

RAY LINDSAY

SENIOR ASSOCIATE, DAYTON AEROSPACE, INC.

PROFILE

Former industry executive and US Air Force (USAF) senior leader with over 30 years of experience in product support/sustainment, aircraft/munitions maintenance, defense acquisition, supply chain management, and retail supply for the Department of Defense (DoD) and Allied services. Experienced, proven leader with documented successes in aircraft/engine life cycle management; acquisition planning, contracting, and budgeting; life cycle logistics and acquisition; program scheduling and performance; demand/supply planning and support. Colonel, USAF (Retired).

PRINCIPAL AREAS OF EXPERTISE

Product Support and Sustainment

Led both DoD and industry acquisition logistics and wholesale/retail-level logistics organizations engaged in life cycle weapon system sustainment tasks for all USAF aircraft, major sub-systems, support equipment and propulsion for all fielded systems. Range of experience includes acquisition logistics policy and strategy, budgeting, new system logistics program management, and legacy system integrated product support management. Support strategies and execution involved DoD and Allies organic organizations, as well as contractor and joint service capabilities.

Life Cycle Logistics

Led joint government and industry teams in developing and implementing cradle to grave sustainment development, strategy and execution for fifth generation aircraft. Performed F-22 and F-35 level of repair analyses (LORA) to determine required depot repair need dates and capacities. Led teams in specifying and procuring all initial F-22 and F-35 propulsion system spares. Integral leader in establishing the groundwork for worldwide product support for Joint Strike Fighter (JSF).

Weapon Systems Maintenance & Logistics Support Management

Led numerous organizations engaged in organizational, intermediate, and depot-level maintenance and logistics support for operational weapon systems and major subsystems. Directed policy development, requirements, and repair network implementation/integration actions involving organic USAF, contractor, and joint/combined sources of repair.

Supply Chain Management (SCM)

Managed and led purchasing SCM operations in the USAF and commercial entities supporting a wide range of requirements to include weapon systems, critical infrastructure needs, and specialty operations, such as obsolescence solutions. Challenged age-old processes and philosophies to improve and lean out integrated SCM solutions.

Organizational Development, Change Management & Team Building

Led highly successful joint service, international partners, and government/industry teams in organizational development and growth, strategy development, product support planning, process improvement, performance metrics, and sustained operations. Track record of success across multiple commands and countries in both the DoD and industry.



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EDUCATION & TRAINING

MS, Strategic Studies
Air University

MS, Military Operational Arts
Air University

MS, Educational Leadership
Troy State University

BS, Mathematics
Angelo State University

Darden Executive Leadership Development

Thayer Leadership Development Group

KEY POSITIONS

Senior Director, Military Engines International Operations
Pratt & Whitney, Military Engines

Senior Director, F135 Sustainment
Pratt & Whitney, Military Engines

Director of Logistics
Air Force Life Cycle Management Center Logistics Directorate (AFLCMC/LG)

Commander, 8th Maintenance Group
8th Fighter Wing, 591st Supply Chain Management Group, Air Force Global Logistics Support Center

ORGANIZATIONAL MEMBERSHIPS

Military Officers Association of America (MOAA)

Logistics Officers Association (LOA)

CERTIFICATIONS

Defense Acquisition Workforce Improvement Act (DAWIA)

Life Cycle Logistics – Level III
Program Management – Level I

Green Belt
Lean Six Sigma

WORK HISTORY

Senior Associate | Dayton Aerospace, Inc.

2021-present, Dayton, OH

Provide US military and aerospace industry expertise in all areas of product support to include program development, logistics, supply support, sustainment, aircraft maintenance, and overall product strategy.

Senior Director, Military Engines International Operations | Pratt & Whitney, Military Engines

2018-2019, East Hartford, CT

Led F135 international maintenance, repair, and overhaul operations (MRO&U) for F135 at five designated depot locations in both Europe and the Asian Pacific. Established military engines MRO&U operations excellence strategy for CONUS and OCONUS locations.

Senior Director | F135 Sustainment

2016-2018, East Hartford, CT

Directed a workforce focused on developing and leading logistics and sustainment for the F135 Joint Strike Fighter (JSF) engine program. Created, coordinated, and managed a domestic and international sustainment organization that delivers propulsion system spares and services to the worldwide F135 propulsion fleet. This included successful performance-based logistics (PBL) operations, customer base and ship activations, maintenance services, site/depot activation, and fleet management services for an active fleet of eight F-35A, four F-35B, and three F-35C operating locations worldwide to three US military services and 4 of 11 international partners and foreign military sales (FMS) customers. Sustained fleet readiness for propulsion in excess of 97.4%.

Director of Logistics | Air Force Life Cycle Management Center Logistics Directorate (AFLCMC/LG)

2013-2015, WPAFB, OH

Led a workforce of 650+ primarily civilian personnel to include six strategic, GS-15-level leaders at five geographically separated locations. Provided policy, standard processes, guidance, tools, and oversight for US Air Force (USAF) Program Executive Officers (PEOs) and their logistics workforces. AFLCMC senior functional for a 3,771-person workforce consisting of 21 logistics specialty series personnel to include experts in life cycle logistics, supply, transportation, analysis, administration, technical illustration, equipment, and project management. Key leader tasked with sustainment/fielding requirements to the F-35 Joint Program Office (JPO) for the F-35. Vectored the JPO to align product support strategies with current Office of the Secretary of Defense (OSD) guidance/policies. Led development of a Logistics Health Assessment (LHA) tool for USAF fly and non-fly weapon systems and integrated the LHA with independent assessment criteria and inspection checklists to drive efficiency in processes and resources.

Commander | 8th Maintenance Group, 8th Fighter Wing

2012-2013, Kunsan AB, Republic of Korea

Commanded 1,380 active duty military and civilian personnel, ensuring combat readiness, maintenance, and sustainment of 45 F-16 fighter aircraft with an operational flying program averaging 6,292 sorties/flights per year. Executed a \$33M operations and support budget, \$1.2B in tools/equipment and \$2B in munitions and war reserve resources. Achieved 99% sortie generation rate for four off-Peninsula exercises and increased combat generation by 63%. Beat previous Logistics Compliance Assessment Program ratings with an 86.15%, leading to my unit obtaining an overall "Excellent" rating. Described by the Wing Commander as the "best maintenance group commander in my 25+ years of service" and a "linchpin to organization success."

Commander | 591st Supply Chain Management Group, Air Force Global Logistics Support Center

2010-2012, WPAFB, OH

Led a workforce of 400+ civilian and military personnel to include five strategic leaders responsible for five squadrons and two divisions conducting supply chain activities at four geographically separated locations. Led enterprise wide level policy, process reviews and decisional matters of the USAF supply chain. Led the USAF's supply chain management (SCM) for support equipment and vehicles. Provided leadership and guidance for the USAF Unique Identification/Automated Information Technology and Mechanized Material Handling program offices and developed and executed program implementation plans on time and within cost. Provided specialized engineering services to multiple customers such as designing and fabricating life cycle material packaging containers and engineering authority for all Defense Logistics Agency (DLA) managed electronic items. Ensured programming, resources, budgeting, and execution of USAF assets and commodities and executed a \$9B annual budget. Led the

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USAF's nuclear supplies annual inventory and obtained 100% inventory accuracy at 39 USAF-operated, 15 contractor-operated, and 6 international sites.

**Senior Advisor to the Assistance Ministry of Defense for Acquisitions, Technology & Logistics | North Atlantic Treaty Organization (NATO) Mission/Combined Security Training Center
2009-2010, Camp Eggers, Kabul, Afghanistan**

As the NATO senior logistics advisor in the Afghan Ministry of Defense (MoD), led development and writing of Afghan National Army (ANA) policies, decrees and doctrine. Mentored top ANA leaders on how to execute their national distribution network and field and sustain combat forces. Conduit for NATO to MoD and General Staff for key leadership forums and conferences. Led a joint USAF and US Army team executing acquisitions, contracting, distribution, warehousing, inventory management, safety and security. Led the ANA in establishing forces at 12 beddown sites and 22 work areas nation-wide. Described by 3-star Assistant Minister of Defense as the "best logistics advisor ever."

**Deputy Director, F-22 Sustainment & Logistics | 478th Aeronautical Systems Wing, Aeronautical Systems Center (now AFLCMC/WAU)
2006-2008, WPAFB, OH**

Led a 1,900-person government and contractor team in acquisition, logistics, production, modification, fielding, and training of all product support capabilities for the USAF's \$70B F-22 fighter acquisition program. Executed an annual sustainment budget of \$650M and provided support for all F-22 field activities, maintenance, and technical manuals to perform all maintenance activities. Led accelerated aircraft systems improvements required for the F-22's first ever deployment to Red Flag North in Alaska with outstanding results; my unit posted a 81% mission capable rate with 63 of 67 sorties flown. Twice rated by program executive officer as "my number one of 41 standout officers...one of the best leaders seen to date."

**Executive Officer to Vice Commander | Headquarters Air Force Materiel Command (HQ AFMC)
2005-2006, WPAFB, OH**

Principal advisor to the Vice Commander (3-star General Officer) on all operations and implementation of AFMC policy. Managed long-range activity planning to coordinate and implement USAF materiel support and readiness requirements and established a joint review process with the 4-star's executive support team. Guided 22 independent directorates in achieving established objectives and vision as directed by the 4-star commander. Provided critical operational oversight to AFMC's Crisis Action Team's execution for Hurricane Katrina's Joint Task Force Support.

Prior to 2006

- Commanded the USAF's second largest Component Maintenance Squadron
- Led numerous USAF operational activities in the areas of field operations, contingency and deployed operations, budget, supply, logistics plans, aircraft/engines operational management, and headquarters staff support
- Numbered USAF Commander (2-Star General Officer) aide de camp
- Led, managed, and commanded a total of three jet engine intermediate level maintenance organizations (F100-100/-220/-220E/-229 and J79-GE-17/F110-100) to include both a Pacific and European regional centralized intermediate level repair facility for propulsion
- US government propulsion acquisition experience (including the PW F119)

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