

LYNDA RUTLEDGE

ASSOCIATE, DAYTON AEROSPACE, INC.

PROFILE

Senior executive with over 30 years of experience leading large, complex organizations and managing major weapon systems. Proven record as a change agent for US Air Force (USAF) acquisition, directing multiple weapon system portfolios to success. Two-time program executive officer (PEO), deputy PEO and program manager (PM) responsible for airlift, tankers, trainers, fighter and bomber aircraft, aircraft simulators, agile combat support (ACS) systems and armament weapon systems. Extensive experience leading and managing all stages of acquisition including strategy formulation, requirements development, source selection, negotiation, program execution, policy formation, and workforce initiatives, as well as leading programs through all life cycle phases including analysis of alternatives (AoA), development, production, sustainment and modernization. Highly skilled in building, mentoring and leading high-performance, diverse teams focused on excellence and continuous improvement—maximizing organizational efficiencies and workforce development. 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 800 programs, including all mobility platforms, fighters, bombers, weapons, fuzes, support equipment, simulators, aircrew flight equipment, common avionics, and electronic warfare. Developed and/or approved acquisition strategies critical to the modernization and sustainment of the USAF fleet and international partners. Created incentive structures to provide win-win solutions that achieve desired outcomes for both industry and the US Government.

Program Management

As PM, director or PEO, achieved cost, schedule, and performance for multiple ACAT 1/1D, II, and III programs. Throughout the full weapon system life cycle, managed programs ranging from aircraft and smart weapons development to ACS systems modernization to sustainment of airlift, tankers, training aircraft, fighters and bombers.

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. Integral to reaching general manager-level agreement on major contract sole source negotiations to include F-15 radars, B-52 CONECT, C-17 sustainment, C-130J multi-year production, and Joint Direct Attack Munition (JDAM) production.

Process Improvement and Change Agent

Key driver of USAF acquisition process improvement. Developed key improvement recommendations to Chief of Staff of the Air Force—all were adopted to include delegation of decision authorities to PMs, elimination of duplicative requirements documents for service acquisitions, increasing decision dollar thresholds for PEOs and PMs, and many others, resulting in years of schedule savings.

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 JDAM to drive business strategies to benefit both international partners and the USAF.



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EDUCATION

MS, Systems Engineering
University of Florida

BS, Mathematics
University of Florida

KEY POSITIONS

PEO

Mobility & Training Aircraft
(AFLCMC/WL)

PEO

Agile Combat Support Systems
(AFLCMC/WN)

Deputy PEO

Fighter & Bomber Aircraft
(AFLCMC/WW)

Chief, Acquisition Support Division

Resources & Assessment
Directorate (J8), USSOUTHCOM

Director

Direct Attack Systems Group

CERTIFICATIONS

Acquisition Professional Development Program (APDP)

Program Management – Level III
Business Cost Estimating &
Financial Management – Level II
Science & Engineering, Test &
Evaluation (T&E) – Level II

WORK HISTORY

Associate | Dayton Aerospace, Inc.

2020-present, Dayton, OH

Assist government and industry customers in a wide range of support activities including business and acquisition strategy development, 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)

2018-2020, WPAFB, OH

Directed research, development and sustainment for the USAF's airlift, tanker and training aircraft fleet including 32 aircraft platforms across four USAF Major Commands, Department of Defense (DoD) and 77 partner nations on over 200 foreign military sales (FMS) cases. Accountable for overall life cycle management of over 400 programs valued at \$61B. Constant change agent for the Department—streamlined acquisition processes and crafted program strategies that sped delivery of war-winning capabilities at reduced costs. Responsible for program execution, executive management and personnel supervision of all ACAT I, II, III and sustainment programs in the mobility and training aircraft portfolio to include C-5, C-17, C27J, C-130J, C-130H, KC-10, KC-135, KC-46, T-38, T-1, T-6 and the USAF's newest advanced pilot training (APT) aircraft, the T-7A Red Hawk. Oversaw over 2,200 military, civilian, and contractor personnel charged with executing a total portfolio in excess of \$60B.

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

2015-2018, WPAFB, OH

Led one of Air Force Materiel Command's (AFMC) most diverse materiel systems directorates with more than 1,600 military, civilian, and contractor personnel charged with executing an annual budget of approximately \$9B. Responsible for program execution, executive management and personnel supervision for the USAF's electronic warfare, common avionics, human systems, automatic test systems, and aircraft training simulators and supported Army, Navy, Marine Corps, and over 60 partner nations in FMS. Aggressively pursued cost savings on 250+ programs—identified \$96M in savings and put initiatives in place to save \$528M over the Future Years Defense Planning (FYDP) budget.

Deputy PEO | Fighters and Bombers Directorate (AFLCMC/WW)

2012-2015, WPAFB, OH

Responsible for cost, schedule, performance, and life cycle management of the fighter and bomber aircraft modernization and sustainment portfolio, including the B-1, B-2, B-52, F-16, F-15, F-22, A-10, Light Air Support (LAS), special projects, and associated combat systems. Also responsible for organizing, training, and equipping the F-35 System Program Office. Oversaw the 2,900+ person organization consisting of nine divisions spanning four locations: Wright-Patterson, Hill, Tinker and Robins Air Force Bases (AFBs). Managed \$80B portfolio consisting of 168 ACAT I, II and III programs, FMS programs and \$25B in services contracts. Responsible for sustainment of entire fleet of USAF fighters and bombers. Served as Milestone Decision Authority (MDA) for all ACAT III programs. Led stand up of current AFLCMC Fighter Bomber Directorate after merging former product and logistics centers' program offices into single organizations. Standardized processes across all divisions/locations and implemented new AFLCMC standard processes. Served as directorate's primary representative on AFLCMC Resource Board and Standards and Processes Board. Appointed by 3-Star AFLCMC Commander to lead team in developing new Center governance structure to strategically manager Center resources. Represented 2-Star PEO in all forums in his absence.

Chief | Acquisition Support Division, Resources and Assessments Directorate (J8), US Southern Command (USSOUTHCOM),

2009-2012, Miami, FL

Responsible for strategic guidance and program management oversight for USSOUTHCOM's portfolio of programs to include Counter Illicit Trafficking (CIT), Combating Terrorism (CT), Theater Security Cooperation, Intelligence, C4 and HQ Cross-cutting Support. Led 25+ person Joint Combatant Command HQ Division and oversaw all aspects of the budget process for USSOUTHCOM's programs to include programming and execution. Provided oversight of USSOUTHCOM's Contracting Center of Excellence and oversaw USSOUTHCOM acquisitions totaling over \$7.4B and all associated processes to include program management, financial management and contracting. Led multiple leadership teams to develop command-wide solutions for the 4-Star Commander to include portfolio management process, CIT functions/manpower allocation and Joint Staff-directed budget

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cuts. Significantly redesigned and implemented USSOUTHCOM resource management/acquisition processes throughout the organization to include prioritization of Command programs based on intermediate military objectives (IMOs). Led development of portfolio/program baselines for entire USSOUTHCOM portfolio from which portfolio/program execution could be measured. Served as team lead of Peru Force Structure Assessment team which worked with Peruvian Joint Forces Command (JFC) to reshape JFC's organization, roles, responsibilities and authority to shape, conduct and sustain Joint operations. Led small joint Peruvian military team in developing process for their nation's planning, programming, budgeting and execution system (PPBES) resulting in development of a PPBES annex for legislation.

Director | 708th Armament Systems Group (ARSG)

2005-2009, Eglin AFB, FL

Led joint military, civilian and contractor acquisition group with 170+ personnel, five ACAT programs, 22 international cases, and a \$8B USAF/USN portfolio. Responsible for developing, producing and delivering Joint Direct Attack Munition (JDAM) (ACAT I), Laser JDAM, Joint Programmable Fuze (JPF), Hard Target Void Sensing Fuze (HTVSF), DSU-33 Proximity Sensor, BLU-122 warhead and various ACS systems to US/Allied Forces. Accountable to HQ Air Combat Command (ACC) and N-78 for operational effectiveness/suitability of 200K+ fielded JDAMs and fuzes. Directed acquisition strategy, development and test of precision direct attack capability improvement programs. Developed and established management processes for the Group and three Squadrons. Led 4 Quick Reaction Capability (QRC) programs to successful completion. Served as lead for Air Armament Center) on three USAF and AFMC process improvement teams: the USAF Develop & Sustaining Warfighting Systems Technology Development & Transition Sub-Process Team; the Assistant Secretary of Air Force for Acquisition (SAF/AQ) Streamlined Metrics Team; and the AFMC Acquisition to Sustainment Transfer Process Improvement Team.

Chief | Transition & Concept Development Division, AAC/XR

2004-2005, Eglin AFB, FL

Responsible for establishing programs to eliminate critical shortfalls in warfighting capability of USAF and DoD agencies. Managed 30+ person multi-functional organization. Formulated program office cadres to develop acquisition strategies for new weapons and cross enterprise programs. Led in the planning and initiation of the USAF's Weapons Data Link Network (WDLN) ACTD and Universal Armament Interface (UAI) programs. Created first ever AAC Directed Energy Workshop to bring acquisition, warfighter, laboratory and industry stakeholders together to create common path ahead for armament applications of directed energy. Resulted in prioritized roadmap that led to center receiving funding and direction on two directed energy programs. Directed Joint ACTDs Thermobaric Weapon and Weapons Datalink Network. Served as focal point at AAC for technology transition from Air Force Research Lab (AFRL) and industry.

Deputy Director | Precision Strike Program Office

2003-2004, Eglin AFB, FL

Served as Deputy Director and Acting Director of Precision Strike Program Office. Directed organization responsible for \$1.3B portfolio consisting of eight US weapons programs and six FMS programs. Managed 160+ member multi-functional military, civilian and contractor personnel. Re-engineered program office to focus on delivering capability to warfighter within cost, schedule and performance. Refocused prime contractor's effort on ability to manufacture critical weapon system capability resulting in successful completion of production readiness testing. Implemented new financial processes for the program office to minimize programs' vulnerability to budget cuts.

Prior to 2003

- Director, AAC Acquisition Center of Excellence (ACE), *Eglin AFB, FL*
- Program Manager, Small Diameter Bomb, *Eglin AFB, FL*
- Systems Engineer, Joint Air-to-Surface Standoff Missile (JASSM) Program Office, *Eglin AFB, FL*
- Analyst, Test and Analysis Directorate, 96 Test Wing, *Eglin AFB, FL*

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