

CARL “SHOF” SHOFNER

ASSOCIATE, DAYTON AEROSPACE, INC.



DAYTON AEROSPACE

4141 Colonel Glenn Hwy.
Suite 252
Dayton, Ohio 45431

P: (937) 426.4300

P: (334) 354.8418

L: [linkedin.com/in/carl-shof-shofner-7553a816](https://www.linkedin.com/in/carl-shof-shofner-7553a816)

PROFILE

Over 40 years of federal and commercial experience leading people, executing successful programs, solving technical challenges, managing billion-dollar budgets, and overseeing operations, procurement, and sustainment. Developed and obtained Service Acquisition Executive (SAE) approval on acquisition strategies for the nation's most sensitive major defense acquisition programs (MDAPs) in multiple disciplines: aircraft, space, information technology (IT), and nuclear weapon systems. Proven change agent who supervised and reorganized operations for contingency contracting in two combat theaters of operation; built a joint United States Air Force (USAF) National Reconnaissance Office (NRO) for the space-based radar. Stood up the USAF's first IT business analytics office, leading to over \$400M in cost avoidance. Led federal and commercial organizations of up to two thousand people with operating budgets up to \$1B. Former member of the Senior Executive Service (SES), Department of the Air Force (DAF) and Colonel, USAF (Retired).

PRINCIPAL AREAS OF EXPERTISE

Acquisition Leadership
Source Selections
Red Team Reviews

Oral Proposals Coach
Category Management
IT Acquisition

Strategic Planning
Treaty Enforcement
CPI Practitioner

WORK HISTORY

Associate | Dayton Aerospace, Inc.
2024-present, Dayton, OH

Acquisition expert supporting both government and industry clients across a wide range of efforts to include IT acquisition systems, strategic planning, and proposal support.

Client Executive and Vice President | Optimal Solutions and Technologies
2018-2024, Dayton, OH

Direct report to the chief operating officer (COO) for executive strategy and leadership support. Honed compelling company bids that aligned to customer viewpoints. Polished speaker and trained coach; led company and partner oral presentation teams through 30+ events with no proposal weaknesses cited in the evaluations. Touched all aspects of the company, federal, state, municipal, and innovation labs. Supported 100+ bids with capture strategy, “eye of the customer” insight, and pressure packed red team reviews.

Deputy Director, Strategic Plans, Programs, Requirements, and Analyses | Air Force Materiel Command Headquarters (HQ AFMC)
2016-2018, Wright Patterson AFB, OH

Directed and oversaw the strategic planning and programming process that annually provides \$24B of agile combat support across the entire USAF. Oversaw the complementary special access budgeting process. On behalf of the commander, led the development and institution of enterprise IT governance and category management leading to 15% savings and cost avoidance. As the command's senior program manager, initiated three USAF-wide initiatives impacting program manager workforce development and certification.

Program Executive Officer (PEO) | Air Force Life Cycle Management Center Business and Enterprise Systems (BES) (AFLCMC/HI)
2012-2016, Maxwell AFB, AL

USAF's chief procurement officer for IT and software. Total life cycle management responsibility for business applications every airman uses daily. Acquisition authority on over 30 major defense programs, 400+ applications and seven multiple award IT technology products and services contracts with a ceiling value of \$34B. Advised the Secretary of the Air Force (SecAF) and USAF acquisition executive on defense business systems enterprise acquisition strategies. Chief architect of the USAF's first IT business analytics office.

EDUCATION

MS, Systems Management

Air Force Institute of Technology
(AFIT)

MS, National Resource Strategy

Industrial College of the Armed
Forces (ICAF)

BS, Chemistry

University of South Carolina

CERTIFICATIONS & TRAINING

Program Manager's Course

Defense Acquisition University

**Acquisition Professional
Development Program (APDP)**

Program Management – Level III

Oral Proposals Coaching

Jennifer Schaus and Associates

Leadership Development Program

UNC Center for Creative
Leadership

WORK HISTORY (CONT'D)

Director, Enterprise Sourcing Group | HQ AFMC

2011-2012, *Wright Patterson AFB, OH*

First director of the USAF's new office dedicated to exercising the full power of strategic sourcing. Charged with executing strategies that achieved 20% savings. Trained and educated senior USAF and Department of Defense (DOD) decision-makers on strategic sourcing, resulting in ground-breaking initiatives in medical services, office equipment, and civil engineering services. Supported deployed warriors in combat zones with food, water, and supplies via tailored contracts.

Vice President | deciBel Research, Inc.

2010-2011, *Dayton, OH*

Stood up the Dayton office for this high performing software development company headquartered in Huntsville, AL. Oversaw the logistics and administration for the start of operations for the small business (under 120 employees). Fulfilled the role as face of the company to the prime contractor, building proposals, allocating workload, and interfacing with the customer on deciBel-unique software and capabilities. Conducted business development across the Dayton region.

Chief Process Officer's Deputy Director | HQ AFMC

2007-2010, *Wright Patterson AFB, OH*

Director of policy, budgeting, and execution of integrated life cycle management for chief executive officer (CEO) of major USAF command. Executed techniques that are the essence of delivering and sustaining major weapon systems and product lines. Personal representative to Headquarters USAF, Office of the Secretary of Defense (OSD), and Capitol Hill for change management and continuous process improvement. Principal overseer of \$875M Base Realignment and Closure (BRAC) planning and execution program.

Director of Operations | Joint Contracting Command-Iraq/Afghanistan (JCC-I/A)

2008-2009, *Baghdad, Iraq*

Directed contracting operations for joint team of 290 USAF, Army, Navy, Marine Corps officers, enlisted, civilians, and contractors. Developed, gained acceptance, and executed drawdown planning in Iraq and simultaneous stand-up of new contracting centers in Afghanistan. Created and published standard processes for contracting and compliance mechanisms in support of 190,000 coalition forces across Iraq and Afghanistan, annually executing \$7B.

Wing Commander and Director | 526th Intercontinental Ballistic Missile (ICBM) Wing

2005-2007, *Hill AFB, UT*

Selected for command at the highest level a colonel can attain. Innovative leader and the sole individual responsible to the Undersecretary of the Air Force and three-star program executive officer (PEO) for space on all aspects of development, acquisition, deployment, modification, and logistics support for Minuteman and Peacekeeper weapon systems. Maintained nuclear surety, safety, reliability, availability, survivability, and accuracy in support of Air Force Space Command (AFSPC) requirements.

Prior to 2005

- Director and Deputy Director, Command and Control Programs and Airborne Warning and Control (AWACS), *Hanscom AFB, MA*
- Program Manager, Space Based Radar Program, Space and Missile Systems Center (SMC), *LA AFB, CA*
- Chief, Advanced Space Systems and Systems Integration, SMC, *LA AFB, CA*
- Chief, Aerospace Integration Branch, SMC, *LA AFB, CA*
- Policy and Issues Analyst to the Secretary of the Air Force (SecAF), *Washington, DC*
- Combat Systems Program Element Monitor, Assistant Secretary of the Air Force for Acquisition, *Washington, DC*
- Space Surveillance and Special Projects Requirements Manager, Air Force Space Command (AFSPC), *Peterson AFB, CO*
- Aide-de-Camp, Assistant Executive Officer to the Commander, Allied Air Forces Central Europe and Commander USAFE, *Ramstein Air Base, Germany*
- Chief, Atmospheric Defense Initiative Team, Aeronautical Systems Division (ASD), *WPAFB, OH*

DAYTON AEROSPACE

4141 Colonel Glenn Hwy.
Suite 252

Dayton, Ohio 45431

www.daytonaero.com