed contracting policies and processes, warranted contracting officers, and approved all Center contract awards valued over \$10M.

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Prior to 1999

- Chief of Contract Pricing, Directorate of Contracting, ESC, Hanscom AFB, MA
- Chief of Contract Clearance, Directorate of Contracting, ESC, Hanscom AFB, MA
- Contracting Officer, Joint STARS, ESC, Hanscom AFB, MA
- Procurement Analyst, Acquisition Coordination Team, ESC, Hanscom AFB, MA
- Contracting Officer, Directorate of Systems Contracting & Competition Advocacy, Hanscom AFB, MA
- Contract Negotiator, Ogden ALC, Hill AFB, UT

KEY PROJECTS

- Led review of technology, acquisition, and sustainment missions at WPAFB and developed strategies to retain and grow workload at the base. Provided follow-on support to analyze and implement strategic action plans.
- Conducted independent analysis of new DoD mission basing decision for potential gaining community.
- Assisted major defense aircraft manufacturer in acquisition strategy planning, analysis of alternatives (AoA) reviews, request for information (RFI) responses, and shaping government source selection criteria for new system acquisition.
- Reviewed DoD contracts with a state university to recommend modifications to contract structure and business processes to resolve a potential dispute and improve outcomes for both the university and government customer.
- Assisted major defense contractor by analyzing proposals and preparing cost and price analysis reports for major subcontractor efforts on a DoD multi-year aircraft production program.
- Assisted a veteran-owned small business prepare and submit successful pre-award, agency-level protests to keep the company in the competition and ultimately win contract awards.
- Supported a large USAF mission unit as member of the Director's Strategic Advisory Group.
- Helped major defense contractor understand and mitigate impacts of proposed government most probable cost (MPC) estimate adjustments to the company's proposal for system engineering and manufacturing development.
- Co-authored DoD handbook focused on implementing and maintaining competition across the systems acquisition and sustainment life cycle.
- Supported Dayton regional planning and strategies to retain and grow federal missions in southwest Ohio. Part of the team that developed the State of Ohio Base Realignment and Closure Community Action Plan.
- Conducted price-to-win (PTW) analysis for a small business pursuing a technology support services contract.
- Provided contracting expertise to the Dayton Aerospace team that developed a business plan for the USAF to establish a fee-for-service activity which offers engineering support to non-DoD military aircraft (NDMA) manufacturers.
- Led Pink and Red team review of small business past performance proposal volume for aircraft logistics support competition.
- Participated in proposal development and review process for small business services firm.
- Helped a small business develop past performance proposal volume and responses to a government evaluation notice (EN) for aircraft modification program; company earned highest "substantial confidence" rating.
- Assessed large commercial firm's business systems' readiness to undertake a US Government systems development contract. Provided guidance regarding required actions and advice on how to shape the government solicitation.
- Prepared proposal cost volume for a small business pursuing their first major DoD cost-type services contract.
- Led team supporting a large multinational commercial firm seeking to increase sales to the government; developed business strategies and client messaging.
- Developed and delivered industry proposal preparation process training for government contractors.
- Helped a small business analyze and resolve pending contract disputes with a government program office.
- Developed and delivered 15 training modules on government acquisition practices and policies to help a small business better understand and work with its federal government clients.
- Served as an expert witness in a case related to small business innovative research (SBIR) contracts and the failure of a small technology-oriented business.

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- *Served as the contracting point of contact for a small business to help negotiate and execute multiple Phase III SBIR contracts delivering advancements in pilot training.*
- *Provided contracting expertise to a USAF program office in planning and executing two major development programs.*
- *Supported a major defense contractor in strategy planning and preparing a competitive proposal to perform a major aircraft modification program.*
- *Instructed over 70 courses to government and industry professionals in over 30 different contracting, pricing, contract management, financial management, and program management subjects.*