

C. D. MOORE

ASSOCIATE, DAYTON AEROSPACE, INC.

PROFILE

Over 35 years of experience leading large organizations and complex aerospace programs as an acquisition, test, and operations expert. As the first Commander of the Air Force Life Cycle Management Center (AFLCMC), built a new organization responsible for “cradle to grave” management of nearly all USAF aircraft, engines, munitions, and electronic/cyber systems. Proven record in development, production, fielding, and product support of world class aircraft systems. Accomplished experimental test pilot with over 3,000 hours in 30+ type aircraft. Held command positions at the Squadron, Group, Wing, and Center levels. Served as Director of the F-16 and F-22 programs, and Deputy/Acting Program Executive Officer (PEO) for the F-35 program. Served three tours in the Pentagon including Director of Special Programs in the Office of the Secretary of Defense (OSD). In-depth, working knowledge of technology protection, cyber system security, risk management, foreign military sales (FMS), source selection, and export control processes. Lieutenant General, USAF (Ret).

PRINCIPAL AREAS OF EXPERTISE

Leadership

Unmatched senior leadership experience with over nine years in command positions in flight test and acquisition, as well as over nine years of Director/PEO responsibilities on four major programs: F-16, F-22, F-35, and F-15SA. Led the F-22 program to complete what was deemed “impossible”—earned Congressional approval and executed only multi-year buy for this advanced fighter system. Led the F-35 program through a Congressional Nunn-McCurdy program re-baseline and put the \$350B development/production program back on course to deliver advanced weapon systems for three US Services, eight international partner nations, and two FMS customers. Most recently, provided PEO direction for the \$29B F-15 Royal Saudi USAF program with concurrent production, development, and fielding responsibilities.

Strategic Planning

Planned, built, and served as the first Commander of the AFLCMC, an organization integrating 26,000 employees at 77 worldwide locations and delivering aerospace capabilities to the USAF and 106 partner nations. Combined all aircraft, engine, munition, and electronic/cyber system activity into a single, integrated operating unit, managing ~3,000 programs and a \$30B/year portfolio. Drove business efficiencies and process improvements leading to over \$4B in cost savings.

Organizational Management

As Vice Commander of the 83,000-person Air Force Materiel Command (AFMC), directed the planning and execution of the most significant cultural and organizational change in the Command's 20-year history. With shrinking budgets and a need to improve business efficiencies and cost-effective execution, restructured the Command from twelve to five centers, eliminating 1,000 positions and saving \$109M per year in overhead costs.

Financial Management

Established disciplined financial processes affecting over 260 F-16 upgrade projects to turn around financially stressed weapon system portfolio. Developed tools and training in conjunction with improved financial management to optimize execution of \$500M/year modernization budget. Used innovative, off-the-shelf designs on F-16 upgrades to achieve savings exceeding \$100M. Drove process improvements to solve severe funding shortfalls in \$2.5B fleet sustainment requirement affecting 3,000 aircraft at 90 worldwide locations.

Strategic Communication

As Director of the Department of Defense's (DOD's) Special Access Program (SAP) office, led the governance, acquisition oversight, protection, and external liaison functions for the Nation's most important and highly classified special access programs. Regularly met with Congressional leaders and other governmental department heads to shape the strategic communication and decisions affecting the Nation's most sensitive technological capabilities.

Experience that matters...solutions that count!



DAYTON AEROSPACE

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EDUCATION

MS, Aeronautical Engineering
Columbia University

MS, National Resource Strategy
Industrial College of the Armed
Forces (ICAF)

BS, Aeronautical Engineering
US Air Force Academy

BS, Political Science
US Air Force Academy

**Defense Systems Management
College (DSMC)**

Executive Management Program
Kellogg Business School
Northwestern University

KEY POSITIONS

Commander
Air Force Life Cycle Management
Center (AFLCMC)

Vice Commander
Headquarters Air Force Materiel
Command (AFMC)

Deputy and Acting PEO
Joint Strike Fighter Program
Office (JSFPO)

**Director, Special Access Programs
(SAP) Office**
Office of the Undersecretary of
Defense for Acquisition,
Technology and Logistics
(OUSD(AT&L)) (Pentagon)

Wing Commander & Director
F-22 System Program Office

Deputy Director
Directorate of Global Power
Programs - Assistant Secretary of
Air Force for Acquisition (SAF/AQ)
(Pentagon)

Chief of Aviation Operations
Combined Joint Task Force, Iraq

Vice Commander
Aeronautical Systems Center
(ASC)

Director and Materiel Wing Leader
F-16 System Program Office

January 2019

WORK HISTORY

Associate | Dayton Aerospace, Inc.

2019-present, Dayton, OH

Provide senior-level support to government and aerospace industry customers with strategic planning, business capture, organizational efficiencies, change management, process improvements, and program execution.

Chief Operating Officer | Caliburn International

2019-present, Reston, VA

Provide day-to-day management and oversight of Caliburn's nine business units which deliver humanitarian, medical, engineering, construction and stability/security services in over 30 countries.

Executive Vice President & Owner | Dayton Aerospace, Inc.

2015-present, Dayton, OH

Assisted the Dayton Aerospace President in business development and strategic planning while providing senior-level support to government and aerospace industry customers with strategic planning, business capture, organizational efficiencies, change management, process improvements, and program execution.

Commander | Air Force Life Cycle Management Center (AFLCMC)

2012-2014, WPAFB, OH

Built and led a revolutionary new organization impacting nearly all USAF acquisition efforts using total life-cycle focus. Structured a highly integrated worldwide organization with clear lines of authority and accountability for program execution. Ensured effective support of entire life cycle management enterprise encompassing nearly all USAF aircraft, engines, munitions, and electronic/cyber systems including investment, product support, services, and international programs. In addition, responsible for two USAF installations and the safe, secure, quality environment for 35,000 employees.

Vice Commander | Headquarters, Air Force Materiel Command (AFMC)

2011-2012, WPAFB, OH

Provided daily oversight of AFMC mission to invent, develop, test, deliver, sustain, and dispose of USAF weapons systems, ensuring military readiness of the US and allied forces. Managed a \$43 billion/year enterprise with an 83,000-person workforce. Responsible for the efficient organization and business operations of four laboratories, eight major acquisition/test/sustainment centers, and over 100 other organizations including many one-of-a-kind national assets. Ensured cost effective, risk-based execution of \$15B/year weapon system support budget affecting thousands of USAF aircraft and major ground systems.

Deputy Program Executive Officer (PEO) and Acting PEO (2010) | Joint Strike Fighter Program Office

2009-2011, Arlington, VA

Led multi-national joint program, a \$350B development and production effort with a planned procurement of over 3,000 F-35 aircraft for US Services and eight partner nations. Worked with industry team to design, produce, test, and deploy three unique F-35 variants. Responsible for restructuring program to effectively manage risk and deliver a fully capable system on cost and on schedule. Guided the FMS process to ensure exportability, bringing two additional international participants into the program.

Director, Special Programs | Office of the Under Secretary for Defense Acquisition, Technology & Logistics (OUSD AT&L)

2008-2009, Washington, DC

Led the DoD Special Access Program (SAP) office within the Office of the Secretary of Defense (OSD). Responsible for the governance, acquisition oversight, protection, and external liaison regarding the Nation's most important and highly classified SAPs. Served as Executive Secretary of the SAP Oversight Committee and the Low Observable and Counter Low Observable Executive Committee. Interacted regularly with senior members of the Department, the Administration, and Congress.

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**Commander/Director, F-22 Program | 478th Aeronautical Systems Wing
2005-2008, WPAFB, OH**

Led the F-22 program through completion of the Engineering Manufacturing Development (EMD) phase while achieving twenty consecutive months of on-time/early aircraft deliveries. Provided Initial Operational Capabilities (IOC) and supported the first successful deployment outside the US. Implemented a performance-based logistics (PBL) contract producing nearly 40% reduction in operations and maintenance costs while improving aircraft availability by 20%.

**Deputy Director, Global Power Programs | Office of the Assistant Secretary of the Air Force for
Acquisition**

2004-2005, Washington, DC

Directed the acquisition planning, programming, budgeting, and congressional actions for 190 programs valued at \$60B. Interacted daily at the highest levels of the Air Staff, OSD, industry and Congress. Provided direct execution oversight support for DoD's top acquisition programs: F-22, B-2, F-35, and Joint Unmanned Combat Air Systems (J-UCAS).

Vice Commander | Aeronautical Systems Center (ASC)

2003-2004, Wright-Patterson AFB, Ohio

Directed Center's planning and programming process in the development of \$2.5B product support requirement. Provided direct leadership over 4,000+ people operating \$400M/year in the management of 70 acquisition programs valued at over \$19B.

Prior to 2003

- Materiel Wing Director, F-16 SPO, WPAFB, OH
- Commander, 46th Operations Group, Eglin AFB, OH
- Director, F/A-22 Combined Test Force, Edwards AFB, CA
- Chief, F/A-22 Test & Evaluation Division, Edwards AFB, CA
- Chief, F-16 Requirements, and Program Development IPT, WPAFB, OH
- F-16 Test Pilot/Operations Officer, 416th Flight Test Squadron, Edwards AFB, CA
- F-16 /T-38 Experimental Test Pilot, 6512th Test Operations Squadron, Edwards AFB, CA

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