

# PATSY REEVES

SENIOR ASSOCIATE, DAYTON AEROSPACE, INC.

## PROFILE

Over 40 years of federal government acquisition experience focused on contracting and program management. Involved in all stages of federal acquisition including strategy formulation, requirements development, source selection, negotiation, program execution, policy formation, and workforce initiatives. Held Leadership roles at product and sustainment centers, headquarters, and the Pentagon. Recognized by Defense Acquisition University (DAU) for workforce development, including training pipelines, career broadening, and motivational speaking. Senior Executive Service (SES), Department of the Air Force (DAF) (Retired). Over 5 years consulting with industry and government teams to resolve challenging acquisition issues and train the workforce.

## PRINCIPAL AREAS OF EXPERTISE

### Acquisition Strategy Development & Contract Formation

An architect of the \$5B Air Force Life Cycle Management Center (AFLCMC) Enterprise Advisory & Assistance Services (A&AS) acquisition—a 100% small business contract to provide up to 5,400 contractor personnel to support over 3,000 programs across 72 locations. Guided the AFLCMC acquisition process for the \$18M Congressionally-mandated Rapid Improvement Fund (RIF) to mature small business innovative approaches to address key technology thrust areas. Contract approval authority for major weapon systems acquisitions including: C-130J, C-17, and F-22 production and sustainment. Source selection advisory committee member on multiple competitive procurements. Experience providing expert witness insight in legal proceedings.

### Organizational Strategic Planning

As executive director, implemented standup of new AFLCMC strategic vision, goals, and objectives. Instituted processes for data-driven decision making and standardization across a 26,000-person workforce at 70 geographic sites. Designed and orchestrated the contracting dimension of the HQ Air Force Materiel Command (AFMC) 83,000-employee reorganization consolidating overhead functions, streamlining contracting authority, revising policy/regulations, and implementing personnel reductions. Reorganization consolidated AFMC from 12 to 5 Centers, reduced over 1,000 civilian positions, and saved \$109M annually.

### Workforce Development

White House Advisory Committee Member on SES Reforms that led to 2015 Presidential Executive Order on Strengthening the Senior Executive Service. Developed low-cost, 10-week training for new employees to gain DAU credentials and accelerate expertise. This program trained 1,500+ new interns and was featured by DAU Acquisition, Technology and Logistics (AT&L) Magazine. Published the first AFLCMC five-year Human Capital Plan—setting vision and goals for civilian workforce in each acquisition career field. SAF Workforce Development Team member for Program Management, Logistics, and Contracting career fields

### Process Improvement and Change Management

Developed a Major Weapon System Proposal Adequacy Tool to clarify regulatory requirements for contractor proposals—became the Department of Defense (DOD) Federal Acquisition Regulation (FAR) standard for streamlining proposal creation, technical reviews, and negotiations. Created a Services Contract Predictive Scheduling Tool to monitor spend rates on \$163B of service contracts and trigger initiation of follow-on contracts to avoid contract service gaps. The program executive officer (PEO) adopted this tool as the USAF standard.



## DAYTON AEROSPACE

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## EDUCATION

### MBA

University of West Florida

### MS, National Resources Strategy

Industrial College of the Armed Forces (ICAF)

### BS, Marketing Management

Virginia Polytechnic Institute

### Defense Systems Management College (DSMC)

Federal Executive Institute

## KEY POSITIONS

### Executive Director

Air Force Life Cycle Management Center (AFLCMC)

### Director of Contracting

HQ Air Force Materiel Command (AFMC)

### Director of Contracting

Aeronautical Systems Center (ASC)

### Director of Contracting

Warner Robins Air Logistics Center (WRALC)

### Director of Plans and Programs

311th Human Performance Wing

## CERTIFICATIONS & RECOGNITION

### APDP Level III

Systems Acquisition/Contracting Program Management

### National Contract Management Association (NCMA)

Fellow  
Executive Advisory Council

### Presidential Rank Award

Meritorious Executive  
Distinguished Executive

### White House Advisor

Senior Executive Service Reform

### Procurement Round Table Award

Acquisition Mentorship

### Secretary of the Air Force Award

Small Business Leadership

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## WORK HISTORY

### **Senior Associate | Dayton Aerospace, Inc.**

**2016-present, Dayton, OH**

Senior consultant to industry and government acquisition teams specializing in acquisition strategy, proposal preparation, cost reduction, contract negotiations, contract management, process improvement, organizational change, and workforce development. Provide request for proposal (RFP) analysis and insights to source selection teams. Assist companies create win-win strategies to overcome contract issues and challenges including Contractor Performance Assessment Reports (CPARs), performance delays, and Requests for Equitable Adjustment. Expert witness in legal proceedings with practical acquisition experience. Developed and managed classroom delivery of AFLCMC's on-going Program Management (PM) Academy Senior Leader segment, training 250+ new PMs. Senior advisor for University Executive Course: Understanding Defense Industry.

### **Executive Director | Air Force Life Cycle Management Center (AFLCMC)**

**2013-2016, WPAFB, OH**

Senior civilian for the 26,000-person center at 70+ locations managing \$200B of acquisition development, production, and sustainment programs. Administrative Agent for the \$14B USAF-managed Federally Funded Research and Development Centers (FFRDCs): MIT-Lincoln Labs, MITRE, and SEI. Acquisition approval authority for service contracts across the center.

### **Director of Contracting | Air Force Materiel Command (AFMC)**

**2011-2013, WPAFB, OH**

Led 3,800 contracting professionals at 25 installations responsible for awarding \$52B of contracts annually for research, development, test, production, and sustainment of defense weapon systems. Architect for the contracting portions of the 25,000-person command reorganization to downsize from 12 to 5 Centers.

### **Director of Contracting | Aeronautical Systems Center (ASC) (now AFLCMC)**

**2008-2011, WPAFB, OH**

Approval authority for all contract actions over \$50M, leading 800 employees with \$20B annual awards for USAF, DoD, and allied programs including F-22 and F-16 fighter aircraft, C-130 and C-17 cargo planes, B-1 and B-2 bombers, and Global Hawk and Predator/Reaper remotely piloted aircraft.

### **Director of Contracting | Warner Robins Air Logistics Center (WRALC)**

**2001-2008, Robins AFB, GA**

Led the 350-person contracting workforce in \$4.7B annual purchases of aircraft, helicopters, air-to-air missiles, and supply chain upgrades and repairs. Redirected tactical buying to long-term strategic purchasing. Implemented a third-party logistics acquisition strategy to reduce costs and accelerate award and delivery. Created an USAF/college partnership creating electives with DAU equivalency.

### **Director of Plans and Programs | 31<sup>th</sup> Human Performance Wing**

**2000-2001, Brooks AFB, TX**

Business lead for congressionally-authorized Brooks City-Base Project to privatize the USAF base, convey real property to the City of San Antonio, and lease back the land needed for USAF operations. Through a series of leases with the city, enabled creation of a Technology and Business Park that reduced costs and enhanced mission. Project defined in a City-Base Master Plan and a Joint Developmental Plan—a roadmap and timeline for future Business Park development.

### **Deputy/Director of Contracting | San Antonio Air Logistics Center (SA ALC)**

**1997-2000, Kelly AFB, TX**

Contract approval authority for the 400+ person contracting team that awarded over \$1.5B annually, through 23,000 contract actions. Concurrently orchestrated the 2001 Base Realignment and Closure (BRAC) of Kelly AFB, moving all contracting workforce and workload to other installations. Implemented multiple streamlining initiatives including electronic ordering using pre-negotiated price lists, bridge/contingency contracts, and outsourcing "non-government essential" functions.

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**Deputy Chief | Training Systems Product Group (TSPG), ASC  
1996-1997, WPAFB, OH**

Managed nine integrated product teams (IPTs) that provided \$800M of aircraft and maintenance training systems for C-17, C-141, C-130, JSTARS, and AWACS aircraft. Led acquisition strategy, source selection, program restructure, and program execution. Orchestrated a \$60M maintenance training device source selection that delivered a protest-free contract award. Streamlining techniques included early industry involvement, award without discussions, the first-time ASC use of oral discussions, and a 45-day evaluation period.

**Program Element Monitor (PEM) | Program Executive Officer (PEO) Staff, Pentagon  
1992-1995, Washington, DC**

AGM-130 and JDAM missiles budget advocate and congressional interface. Spearheaded JDAM acquisition reform pilot program initiative and Defense Acquisition Board (DAB) preparations. Served on OSD team to streamline the milestone decision process. Focal point in gaining USAF Chief of Staff approval for foreign military sales (FMS) version of AGM-130. Led the Non-Developmental Airlift Aircraft (NDAA) acquisition (commercial C-17 competition) through competitive strategy formulation, selection as an acquisition reform pilot program, streamlined RFP development, and preparation for the C-17/NDAA DAB. The NDAA competition was credited with saving \$4B+ in C-17 procurement costs.

**Prior to 1992**

- Contracting Officer (PCO) and Division Chief, Eglin AFB, FL
- Buyer/Contract Specialist, WPAFB, OH
- Sixteen years of foundational contracting experience, serving ten years as a PCO.

**RECENT PROJECTS**

- Developed cost reduction sustainment strategies including contract incentives and tools to acquire data rights for the F-35 Joint Strike Fighter (JSF) program.
- Lead expert witness for a defense-related qui tam lawsuit involving prime/subcontractor responsibility disputes.
- Acquisition advisor to an industry client on a major source selection that included negotiating pre-contract subcontractor arrangements, identifying contract clause implications, and developing and teaching contractor workforce on acquisition topics.
- Developed and managed delivery of a 6+-day course to train new AF program managers in acquisition skills. Classes developed for in-person delivery were seamlessly shifted to virtual delivery to accommodate client preferences.
- Provided RFP analysis and recommendations to multiple industry teams on competitive assessments and creating winning government proposals.

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