

MIKE ZETTLER

ASSOCIATE, DAYTON AEROSPACE, INC.

PROFILE

Dynamic, energetic leader with over 40 years of experience operating aerospace and defense businesses with emphases on defense logistics; acquisition processes; information technologies; maintenance, repair and overhaul; as well as strategic and tactical business operations. Leadership-oriented executive who works well with all levels of people, demands high performance, sets standards and measures results. Lieutenant General, USAF (Retired).

PRINCIPAL AREAS OF EXPERTISE

Full Spectrum Logistics Expert

The Air Force Deputy Chief of Staff for Installations and Logistics during the September 11, 2001 attacks on the United States. In consonance with the USAF senior deployed leadership, put in place the logistics actions necessary to sustain the support of deployed forces in Afghanistan and ultimately the invasion of Iraq. Fully understands USAF employment and deployment concepts and actions necessary to sustain USAF forces. Responsible for correcting resource shortfalls and directing corrective actions to fulfill the warfighters' needs. Expert skills in negotiations with stake holders and identifying creative solutions. Supports balanced and innovative use of contractors in USAF sustainment solutions.

Innovative Sustainment Executive

Former senior defense industry executive. Led numerous major programs in all sustainment areas. Executive thinker on Department of Defense (DoD) sustainment practices. Led key programs over the past three decades in development of sustainment concepts. Former Vice President in charge of the Lockheed Martin F-35 Sustainment Program with total responsibility for after-market support including support equipment, spare parts provisioning and providing, pilot and maintenance training programs, pilot and maintenance simulator development and placement, supporting information technologies, modification programs, tailoring support concepts for international customers and sub-contractor performance in selected areas.

Studies & Analyses

Acclaimed critical thinking and analytical skills. Co-chaired the National Research Council, National Academies, Air Force Studies Board *Examination of the U.S. Air Force's Aircraft Sustainment Needs in the Future and Its Strategy to Meet Those Needs*. Led 14 independent engineers, business, finance, and academicians in a review of USAF sustainment processes. Made recommendations to USAF leadership which ultimately contributed to the reshaping of the USAF sustainment organizations and processes.

Proposal Development & Source Selection

Proposal and source selection expert. Led a \$60M logistics support and information technology firm where proposals were routinely produced. Achieved a better than 50 percent win rate versus expected industry standard of 35 percent. Co-Chaired an USAF team of source selection experts in evaluating and awarding the largest ever conducted Maintenance Repair and Operations (MRO) public-private competition. Well established credentials as a MRO leader with significant results in leading the USAF's largest MRO facility.



DAYTON AEROSPACE

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EDUCATION

BA, Chemistry

University of Cincinnati

MS, Management

Troy State University

Capstone Course

National Defense University

Senior Manager's in Government

Harvard University

Defense Systems Management College (DSMC)

Industrial College of the Armed Forces (ICAF)

KEY POSITIONS

Vice President, F-35 Sustainment

Lockheed Martin Aeronautics

Senior Vice President, Logistics

SI International

President

LOGTEC, Inc.

Deputy Chief of Staff for Installations and Logistics

HQ USAF

Commander

Oklahoma Air Logistics Center
and Tinker AFB

Director of Maintenance

HQ USAF

Commander

82nd Training Wing

Associate Director for Logistics Resources

HQ USAF, Directorate of Supply

WORK HISTORY

Associate | Dayton Aerospace, Inc.
2016-present, Dayton, Ohio

Vice President, F-35 Sustainment | Lockheed Martin Aeronautics)
2011-2014, Ft. Worth, TX

Responsible for all aspects of F-35 after-market support reporting to the F-35 Program Vice President and General Manager. Held wide ranging authority for planning and execution of the sustainment program for three US Military Services, nine international partners and four foreign military sales (FMS) customers. Oversaw contracts worth in excess of \$3B. Led a workforce of over 1,200 individuals executing F-35 spare parts policy and support, support equipment development and placement, operations and maintenance training programs, training device fielding and support, modification planning and support, field engineering and field representatives, tailored support programs for each Service and customer, and automated information systems.

President | Z-Zettler Consulting, LLC
2009-2011, Dayton, OH

Established privately owned company and set in place all matters for operation. Won competitive sub-contract to serve as the Senior Advisor for Logistics, Installations and Mission Support to the Air Force Chief of Staff and the Air Force Deputy Chief of Staff for Logistics, Installations and Mission Support. Served 15 months, visited 37 installations, and made 54 major recommendations—all reviewed and acted upon. Established contracts with numerous other large and small corporations as an advisor on defense activities. Board member of The National Academies of Science, the National Research Council, and the Air Force Studies Board, and served as Co-chair of the *Committee for the Examination of USAF Aircraft Future Sustainment Needs and Its Strategy to Meet Those Needs*.

Senior Vice President, Logistics | SI International
2007-2009, Fairborn, OH

Transitioned firm from a privately-owned company into a seven times larger (\$575M) publicly held firm. Maintained profit and loss for newly created logistics business unit while integrating changes across the contractual, financial, human resources, and supporting infrastructure areas. Maintained superb customer relations while shifting to a large business enterprise.

- Continued financial growth patterns. In first full year of operations grew the business by 8% and maintained profit margin of 12%.
- Successfully adjusted internal processes to meet corporate standard accounting, contracting, and human resources policies.
- Identified best practices in the areas of operations support for use in corporate-wide improvements.

President | LOGTEC, Inc.
2004-2007, Fairborn, OH

Served as corporate president, leading the privately owned, \$60M, defense support contractor with 350 personnel, 200 subcontractors, and clients across 14 states. Developed and implemented corporate vision and strategic planning activities including appropriate alignment of business operations and marketing areas to ensure new work was captured. Achieved all revenue, profit, and customer satisfaction targets.

- Grew the business by 44% over five years—\$45M to \$65M—and maintained a profit margin in excess of 12%.
- Captured what became the largest advisory and assistance services (A&AS) contract at Wright-Patterson AFB.
- Earned company-wide ISO9001 certification and used the certification to substantially improve enterprise.
- Led small team preparing for sale of company: created virtual document room, found buyer, and conducted initial presentations which resulted in successful deal closure.

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Deputy Chief of Staff for Installations and Logistics | HQ US Air Force 2000-2003, Washington, DC

Served as Senior USAF General Officer responsible for strategic planning, detailed policy development, and resource budgeting. Oversaw execution of all USAF supply and transportation logistics; aircraft, missile, and munitions maintenance; and civil engineering for installation maintenance, upkeep, and construction. Also, oversaw services for the morale, welfare, and recreation of personnel, as well as communications operations for daily support of telecommunications, airfield communications, and information technology operations.

- Provided oversight and support management of 45% of USAF personnel operations (200,000) and 30% of USAF budget authority (\$35M) supporting USAF daily operations across the globe.
- Recognized for building stability and accountability in logistics accounts while eliminating hundreds of millions of dollars in actual spending authority losses.
- Created strategic vision of a logistics Enterprise Resource Planning (ERP) tool being implemented across the USAF.
- Executed massive military family housing privatization effort, eliminating sub-standard military housing from inventory and dramatically improving airmen's quality of life.
- As Chairman of the Board of Directors for the Army-Air Force Exchange Service, oversaw operations of a \$5B enterprise with retail sales operations that spanned the globe and contributed over \$300M/year to the Army and USAF Morale, Welfare and Recreation Funds.
- As Chairman of the Defense Commissary Operating Board, instituted sweeping changes which continued an overall market-basket shopper savings of 30%, while incorporating performance metrics to improve overall efficiencies and shopping quality.

Commander | Oklahoma Air Logistics Center and Tinker AFB 1999-2000, Oklahoma City, OK

Commanded a USAF base with 25,000 personnel conducting multiple operations on a daily basis. Commanded the Oklahoma Air Logistics Center (ALC) with a \$5B+ budget and 15,000 personnel conducting weapon system management and acquisition, engineering, supply chain management, as well as maintenance, repair and overhaul operations for major USAF weapon systems, propulsion systems, and numerous classifications of spare parts.

- Successfully transitioned USAF's largest single engine overhaul and repair operation from San Antonio to Oklahoma City, while improving engine availability.
- Set in motion a major review and corrective action to return discipline and accountability to maintenance operations. This endeavor became the standard across the USAF for depot maintenance quality, productivity, and safety reviews.
- Oversaw a program to install large aircraft infrared counter measures (LAIRCM) on selected aircraft. This technology is now one of the highest needs for worldwide air forces and selected commercial aviation applications.
- Innovatively partnered industry and USAF on depot repair efforts to share proprietary processes. This significantly upgraded technology and improved support to industry products.

Director of Maintenance | HQ USAF 1997-1999, Washington, DC

Directed policy and procedure development, training programs, and assisted with budget preparation for all USAF aircraft, armament, and missile maintenance. Ensured common maintenance practices across USAF. Served as senior military officer on a source selection committee to transfer depot workloads from two closing sites to industry and remaining depots. Successfully awarded contracts to industry and USAF depots which dramatically reduced overall costs, improved efficiencies, and enhanced readiness.

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**Commander | 82nd Training Wing
1995-1997, Sheppard AFB, TX**

Commanded an installation of 10,000 people. Provided technical training to newly accessed airmen and officers as well as follow-on training to established career airmen. Operated field training units at 37 locations around the country. Provided direct mission support to a Flying Training Wing that flew over 300 sorties per day. Successfully managed a daily student load of over 5,000 persons with both academic and military training support. Effort was equivalent to leading a large community college, while also providing total infrastructure support to include billeting, dining, and recreation opportunities.

**Associate Director for Logistics Research | HQ USAF Directorate of Supply
1993-1995, Washington, DC**

Served as USAF logistician responsible for direct preparation of \$10B USAF budget for logistics accounts including depot maintenance, spare parts, logistics information technology operations and improvements, new vehicles, support equipment, common munitions, and communications equipment procurement.

Prior to 1993

- Director of Technology and Industrial Support/Director of Aircraft Programs, *Tinker AFB*
- Deputy Commander for Maintenance, 8th Tactical Fighter Wing, *Kunsan AB, Korea*
- Chief, Resources Division, HQ USAF, *Washington, DC*
- F100 Engine Program Manager & Chief, Fighter Propulsion Systems, *Kelly AFB, TX*