

BOBBY SMART

ASSOCIATE, DAYTON AEROSPACE, INC.

PROFILE

Over 45 years of experience with US and Allied military forces, including 30 years of active-duty service and 15 years as a member of the Senior Executive Service (SES). Proven success in high visibility key leadership positions, retiring as the Deputy Assistant Secretary for Acquisition Integration responsible for planning and analysis of the US Air Force (USAF) \$229B (FYDP) research, development, and procurement acquisition portfolio, as well as the life-cycle planning and analysis of 400+ USAF research, development, and modernization programs. Dynamic and high-energy executive leader with global experience guiding complex operations, building key relationships, and anchoring team development through success as a leader, mentor, and senior executive in the command, control, communications, and intelligence, surveillance, and reconnaissance (C4ISR), and technology/cyber environment. Visionary, strategic thinker with planning and execution talents. Colonel, USAF (Retired) and SES, Department of the Air Force (DAF) (Retired).

PRINCIPAL AREAS OF EXPERTISE

Program & Project Management

Directed planning and analysis of \$220B (FYDP) Air Force Research, Development & Procurement program that integrated budget programming, formulation, and execution. Responsible for the life-cycle planning and analysis of 400+ USAF research, development, and modernization programs. Managed reporting systems and tracked program performance for the USAF RDT&E portfolio. Provided oversight of full-life cycle acquisition integration into strategy, requirements, policy, processes, funding, program execution, information technology (IT), and workforce management. Developed acquisition policy including program direction and contractor support and led acquisition process improvement initiatives and business tool development and deployment. Provided program control functions for the Air Force Service Executive. Led and managed ~\$36B modernization account (2600, 3010, 3011, 3020, and 3080) to reprioritize investment funding toward higher priority requirements. Ensured no more than 1% per modernization account of funding expired at the end of each fiscal year—allowing flexibility for upward adjustments and preventing future anti-deficiency violations.

Strategic Planning & Analysis

Developed, integrated, and defended the USAF six-year \$696B program across the FYDP to meet worldwide air, space, and cyberspace requirements. Developed and evaluated funding options relating to force structure, readiness, sustainment, and modernization for decisions by the Chief of Staff and Secretary of the Air Force. Responsible for national and defense policy and objectives interpretation. Key programming leader during Program Budget Review (PBR) cycles. Advocated USAF transformation and recapitalization initiatives to OSD and the Joint Staff. Developed and implemented a vision that integrated key organizational and program goals, priorities, and values. Assessed and adjusted to changing situations, implementing innovative solutions to make program and organizational improvements, ranging from incremental improvements to major shifts in direction and approach. Balanced change and continuity; continually strived to improve service and performance.

Financial & Human Capital Management

Created a work environment that encouraged creative thinking, collaboration, and transparency. Championed significant process improvement efforts, removed improvement roadblocks, and designed and implemented strategies that maximized employee potential. Assessed, analyzed, acquired, and administered human and financial resources and IT that instilled public trust and accomplished the organization mission. Used technology to enhance processes and decision making. Supported audit readiness by establishing a culture of continuous process improvement, transparency, and efficient use of resources and established a culture of cost consciousness throughout the organization. Formulated annual budget strategy, developed budget documentation, and ensured spending activities were consistent with plans and objectives. Resolved critical funding shortfalls to ensure programs goals were achieved. Directed all aspects of the C4ISR acquisition and modernization portfolio and sensitive, highly classified USAF and DoD programs.



DAYTON AEROSPACE

4141 Colonel Glenn Hwy.
Suite 252
Dayton, Ohio 45431
P: (937) 426.4300

EDUCATION

MS, National Security and Strategic Studies

Army Command and Staff College

BS, Business Administration & Management

University of Alabama

Defense Policy Seminar

George Washington University

Seminar XXI

Massachusetts Institute of Technology (MIT)

Air War College

NATO Allied Command Europe Command and Control Course

Army Command and General Staff College

Squadron Officer School

KEY POSITIONS

Deputy Assistant Secretary for Acquisition Integration

Office of the Assistant Secretary of the Air Force for Acquisition

Associate Deputy Assistant Secretary for Acquisition Integration

Office of the Assistant Secretary of the Air Force for Acquisition

Director of Policy and Resources, Office of Warfighting Integration and Chief Information Officer

Office of the Secretary of the Air Force

Associate Director of Programs

Deputy Chief of Staff for Strategic Plans and Programs

Director for Information Dominance Programs

Office of the Assistant Secretary of the Air Force for Acquisition

WORK HISTORY

Associate | Dayton Aerospace, Inc.

2021-present, Dayton, OH

Provide support to government and industry customers using demonstrated expertise acquiring C4ISR systems, developing the USAF Program Objective Memorandum (POM) across six-year USAF FYDP, managing resources for IT/cyber and CIO portfolio, fielding warfighting capabilities, and implementing large-scale change. Specific expertise in defense community command, control, communications and ISR and IT/cyber systems.

Associate & Deputy Assistant Secretary for Acquisition Integration | Office of the Assistant Secretary of the Air Force for Acquisition

2012-2015, Washington, DC

Directed planning and analysis of \$220B (FYDP) Air Force Research, Development & Procurement program that integrated budget programming, formulation, and execution. Managed reporting systems and tracked program performance for the USAF RDT&E portfolio. Provided oversight of the integration of full-life cycle acquisition into strategy, requirements, policy, processes, funding, program execution, IT, and workforce management. Developed acquisition policy including program direction and contractor support, led acquisition process improvement initiatives, and developed and deployed acquisition business tools. Provided program control functions for the Air Force Service Executive. Led and managed ~\$36B modernization account (2600, 3010, 3011, 3020, and 3080) to reprioritize investment funding toward higher priority requirements. Ensured no more than 1% per modernization account of funding expired at the end of each fiscal year. This practice allowed flexibility for upward adjustments and prevented future anti-deficiency violations.

Director of Policy and Resources | Office of Warfighting Integration and Chief Information Officer, Office of the Secretary of the Air Force

2008-2012, Washington, DC

Integrated, analyzed and defended the command, control, communications, and IT portfolio comprised of approximately 200 programs with a \$17B budget. Performed duties as the Chief Architect of the Air Force, responsible for developing and applying the USAF enterprise architecture as a guide for system development. Developed the strategic program and capital investment strategy for all USAF IT and warfighting systems, directed all USAF IT transformation activities and provided policy and governance oversight for USAF IT and warfighting systems. Represented C4 on the Air Force Corporate Board.

Associate Director of Programs | Deputy Chief of Staff for Strategic Plans and Programs

2006-2008, Washington, DC

Developed, integrated, and defended the \$696B, six-year USAF program across the FYDP to meet worldwide air, space, and cyberspace requirements. Developed, evaluated, and reviewed funding options relating to force structure, readiness, sustainability, and modernization for decisions by the Chief of Staff and Secretary of the Air Force. Interpreted national and defense policy and objectives and developed a USAF Program Objective Memorandum (POM) that reflected these policies and objectives. Ensured funding remained within fiscal guidance. Chaired the Air Force Group and Air Force Board during POM and APOM deliberations. Key programming leader during two program budget review (PBR) cycles and advocated USAF transformation and recapitalization initiatives to OSD and the Joint Staff. Led POM initiative to review of all base realignment and closure (BRAC) decisions and ensured each realignment action was funded appropriately and that future year savings would be realized. Optimized BRAC resources across the entire four-year realignment period.

Director for Information Dominance Programs | Office of the Assistant Secretary of the Air Force for Acquisition

2004-2006, Washington, DC

Comprehensive leadership role in the arena of information dominance. Directed all acquisition and modernization activities for USAF C4ISR programs. Directed the planning and execution of a \$28B program budget. Managed 68 USAF, joint service, and international information dominance programs and formulated annual budget strategy, develop budget documents, and ensure spending activities are consistent with plans and objectives. Reduced milestone decision preparation for the C2 and combat support programs by 30%. Served as liaison between the information dominance mission area and foreign governments, international organizations, senior USAF leaders, the Office of the Secretary of Defense, the White House, Congress, and industry and represented the US at NATO board of directors' meetings for C2 Modernization in Europe. Worked with NATO allies to

DAYTON AEROSPACE

4141 Colonel Glenn Hwy.
Suite 252

Dayton, Ohio 45431

www.daytonaero.com

cooperatively develop several command, control, and surveillance systems—provided direct guidance to representatives on nine standing committees. Presented the USAF information dominance vision to industrial and government audiences at an international forum and established productive communication channels and information exchanges with Air Staff organizations, USAF major commands, service counterparts, other DoD and Federal agencies, and industry representatives. Garnered critical congressional support for a range of high priority programs, including Predator, Global Hawk, Joint STARS, Aerospace Operations Center, ISR Battle Manager, and Global Combat Support Systems (GCSS).

Specific accomplishments include:

- Led successful program advocacy and budgeting efforts for the \$1.3B Defense Airborne Reconnaissance Program budget cycle.
- Transitioned Global Hawk unmanned aerial vehicle (UAV) into a premier acquisition program and directed the development of a 20-year acquisition strategy.
- Transformed the Global Combat Support System (GCSS) from concept to reality, providing a credible combat support capability.
- Resolved a chronic, 20-year stalemate in joint interoperability by redesigning the Single Integrated Air Picture concept.
- Led a \$2.7B multi-agency program to upgrade radars and communication for the USAF and Federal Aviation Administration (FAA) air traffic control system.
- Managed U-2 sensor upgrades, ensuring on-time delivery of critical warfighting capabilities.
- Formulated and developed policies and procedures for major defense acquisition programs, including Joint STARS, AWACS, homeland defense systems, command and control support systems, tactical communications systems, NATO command and control systems, and ISR programs.
- Guided the comprehensive restructuring of the \$2.3B Joint STARS Radar Technology Insertion Program to a multi-platform capability and championed the effort to fund a \$450M upgrade to Joint STARS computers, a top modernization priority.
- Spearheaded the high-priority acceleration of the AWACS Radar Systems Improvement Program **and** secured \$1.4B in AWACS modernization funds through effective marketing of program to Congress.
- Identified critical problems in the Army-led Joint Tactical Radio System program and guided its complete restructuring.
- Crafted a strategy to achieve significant savings by leasing commercial engines for aging C2ISR platforms.

Prior to 2004

- Acting Director for Information Dominance Programs, Office of the Assistant Secretary of the Air Force for Acquisition, *Washington, DC*
- Deputy Area Director, Information Dominance Programs, Office of the Assistant Secretary of the Air Force for Acquisition, *Washington, DC*
- Deputy Director, Information Dominance Programs, Office of the Assistant Secretary of the Air Force for Acquisition, *Washington, DC*
- Chief, Command and Control Information Systems Division, Directorate of Information Dominance, Office of the Assistant Secretary of the Air Force for Acquisition, *Washington, DC*
- Director, First Air Force Transition, *Tyndall AFB, FL*
- Commander, 701st Air Defense Squadron, *Tyndall AFB, FL*
- Commander, 848th Air Defense Squadron, *Wallace AS, Philippines*
- Chief, Operations Training Division, 601st Tactical Control Wing, USAFE, *Sembach AB, West Germany*
- Commander, 612th Tactical Control Flight, *Pruem Air Station, West Germany*
- Commander, 728th Tactical Control Squadron, *Eglin AFB, FL*
- Director of Operations, 728th Tactical Control Squadron, *Eglin AFB, FL*
- Chief, Tactical Air Control Systems and Tactical Air Defense Systems Training Branch, Headquarters Tactical Air Command, *Langley AFB, VA*
- Executive Assistant, Deputy Chief of Staff for Operations, Headquarters Tactical Air Command, *Langley AFB, VA*

DAYTON AEROSPACE

4141 Colonel Glenn Hwy.
Suite 252

Dayton, Ohio 45431

www.daytonaero.com

- Chief, Tactical Air Control System Training Section, Headquarters Tactical Air Command, *Langley AFB, VA*
- Chief, Standardization and Evaluation Division, 507th Tactical Air Control Wing, *Shaw AFB, SC*
- Weapons Controller, 728th Tactical Control Squadron, *Shaw AFB, SC*
- Project Coordination Officer, Air Force Tactical Air Control Systems and Tactical Air Defense Systems, Detachment 1, 602nd Tactical Air Control Group, *Camp Pendleton, CA*
- Weapons Controller, 621st Tactical Control Squadron, *Udorn Royal Thai Air Base, Thailand*
- Weapons Controller, 609th Tactical Control Squadron, *Cannon AFB, NM*