

BRIAN WAECHTER

SENIOR ASSOCIATE, DAYTON AEROSPACE, INC.

PROFILE

Over 35 years of experience as a senior acquisition, logistics, maintenance, and operations research US Air Force (USAF) officer; defense industry vice president and business unit leader; defense and commercial industry advisor and trainer. Certified Portfolio Management Professional; Scaled Agile Framework Agilist, Scrum Master, and Product Owner/Manager; and Lean Six Sigma Black Belt. Expertise includes complex program portfolio management; product field support; strategic planning; data analysis; Lean Six Sigma performance improvement; and defense contracting proposal writing, review, and management. Extensive US, Joint, and foreign military sales (FMS) program and logistics management expertise in electronic warfare, C2ISR, and aeronautical systems, successfully leading multiple programs in every life cycle phase. Multi-faceted government and industry system sustainment expertise including Test Center aircraft maintenance, Air Logistics Center (ALC) system sustainment management, and industry contractor logistics support (CLS) management as P&L leader. Prowess in managing and executing analyses to include product support business case analyses (PS-BCA), depot production flow, and personnel resource modeling and optimization. Adept strategic planner with specialized skills in integrated program road mapping, acquisition/sustainment planning, proposal development, earned value, risk management, and organizational assessment across the USAF, Joint Staff, Missile Defense Agency (MDA), SAF/AQ, and Defense Security Service. Colonel, USAF (Ret).

PRINCIPAL AREAS OF EXPERTISE

Program and Logistics Management

Innovator with experience directing multi-billion-dollar, high-profile US and international program portfolios. Negotiated pioneering acquisition strategy merging satellite communication and air traffic management programs, accelerating delivery two years and saving \$6M. Led C-20 CLS business unit to repetitive Contractor Performance Assessment Report (CPAR) ratings of "Outstanding." Championed data-driven sustainment operations to turn 10-year, 20% decline in AWACS mission capable rate to 10% increase in only three years. Exceeded requirements, met schedule, and came in \$30M under budget on AWACS Block 40/45 risk reduction phase—the largest IT infrastructure enhancement in program's history.

Strategic Planning and Implementation

Hands-on strategy architect and implementation catalyst. Used Balanced Scorecard methodology in both government and industry applications, earning the Electronic Systems Center (ESC) "Best Large Program" award and a CPAR rating of "outstanding" within six months of implementation. Facilitated strategic MDA Command, Control and Battle Management (C2BM) program roadmap development—received Congressional accolades. Integrated benchmark AWACS modernization roadmap into airborne networking architecture. Built a comprehensive AWACS long-term sustainment strategy and championed a strategic plan to reduce AWACS depot overhaul time using lean practices. Thought leader in re-architecting strategic budget planning and portfolio execution processes for United States' largest publicly held utility.

Operations Analysis and Business Process Improvement

Adeptly applies Lean Six Sigma and other quantitative and qualitative analysis tools to improve cost, schedule, and technical performance. Led teams to multiple awards—SecAF Productivity Excellence Award, CSAF Quality Award. Forged capability-based methodology to compare US and international AWACS customers' requirements, producing three cooperative development programs. Structured analysis to address fleet availability drivers; won \$178M in new investment. Solved F-15 depot maintenance and equipment modification workload challenge by creating integrated depot maintenance/modification installation schedule using Lean principles.

Experience that matters...solutions that count!



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4141 Colonel Glenn Hwy.
Suite 252
Dayton, Ohio 45431

P: (937) 426.4300

E: brian.waechter@daytonaero.com

L: linkedin.com/in/brianwaechter

EDUCATION

MS, Operations Research

Air Force Institute of Technology

MS, National Resource Strategy

Dwight D. Eisenhower School for
National Security and Resource
Strategy

BS, Biology

United States Air Force Academy

Executive Program Manager's Course

Defense Acquisition University

Lean Six Sigma Black Belt

University of Texas

Scaled Agile Framework

Agilist
Advanced Scrum Master
Product Owner/Product Manager

Portfolio Management Professional (PfMP)

Project Management Institute

KEY POSITIONS

VP and General Manager, Government Integrated Services

M7 Aerospace

Executive VP, Operations

Interactive Process Technology
Associates

System Program Director

Airborne Early Warning and
Control System (AWACS)

System Sustainment Manager

AWACS

ORGANIZATIONAL MEMBERSHIPS

Program Management Institute (PMI)

Air Force Association (AFA)

Institute for Operations Research and Management Science (INFORMS)

April 2020

WORK HISTORY

Senior Associate & Associate | Dayton Aerospace, Inc.

2010-present, Dayton, Ohio

Key contributor driving government and industry improvements in acquisition and logistics planning and execution. Led comprehensive government program office operational assessment—100% client satisfaction. Drove complex technical volume completion on winning \$4.5B proposal effort. Active contributor on multiple Black Hat, Pink, and Red Teams. Orchestrated detailed development of both proposal and program execution integrated master schedules (IMS) which were 100% compliant with contract requirements and program management best practices. Conducted multiple studies and analyses spanning Product Support Strategy Business Case Analyses (PS BCAs) for key USAF ACAT I and II programs; manpower analyses for program offices across all Services, and aircraft depot maintenance/modification optimization using Lean principles.

Vice President and General Manager | M7 Aerospace, Government Integrated Systems – Air Force, Navy, Federal Programs

2007-2009, San Antonio, TX

Profit and loss business unit lead managing over 80 personnel performing contractor logistics support (CLS) for Army, Navy, USAF, and Marine, fleet of 20 Gulfstream VIP transport aircraft. Led maintenance and supply chain technical assistance activities for Peruvian Air Force support program. Portfolio totaled over \$45M in annual revenue.

Executive Vice President, Washington DC Operations, and Senior Consultant | Interactive Process Technology Associates

2004-2007, Bedford, MA

Developed business opportunities and coordinated consultant activities in support of government agencies throughout the Washington, DC area. Senior acquisition advisor to the Director of Command, Control, and Battle Management, Missile Defense Agency (MDA), concerning strategies and program management operations. Facilitated framing of acquisition strategy for the Defense Security Service (DSS) integrating legacy IT programs into an open architecture. Led SAF/AQ CIO and key stakeholders on development of comprehensive acquisition information technology strategy.

System Program Director | Airborne Early Warning and Control System (AWACS) Program Portfolio

2001-2004, Hanscom AFB, MA

ACAT I program director executing a six-year, \$8.6B budget for the US and seven international customers (NATO, United Kingdom, France, Saudi Arabia, Japan, Australia, and Turkey). Led 500 personnel and multiple integrated product teams (IPTs) managing 22 major US, NATO, and international contracts. Responsible for entire product life cycle from technology development through sustainment.

System Sustainment Manager | AWACS

2000-2001, OO-ALC, OK

Led worldwide logistics support for one of USAF's highest demand aircraft fleets— \$120M annual budget; 180 employees. Directed supply chain management (SCM), maintenance/repair/overhaul (MRO) planning, engineering, and technical manual management activities on \$9.6B in assets across seven supply, maintenance, repair, and overhaul locations supporting the US and four international fleets. Spearheaded sustainment analyses to optimize fleet operations and supportability while reducing cost.

Prior to 2000

- Deputy Chief, Agile Combat Support Systems Branch, SAF/AQ, *Washington, DC*
- Chief, Collaborative Analysis Branch, J-8 Joint Staff, Pentagon, *Washington, DC*
- Commander, Aircraft Component Repair Squadron, AFDTC, *Eglin AFB, FL*
- Executive Aide to the Commander, HQ Air Force Systems Command, *Andrews AFB, MA*
- Program Manager, Command/Control Countermeasures, ESC, *Hanscom AFB, MA*
- Chief, AWACS Program Analysis Branch, ESC, *Hanscom AFB, MA*
- Project Manager, Electronic Warfare Systems, ASC, *WPAFB, OH*

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KEY PROJECTS

- Advised USAF client attempting to create an aerial network center of excellence with the intent to coordinate development and fielding efforts across the Services. Led client through stakeholder, external environment, and SWOT analyses in order to inform charter development, communication planning, process development, and resource planning.
- Built construct for USAF program office to transition from waterfall to Agile software development. Guided customer through multi-dimensional assessment of programs, processes, and resources to construct transformation timelines and progress measures.
- Developed multi-variate trade space construct to effectively analyze alternative fleet management scenarios on two major Air Force aircraft fleets where modifications competed with required heavy maintenance and aircraft availability. Led multiple stakeholder workshops to define variables and their relationships, collect data, and assess trade-offs. Employed modeling tools and conducted sensitivity analysis. Resulting fleet management strategy recommendation fully accepted by program office leadership.
- Led development of business development strategy for major defense industry client. Built capabilities-features-benefits-requirements correlation matrix to facilitate targeted messaging and client engagements. Approach translated easily to advantageous positioning relative to government information requests and solicitations.
- Provided subject matter and analytic expertise to product support business case analyses (PS-BCAs) on three Air Force ACAT I and one ACAT III programs. Employed the analytic hierarchy methodology; performed in-depth data collection and validation; and conducted sensitivity and risk analysis to develop and assess alternative future states. Analyses' results recommended courses of action, and associated implementation plans fully accepted by program office leadership and headquarters stakeholders.
- Coached Government team in conducting a PS-BCA on a program desired to become a Program of Record. Steered the team through the USAF standard process, producing a recommended, feasible product support strategy course of action to include an implementation plan. Effort served as model for similar efforts to train and equip other Government program teams.
- Led Independent Logistics Assessment (ILA) on Air Force ACAT I program in support of meeting Milestone C requirements. Orchestrated review of source documents and interviews with program office subject matter experts. Resulting assessment was fully accepted by senior leadership and provided program office with key improvement areas.
- Led "logistics planning" portion of broader OSD study on key program characteristics and considerations leading up to CDR. Derived areas of investigation and integrated multiple SME inputs. Findings provided OSD decision-makers with key assessment tools targeted at improving the likelihood of program success.
- Transformed a proposed 26,000-line integrated master schedule (IMS) to an executable version tied to an earned value system (EVM) for a \$1.7B NATO program involving complex system-of-systems integration. Planned schedule development activities and joined scheduling and cost personnel with integrated product team (IPT) leads to meet corporate and contract requirements.
- Led winning proposal technical and program management volume activities in response to Army quick-reaction capability development solicitation valued at \$4.5B. Orchestrated work of multiple functional stakeholders in storyboard development, graphics integration, technical writing, and proposal volume integration.
- Fully addressed multiple Air Force and Army program office needs to forecast manpower requirements over the FYDP. Engaged program office leadership on workload assumptions and forecasts. Employed modeling techniques and performed sensitivity analysis to test recommendation resiliency.
- Strengthened Air Force program office performance by conducting comprehensive analysis of program office operations. Developed innovative, multi-faceted, gap-analysis-based approach to identify strengths, weaknesses, and initiatives to close performance gaps. Developed discrete metrics to facilitate effective leadership governance of performance initiative effectiveness.

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