

# DAVID PEELER, JR.

ASSOCIATE, DAYTON AEROSPACE, INC.

## PROFILE

Distinguished career spanning over 25 years and covering all aspects of US Air Force (USAF) financial management—finance, accounting, budget, and cost estimating—in the operations and maintenance; test; and acquisitions and procurement arenas. Completed four deployments to the Central Command area of responsibility, gaining significant insight into tactical, operational, and strategic operations, and directly supported various efforts ranging from special forces teams to advising the stand-up of Afghanistan's second Air Wing. Significant information technology (IT) cost and schedule experience; as well as a wide proficiency in innovation efforts. Colonel, USAF (retired).

## PRINCIPAL AREAS OF EXPERTISE

### Cost Estimation and Schedule Analysis

Developed and evaluated numerous program cost estimates, including the initial AWACS Block 40/45 modification program estimate, and provided analyses supporting cost and schedule realism and will/should-cost initiatives. Compiled the first AWACS total cost of ownership estimates and led the program office's DOD pilot program.

### Risk Analysis

Served on Fortune 150 company's enterprise risk management team. Devised risk identification, communication, and mitigation strategies based on CEO/board of director's risk tolerance/appetite. Communicated risk mitigation and regulatory activity costs vis-à-vis monetized penalties, resulting in return-on-risk visibility.

### Innovation/LEAN Six Sigma

Led Air Force Materiel Command Financial Management Directorate (AFMC/FM) continuous process improvement efforts. Completed several successful LEAN implementations, ranging from accounting processes/procedures through compliance items to IT-leveraged applications, reducing thousands of labor hours and purging low-value work. Created the business case and drove Amgen's "technology for topline growth" initiatives to CEO approval and Food and Drug Administration (FDA) go-ahead.

### Strategic Visioning

Significant role on the team that formed the Air Force Life Cycle Management Center (AFLCMC) Commander's and CSAF's vision for the 2030 weapons acquisition organizational construct. Influenced the Light Attack Aircraft team—devised innovative acquisition strategy for initial operational capability (IOC) in two years. Comprehends the right blend of innovation infusion, acquisition access, and regulatory regimes.

### Earned Value Management (EVM)

Led AWACS Block 40/45 modification and precursor programs initial EVM efforts. Built EVM program for all test activities at Arnold Engineering Development Center (AEDC).

### Financial Improvement and Audit Readiness (FIAR)

Led AFLCMC FIAR efforts from conception to first audit fruition, establishing the groundwork for realistic military equipment valuation, schedule of budgetary activity, and government furnished property (GFP) audit areas, as well as materiality decisions.

### Base Realignment and Closure (BRAC)

Participated in BRAC information gathering and preparation for three USAF bases, compiling large information sets for House and Senate members.

### Government Source Selection

Compiled the government cost position for the then largest USAF services source selection effort. After leading the government cost position build, served on the source selection technical evaluation team, not the cost team, allowing for wide impact through integrating cost and technical aspects. Senior advisor to other source selection efforts.

*Experience that matters...solutions that count!*



## DAYTON AEROSPACE

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## EDUCATION

**Master of Strategic Studies**  
Army War College

**Master of Military Operational Art & Science**  
Air University

**MS, Cost Analysis**  
Air Force Institute of Technology (AFIT)

**BS, Economics & Mathematics**  
Troy University

**BA, Political Science**  
Berea College, KY

**Army & USAF War Colleges**

**Air Command & Staff College**

**USMC & USAF Command & Staff Colleges**

**Squadron Officer School**

## KEY POSITIONS

**Deputy Director, Financial Management**  
AFLCMC

**Director of Staff**  
379th Air Expeditionary Wing

**Director of Risk Management**  
Amgen, Inc.

**Deputy Director, Budget Investment**  
SAF/FMBI

**Deputy Director, Financial Management**  
Electronic Systems Center (ESC),  
now part of AFLCMC

**Comptroller/Commander**  
66th Air Base Group  
354th Fighter Wing  
379th Air Expeditionary Wing

## CERTIFICATIONS

**Certified Cost Estimator/Analyst**  
**Certified Defense Financial Manager**  
**Certificate of Professional Development**

Financial Management, Level III

**Certified Acquisition Professional**  
Financial Management, Level III  
Program Management, Level II

May 2019

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## WORK HISTORY

**Associate | Dayton Aerospace, Inc.**  
2019-present, *Dayton, OH*

**Deputy Director, Financial Management | Air Force Life Cycle Management Center (AFLCMC)**  
2015-2018, *WPAFB, OH*

Deputy chief financial officer (CFO) for AFLCMC's \$255B in active funds. Managed 170 personnel across four divisions, supporting 14 program executive officers (PEOs). Assisted in managing an additional 2K+ personnel supporting \$1T worth of acquisition and sustainment programs. Acted as AFMC/FM continuous process improvement (CPI) tsar, leading seven successful LEAN implementations with three accepted by SAF/FMF for ownership and USAF-wide implementation. Results reduced USAF-wide accounts payable/accounts receivable reviews by 87%, eliminated 92% of overburdensome compliance checklist items and instilled trust. Also completed five other CPI initiatives, saving thousands of hours and purging low-value work. Teamed to form CSAF vision on weapons acquisition process/organization in 2030 and provided method for integrating industrial and informational age technology in PEOs. Participated on team running Light Attack aircraft demos—devised expedited acquisition strategy before program was postponed because operational USAF couldn't meet innovative acquisition plan.

**Director of Staff | 379th Air Expeditionary Wing (379 AEW)**  
2016-2017, *Al Udeid AB, Doha, Qatar*

Managed wing commander's high visibility programs and supported 10K USAF, joint, and allied personnel. Led 109 Airmen across 14 wing agencies and matured/leveraged 56 enduring processes. Served as a wing senior leader and managed the administrative relationship between the Wing and both the Combined Air Operations Center (CAOC) and Air Forces Central Command (AFCENT).

**Interim Director, Financial Management | AFLCMC**  
2014-2015, *WPAFB, OH*

CFO for AFLCMC's \$205B in funds under management. Led four divisions, consisting of 170 personnel, supporting 14 PEOs and managing over 2,000 functional personnel supporting 4,600 acquisition programs with a total value of \$1T. Brokered DEAMS fielding strategic pause with SAF/AQ, halting 242K additional yearly inputs, and built automated solution-sets focusing program management on investment/procurement requirements. Led AFLCMC Financial Improvement & Audit Readiness (FIAR) team of 300 which accomplished three main objectives: 1) examined Statement of Budgetary Accounts (SBA), government-furnished property (GFP) clauses in 9K contracts worth \$22B, and military equipment valuation; 2) advocated/gained numerous large implementation concessions which met intent; and 3) engaged in discussions about materiality and immateriality vis-à-vis workload. Reignited AFLCMC and Air Force Nuclear Weapons Center (AFNWC) move of civilian pay from 3400 to 3600 appropriations.

**Director of Risk Management | Amgen, Inc.**  
2013-2014, *Thousand Oaks, CA*

Responsible for analyzing high impact strategic risks for world's largest biotech company. Analyzed risk tolerance, acceptance, and mitigation strategies, as well as attempts to monetize both risk mitigation and regulatory activity against the costs of doing nothing. Also, responsible as financial lead and business integrator for the company's technology for topline growth portfolio.

**Deputy Director, Budget Investment | SAF/FMBI**  
2012-2013, *Air Force Pentagon*

Responsible for planning, directing, and supervising budget formulation and financial execution of \$66B in annual USAF research, development, test, and evaluation (RDT&E), procurement, military construction, family housing and Base Realignment and Closure (BRAC) appropriations. Performed sequestration analysis and reporting to executive/legislative offices/committees and developed current/future year planning and strategy for targeted portfolio reduction/deferral. Led USAF MILCON budget/CE teams thru key sequestration and beddown balance. Prevented OSD resource management decision (RMD) attempt to fully fund government liability of contractor pensions—clarified irreversible equity shift and identified a precise fix, averting a \$11.8B outlay. Formed/led multi-service team to write/sponsor Public Receivables Legislation which changed collection rules for privatized housing receipts, giving \$1.2B back to bases.

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**Deputy Director, Financial Management | Electronic Systems Center (ESC), now part of AFLCMC****2010-2012, Hanscom AFB, MA**

Deputy CFO for ESC's \$6B annual operations and maintenance (O&M) and investment budgets. Guided three divisions, supported six PEOs and managed 722 military, civilian and contractor personnel supporting \$38B worth of acquisition and sustainment programs.

**Comptroller/Commander | 66th Air Base Group (66 ABG)****2010-2011, Hanscom AFB, MA**

CFO for the 66 ABG's \$105M annual budget that supported \$1.8B in infrastructure assets. The squadron also handled \$18.7B worth of accounting and active/retired military and civilian pay and travel for 145K people in the northeast region.

**Deputy Commander | 738th Air Expeditionary Advisory Group (738 AEAG)****Chief | Budget Operations Branch****2008-2010, Kandahar, Afghanistan & WPAFB, OH**

Opened requirements approval, funding flow, and supply tracking for Shindand AB build-up. Built warfighter capability and Afghan Air Corps major training wing location. Led restructure of the Kandahar Air Wing, Tashkil (Afghan table of personnel and equipment)—including Ministry of Defense (MOD) approved requirements, 1,216 billets and 10K+ equipment items.

Managed the largest MAJCOM share of USAF ARRA (Stimulus) funding and achieved the best budget execution in the USAF—most funding and highest percentage obligated most quickly. Handled all USAF funds (\$78M) for SECDEF's number one acquisition priority, Mine-resistant ambush protected (MRAP) vehicles. Advocated/shepherded \$2.9B for nuclear surety from panel requirements to execution. Tackled the CSAF's current priority, \$104M for nuclear enterprise

**Comptroller/Commander | 354th Fighter Wing****2006-2008, Eielson AFB, AK**

CFO for 354th Fighter Wing's \$244M annual, recurring budget supporting \$920.8M in aircraft and infrastructure assets at the USAFs most northerly base. Handled military and civilian pay and travel for 3,800 people. Built first RED FLAG—Alaska funding requirement profile—initial operating capability (IOC) met. Coordinated effort of civil engineers, planners and HQ staff to define/plan requirements. Only base in the Pacific Air Forces (PACAF) with realized MILCON for other than platform beddowns.

**Comptroller/Commander | Classified****2004-2005, Al Udeid AB, Doha, Qatar**

CFO for largest Air Expeditionary Wing with \$4.7B in aircraft assets and associated base infrastructure; responsible for \$121M annual operating budget, monthly pay service to 12K personnel at 17 sites, and AOR-wide vendor payments. Negotiated large corporate donation to the base via AF/A1 and Services Agency. Forward-deployed to Uzbekistan on classified joint DOD-Department of State (DOS) mission.

**Chief, Cost Accounting and Pricing | Arnold Engineering Development Center (AEDC)****2002-2004, Arnold AFB, TN**

Responsible for full cost accounting and billing at the world's largest and most advanced complex of flight simulation test facilities with a \$356M annual budget supporting national aerospace test infrastructure assets valued at \$7.6B+. Source selection technical/management evaluation team expert on USAF's largest service contract, AEDC's \$3.8B operations contract for FY04-FY15. Government lead for earned value management (EVM) implementation on a new contract—program manager overseeing the contractor's implementation and full-scale use, for the first time, on an annual average of 971 test and support projects. Led a 12-person cross-functional, government-contractor configuration control team. Managed the Center's \$19M financial management information system. Advocated commercial pricing legislation and new DOD Financial Management Regulation (FMR) rate interpretations and served as chair, financial management systems configuration control board (CCB).

**Prior to 2002**

- Comptroller, 23 FG (A-10s), Pope AFB, NC
- Weapon System Analyst, AWACS, Hanscom AFB, MA
- Weapon System Cost Analyst, ESC, Hanscom AFB, MA
- Chief, Financial Services Flight, Malmstrom AFB, MT

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