

BRIAN RUTLEDGE

SENIOR ASSOCIATE, DAYTON AEROSPACE, INC.

PROFILE

Over 35 years of broad program management experience across private industry, US Air Force (USAF) and Joint Service. Career broadened across program management and financial management to develop breadth and depth on development, procurement, and sustainment of weapon programs and Geographic Combatant Command (COCOM) missions. Demonstrated increasing responsibility, diversity, and team leadership that resulted in significant mission impacts. GS-15, Department of the Air Force (DAF) (Retired).

PRINCIPAL AREAS OF EXPERTISE

Leadership and Business Strategy Development

Definitive senior leadership experience with over 14 years in acquisition at the Deputy Director/Director/Deputy Program Executive Officer (PEO) level to include: USAF fighter and bomber portfolio; Big Safari portfolio; air-to air, air-to-ground and directed energy weapons; and US Southern Command. As Milestone Decision Authority (MDA), developed and approved over 150 acquisition strategies critical to the modernization and sustainment of the USAF fleet and international partners. Interacted directly with Congressional Professional Staff Members (PSMs). Teamed with industry to deliver unprecedented intelligence, surveillance and reconnaissance (ISR) capabilities to US Special Forces. Directed J8 response to the largest humanitarian response effort in history for the 2010 earthquake in Haiti. Worked closely with industry to develop the Laser Joint Direct Attack Munition (L-JDAM) on corporate funds that enabled fielding in nine months to support Quick Response Capability (QRC).

Program Management

Directed all cost, schedule, and performance aspects for entire life cycle for fighter, bomber, and ISR platforms and for air-to-air, air-to-ground, and directed energy weapons. Drove the largest modernization of legacy aircraft delivering over 800 B-2, F-15 and F-22 modifications. Slashed depot/modification for the RC-135 by 27% and the EC-130 by eight months per aircraft. Successfully led Joint Air-to-Surface Standoff Missile (JASSM) through \$100M program restructure. Directed Integrated Program Baseline Reviews (IBRs) that identified forthcoming program restructure allowing time to work funding realignment within Total Obligation Authority (TOA). Delivered high reliability JDAM with better than 6-meter accuracy and integrated it on fighters and bombers—at 50% of the original estimated price. Successfully led JDAM production acceleration from 700 to 3,000 per month to meet post 9/11 requirements.

Source Selection and Sole Source Negotiations

Experience as Source Selection Authority (SSA), Source Selection Evaluation Board (SSEB) member, and Factor Chief on multiple aircraft platforms and weapon systems. Integral to reaching VP-level agreement on sole source negotiations for F-15 radars, Advanced Tactical Laser, Sensor Fuzed Weapon (SFW), and JASSM restructure.

Financial Management and Analysis

Led JASSM and SFW through milestone reviews for the Office of the Secretary of Defense (OSD) Cost Analysis Improvement Group (CAIG). Directed JASSM restructure based on trend analysis of testing results. Convinced both contractor and government of required number of months to get program on successful path despite pressures to only extend schedule by three months. Successfully briefed program restructure to the OSD Integration Integrated Product Team (IPT) resulting in Undersecretary of Defense for Acquisition & Logistics (USD(AT&L)) approval. Extensive cost estimating experience. As COCOM Deputy Comptroller, acquired and oversaw \$655M in funding across all Services that allowed the US military to be one of the first responders after the Haitian earthquake.

Experience that matters...solutions that count!



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EDUCATION

BA, Economics

Southern Connecticut State University

MBA, Management

University of West Florida

Air War College

Executive & Advanced Program Managers Course

Defense Systems Management College (DSMC)

KEY POSITIONS

Deputy PEO, Fighters & Bombers

Air Force Life Cycle Management Center (AFLCMC), WPAFB, OH

Deputy Director, Big Safari Program Office

645th Aeronautical Systems Group (AESG), WPAFB, OH

Deputy J8, Deputy Comptroller and Portfolio Manager

US Southern Command (USSOUTHCOM)

Director, Advanced Programs

808th Armament Systems Group (ARSG), Eglin AFB, FL

Deputy Director

Air-to-Air Missile Systems Wing (AAMSW), Eglin AFB, FL

CERTIFICATIONS

DoD Level III

Acquisition Program Management

Financial Management

May 2024

WORK HISTORY

Senior Associate | Dayton Aerospace, Inc.

2017-present, Dayton, OH

Assists government and industry customers in a wide range of support activities including business strategy development, proposal preparation and evaluation, program start up and execution, independent review teams, and financial management.

Deputy PEO, Fighters and Bombers Directorate | Air Force Life Cycle Management Center (AFLCMC/WW)

2015-2017, WPAFB, OH

Directed efforts for entire USAF fighter and bomber portfolio valued at \$70B. Managed over 3,000 multi-disciplined staff of military, civilian, and contractors involving critical and complex major aircraft and weapons through research, development, testing, production, and sustainment. As MDA, developed and approved over 150 acquisition strategies critical to the modernization and sustainment of the USAF fleet and international partners. In 2016, delivered 20 A-29 aircraft for Afghanistan and 34 F-16 aircraft to allies in support of the fight against ISIL. Led the largest modernization of legacy aircraft delivering over 800 B-2, F-15, and F-22 modifications. Tackled B-2 depot throughput timeline issues that minimized Programmed Depot Maintenance (PDM) flow to 365 days and increased aircraft availability by two aircraft on this low density, high demand fleet. Implemented full scale fatigue testing and service life extension programs for the F-15, F-16, and B-1 to meet warfighter requirement to extend the service life by over 20 years.

Deputy Director, Big Safari Program Office | 645th Aeronautical Systems Group (AESG)

2012-2015, WPAFB, OH

Directed efforts for a portfolio of 45+ programs to include development, upgrade, depot, special logistic supply chain, and flight activities supporting airborne reconnaissance, electronic attack, offensive information operations, low intensity conflict, unconventional warfare, homeland defense, drug intervention, special operations, and foreign military initiatives. Executed \$3.5B and 1,500 contract actions in FY12 that delivered unprecedented support to the warfighter—98% MC-12 availability rate on 50K combat hours, 92% Gorgon Stare mission capable rate, 5K EC-130H combat sorties, and 24K U-28 combat sorties. Slashed depot/modification time for the RC-135 by 27% and EC-130 by eight months per aircraft. Led the ORION unmanned aerial vehicle (UAV) test program that broke the world record for continuous UAV flight.

Deputy J8, Deputy Comptroller and Portfolio Manager, Resources & Assessments | USSOUTHCOM

2009-2012, Miami, FL

Responsible for determining resource management priorities; providing technical oversight for the accomplishing the J8 management mission, performing studies and analyses; and serving as a portfolio manager for the Command Cross-Cutting Programs. Directed all aspects of the J8 response to the largest humanitarian relief effort in history for the earthquake in Haiti. Provided guidance and acquired funding that allowed the US military to be one of the first responders with oversight on \$655M across all services. Lauded by the President as the first “whole of government” response in an international emergency. Established first Command portfolio baseline that provided the capability to make critical, real-time decisions across programs that enhanced mission capabilities within limited resources. Garnered additional \$142M for the portfolio across the Future Years Defense Program (FYDP) from OSD and Army through proactive management of the Program Budget Review (PBR) process.

Director, Advanced Programs | 808th Armament Systems Group (ARSG)

2007-2009, Eglin AFB, FL

Established organization from scratch and directed all efforts of 160-person group. Responsible for all programmatic actions for a portfolio of 16 programs that included multiple highly-classified programs, Directed Energy (DE), advanced data links, Universal Armament Interface (UAI), mission planning, Bomb Live Unit (BLU-121), insensitive munitions, and medium caliber ammunition. Demonstrated the first air-to-ground high energy laser shots on Advanced Tactical Laser (ATL) and high power microwave capability on Active Denial System (ADS), thus paving the ground to get DE to the battlefield. Successfully completed the BLU-121 Advanced Concept Technical Demonstration (ACTD) and transitioned to production, providing the warfighter a true thermobaric weapon. Completed UAI that reduced weapon integration by two to three years by decoupling weapon and aircraft Operational Flight Programs (OFPs).

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Deputy Director | Air-to-Air Missile Systems Wing (AAMSW)**2005-2007, Eglin AFB, FL**

Exercised cradle-to-grave authority for air superiority weapons encompassing development, production, and sustainment. Established an environment of acquisition and sustainment innovation and flexibility to dramatically improve acquisition of a growing and diversifying acquisition workload while drawing down the workforce. Completed the standup of the Air-to-Air Missile System Wing (AAMSW) under the new USAF structure. Successfully led the MALD and AMRAAM program restructures to meet warfighter and SAF/AQ expectations.

Prior to 2005

- Director, Direct Attack Systems Group (JDAM, BLU-122, JPF, DSU-33, HTSF, FMS), *Eglin AFB, FL*
- Deputy Program Director, Joint Air to Surface Standoff Missile Program (JASSM), *Eglin AFB, FL*
- Program Control Chief, Lethal Strike System Program Office (JASSM & Small Diameter Bomb), *Eglin AFB, FL*
- Program Manager, JASSM Program Office, *Eglin AFB, FL*
- Program Control Chief, JASSM Program Office, *Eglin AFB, FL*
- Program Control Chief, Area Attack Weapon System Program Office, (SFW, WCMD) *Eglin AFB, FL*
- Deputy Program Control Chief, SFW and Area Attack Weapon System Program Office (Basket SPO), *Eglin AFB, FL*
- Cost Analyst (Estimator, Integrated Master Schedule, Earned Value Management), Comptroller Staff, *Eglin AFB, FL*

CURRENT/RECENT PROJECTS

- Providing critical, ongoing support to two top-tier defense industry customers on market strategy, capture planning and proposal development.
- Providing ongoing technical and programmatic support focused on win strategy development for key defense industry competitors.
- Providing ongoing technical and programmatic support to small and non-traditional companies attempting to enter the USG marketplace through SBIR and STTR programs.
- Providing ongoing programmatic and technical support to the Hypersonic Attack Cruise Missile (HACM) program within AFLCMC/EB Directorate.
- Built multiple courses for the USAF Program Management (PM) Academy, an innovative AFLCMC initiative which provides extensive program management training to individuals who are new to the career field.
- Teach multiple program courses for PM academy (requirements flow down, problem solving techniques, communication management, source selection) on regular interval throughout the calendar year.
- Supported the USAF F-15 Eagle Passive Active Warning Survivability System (EPAWSS) Milestone C decision. Activities include refining the acquisition strategy, updating the Capability Development Document (CDD) and writing the Program Protection Plan (PPP).
- Led the B-52 independent review team (IRT) reporting to the Fighter Bomber PEO (AFLCMC/WW) that included a Modernization IRT, CERP RFP review and new Management Construct.
- Developed an acquisition case-based study course for USSF, developed actual case studies and taught multiple classes at multiple Space Force locations.
- Developed On-The-Job training material for AFLCMC as it navigates major program milestones and a Brain Book construct to aid in onboarding new personnel.
- Developed and led AFLCMC Directorate offsite for management construct and portfolio management.
- Led technical and programmatic support to defense industry customer during a Phase 1 development effort; the contractor was selected for Phase 2.
- Key member of four-person USAF Battlefield Airborne Communications Node (BACN) Product Support Business Case Analysis (PS-BCA) team—analysis was completed under budget, in only eight months.

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- Led technical volume evaluation, including review of the integrated master schedule (IMS), contractor work breakdown structure (CWBS), basis of estimates (BOEs), engineering and manufacturing development (EMD), military capability, production, and test and evaluation (T&E), on pink, red and gold team reviews for industry client's pursuit of an ACAT II program.
 - Key member of F-35 IRT commissioned by Under Secretary of Defense for Acquisition and Sustainment (USD(AT&L)).
 - Led technical, risk, cost, IMS and earned value management (EVM) analyses on two programs for major industry customer.
 - Member of study team that developed the USAF F-15 Depot Fleet Management and Modernization Modification Program Plan.
 - Performed a cost sufficiency review of the USAF F-15 Conversion of Modifications Plan.
 - Evaluated technical volume proposal for tier 1 defense industry customer on a major classified program competition.
 - Key member of study team that developed a Business Case Analysis on alternatives to replace aging MAF full motion simulator with MAF Standard Simulator by Weapon System ATS and Replacing aging / non-standardized MAF full motion simulator sub-systems with MAF Standard Simulator sub-systems by Weapon System ATS based on cost, readiness and availability.
 - Conducted study for top-tier defense industry customer to identify and research focus areas, collect and assess programmatic, engineering, political, financial and sustainment issues, and provide lessons learned across programs that have completed Milestone C reviews and approvals. Developed briefings for each program evaluated and conducted workshops for each sub-study.

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