

CHRIS COOMBS

PRESIDENT, DAYTON AEROSPACE, INC.

PROFILE

Dayton Aerospace president and senior executive with over 30 years of leadership and acquisition management experience in the Department of Defense (DOD) and Allied services for multi-billion-dollar defense acquisition programs in procurement, regulations, policies, procedures, logistics, supply chain management, vendor management, supplier relationship management, quality assurance, forecasting and analysis, strategic planning, and team management. Adept strategic planner for the design and development of weapons, combat manned and unmanned aircraft, computer communications, and space systems hardware and software. Proven agile execution of delivery systems to meet Major Commands (MAJCOMs) and Combatant Command (COCOM) requirements. Demonstrated mastery of defending budgets within the DOD and on Capitol Hill, while implementing cost effective procurements and source selections. Routinely collaborates with senior executives to tailor rapid acquisition requirements processes. Colonel, US Air Force (USAF) (Retired).

PRINCIPAL AREAS OF EXPERTISE

Leadership / Program Management / Strategic Communication

Senior program management experience in numerous aircraft (fighter/bomber; tanker; trainer); intelligence, surveillance, and reconnaissance (ISR); special ops; unmanned aerial vehicles (UAVs); and special weapons. Served as system program director of four major weapon systems. Architected and guided MQ-9 Reaper through program normalization and won delegation of program from ACAT 1D to ACAT 1C. Directed the KC-46 team through program's aerial refueling restructure and provided frequent program updates to USAF senior leaders and Capitol Hill Staff Committee members.

Acquisition Strategy Development / Strategic Planning

Led numerous program acquisition strategy teams for national space systems, F-117, RQ-4 Global Hawk, MQ-1 Predator, MQ-9 Reaper, and KC-46. Served as the Director, Program Executive Officer (PEO), Acquisition for Weapons with responsibility for all cost, schedule, and performance data reported to OSD, CSAF, SECAF, and SAF/AQ. Advised senior USAF and OSD decision makers in developing weapon acquisition strategies.

Proposal Management

Experience applying disciplined approach to a variety of proposals for aircraft systems. Hands-on experience in overall proposal management, volume lead, integrated master plan (IMP)/integrated master schedule (IMS), risk management, color team reviews, and evaluation notice (EN) responses.

Computer/Cyber Security

Led defensive efforts ensuring safe and secure operations of unmanned ground control stations. Organized DOD expert team to design front line defense with application "white listing" ensuring safe ground control station operations. Oversaw efforts for both blue and red team testing to identify system vulnerabilities and devise fixes. Experience with the development of the USAF's Systems Security Engineering Guidebook.

Education and Training

Adjunct airpower and applied warfare studies instructor for Air University's Air Command and Staff College's degree programs. Experienced on-line teacher and Blackboard user.

Foreign Military Sales (FMS)

Authored numerous foreign agreements offering unmanned aircraft sales to NATO, Germany, UK, Turkey, and Italy, and tanker aircraft to the Republic of South Korea and Japan. Senior KC-46 USAF delegate presenting FMS proposal to Japan Self-Defense Force representatives. Worked closely with USAF International Affairs and Security Assistance Command leadership to deliver capability.

Experience that matters...solutions that count!



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EDUCATION

BS, Computer Science - Architecture

University of Central Florida

MS, Computer Systems Management

Creighton University

MS, Military Operational Art & Science

Air University

MS, Strategic Studies

Air University

KEY POSITIONS

System Program Manager

KC-46 Aerial Refueling Tanker
(AFLCMC/WKC)

System Program Manager

MQ-1 Predator/MQ-9 Reaper
(AFLCMC/WII)

Commander

703rd Aeronautical Systems
Group (now AFLCMC/WII)

System Program Manager

Global Hawk, 303rd AESG (now
AFLCMC/WIG)

Chief, Senior Leader Management

Directorate of Manpower &
Personnel

ORGANIZATIONAL MEMBERSHIPS

Air Force Association (AFA)

Military Officer Association of
America (MOAA)

Association of Unmanned Vehicle
Systems International (AUVSI)

January 2020

WORK HISTORY

President | Dayton Aerospace, Inc.

2020-present, Dayton, OH

As part-owner and president, leads the board of directors (BOD) and manages all operational and financial aspects of the company's business. Sets company goals, formulates policy, leads business development, and mentors consultants. Provides overall leadership and advisory support for consulting services.

Vice President & Senior Associate | Dayton Aerospace, Inc.

2016-present, Dayton, OH

Supports government and industry customers in a wide range of tasks including program management, systems engineering, program execution support, computer and cyber security, proposal development, color team reviews, and Evaluation Notice (EN) responses, business capture planning, military airworthiness certification, data rights, business case analyses (BCA), strategic planning, market assessment, integrated master plans/schedules (IMP/IMS), earned value management (EVM), risk management, data management, and case study development. Transitioned from senior associate to vice president and member of the Dayton Aerospace board of directors in 2019.

System Program Manager | KC-46 Aerial Refueling Tanker (AFLCMC/WKC)

2013-2016, WPAFB, OH

Responsible for both full lifecycle acquisition management and as primary organization spokesperson. Oversaw design, development, production, testing and sustainment for the USAF's top modernization program replacing one-third of the USAF's aerial tanker fleet. Directed acquisition lifecycle and personnel training for a 175-person division in developing and fielding USAF's \$52 billion KC-46 air refueling tanker program for SECAF/CSAF. Developed and executed KC-46's \$6.8B sustainment strategy for a 179 multi-role aircraft fleet at 11 operating bases. Directed "Test Once" strategy, integration of 34 agencies on \$153M test and evaluation (T&E) budget to execute developmental testing, operational testing, live fire test and evaluation, and other DoD offices. Routinely interacted with SECAF, CSAF, MAJCOMs, Air National Guard (ANG), SAF, OSD, and corporate and international leaders. Program's capture team lead for FMS proposal to Japan.

System Program Manager | MQ-1 Predator/MQ-9 Reaper (AFLCMC/WII)

2008-2013, WPAFB, OH

Delivered new remotely piloted aircraft (RPA) for ISR and global strike capabilities for USAF, USSOCOM, NASA, and international partners. Led 1300+ member lifecycle management team of \$12 billion Predator and Reaper fleet to meet SECDEF requirement of 65 combat air patrols. Directed concept and technology development efforts, systems engineering and warfighting requirements analysis. DoD award winner for the Under Secretary of Defense for Acquisition, Technology and Logistics (USD/AT&L) Workforce Development Award. Routinely interacted with MAJCOMs, Air National Guard (ANG), HQ USAF, OSD, corporate leaders, community leaders and international leaders.

System Program Director | Global Hawk (AFLCMC/WIG)

2007-2008, WPAFB, OH

Led 900+ government and contractor personnel responsible for the development and testing the first unmanned high altitude ISR system. Managed \$5.7 billion budget to meet time-phased mission and support requirements for ACC and combatant commands. Responsible for balancing cost, schedule and performance trade-offs using groundbreaking and evolutionary acquisition strategy. Routinely coordinated with Air Staff, OSD, ACC, Air Force Operational Test & Evaluation Center (AFOTEC), Navy, and contractors to ensure successful program execution.

Chief, Senior Leader Management | Directorate of Manpower and Personnel

2005-2006, WPAFB, OH

Advised the Commander, Air Force Materiel Command (AFMC) and SAF/AQ on all General Officer, Senior Executive Service (SES), Colonel, and GS-15 matters. Developed assignments, training, and manpower actions on 1,300+ personnel in these positions. Managed senior leader compliance with legislative requirements for acquisition training and experience. Managed the selection and reporting of all AFMC senior leaders to meet USAF Board requirements. Brokered with Air Staff, 30+ General Officers, MAJCOMs, and Defense Agencies on senior leader assignments. Operated in a highly-sensitive personnel environment on a continuous basis with the Commander, AFMC, and SAF/AQ.

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**Director, Program Executive Officer (PEO), Acquisition | Air Armament Center (AAC)
2003-2005, Eglin AFB, OH**

Served as subject matter expert for PEO acquisition policy and procedures on more than 30 USAF, Joint, and Allied weapon programs. Devised and enforced PEO's position on program acquisition, policy, funding, technical, and execution strategies. Facilitated communication/cooperation between Air Staff, Air Armament Center (AAC) command section, staff, field, and MAJCOM. Responsible for all aspects of cost, schedule, and performance data reported to CSAF, SECAF, OSD, and SAF/AQ. Served as PEO's day-to-day acquisition emissary—dealt directly with MAJCOM, USAF, OSD, Joint, and Congressional staff. Advised senior USAF and OSD decision makers in developing acquisition strategies for weapon programs.

Prior to 2003

- Chief, Advanced Program Division, AAC, Eglin AFB, FL
- Chief, F-117 Modernization Division, ASC, WPAFB, OH
- ELINT Processing Program Manager, NRO, Chantilly, VA
- Deputy, Comptroller, NRO, Chantilly, VA
- Chief, Plans and Programs Division, NRO, Chantilly, VA and Los Angeles AFB, CA
- Director of Operations Engineering, Office of Special Projects, OSD, Offutt AFB, NE
- Executive Officer, Deputy Chief of Staff, Operations, HQ Strategic Command, Offutt AFB, NE
- Chief, System Support & Command Control Message Processing Sections, HQ Strategic Command, Offutt AFB, NE

KEY PROJECTS

- Air University adjunct instructor for Air Command and Staff College's Master's and non-masters' degree programs.
- Computer software development subject matter expert (SME) for analyzing major contractor's evaluation notice (EN) proposal responses.
- Led development of the USAF's F-35 Hybrid Product Support Integrator (HPSI) work breakdown structure (WBS).
- Provided expert inputs to a detailed, 8,600-line integrated master schedule (IMS) used by a major contractor to manage the development of a comprehensive, high fidelity, thoroughly integrated aircraft prototype.
- Led development of an industry customer's proposal integrated master plan (IMP)/IMS in response to a multi-billion-dollar USAF advanced phase fighter and bomber trainer program requirement. Planned schedule development and joined scheduling and cost personnel with integrated product team (IPT) leads to meet corporate and contract requirements.
- Supported development of a defined product support business case analysis (PS BCA) for the AWACS DRAGON program resulting in a government-accepted recommendation for the best sustainment approach—completed in only six months.
- Provided platform expertise to prime DOD contractor re-architecture of critical sustainment support strategy.
- Served as risk manager and data manager for contract proposal supporting \$16B training program.
- Supported development of 8,000-line IMS in response to an Army RFP for a rapid deployed, low logistics armored vehicle.

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