

JEFF RIEMER, SR., Ed.D.

ASSOCIATE, DAYTON AEROSPACE, INC.

PROFILE

Over 45 years of leadership and management experience in the United States Air Force (USAF) and defense industry. Successfully led multiple large, complex organizations valued over \$100B—recruiting, training and developing a diverse group of dedicated innovators and building solid relationships with national, state, and local governments and communities. Former program executive officer (PEO) for the F-22 program, command and control (C2) and combat support systems, and weapons; also commanded the Air Armament Center (AAC) and Air Force Security Assistance Center (AFSAC). Major General, USAF (Retired).

PRINCIPAL AREAS OF EXPERTISE

Strategic Planning

Created a \$1.5B business backlog through strategically identifying and successfully capturing business. Created and implemented balanced scorecards in three organizations resulting in breakthrough performance to achieve goals and objectives—reducing back orders by 96%, foreign military sales (FMS) contract cycle-time by 44%, and customer support problem areas by 35%. Formulated long-range test and evaluation (T&E) infrastructure modernization vision to meet future requirements and aligned investments and focused employees on a common vision. Saved over \$1B with specialty metal procurement strategies and developed enterprise tools to improve program successes. Invented innovative strategy to maintain operations at a mission critical location preventing a \$900M cost increase and delays on numerous high priority programs.

Program Management

Oversaw operations of two large defense and aerospace services businesses with no cost overruns. Designed and implemented a workforce optimization center concept and software tool to better use resources. While in the USAF, replaced old paradigms with innovative acquisition reforms—purchased F-16 in 82 days, shattering nominal cycles times and saving \$10M. Energized repair contractors to shorten repair cycles cutting parts shortages by 83% and raising fleet readiness by providing 400 additional aircraft. Awarded over 128 contracts worth \$361M, beating the organization's average contract award by 67% and reducing program life cycle costs by over \$475M through acquisition reform initiatives. Implemented innovative cost reduction and performance improvement programs, returning money to the customer and increasing system reliability.

Financial Management

Solid financial planning and execution experience. Established budgets and sustained profitable operations for \$250M in annual revenue. Led the \$70B F-22 program with an annual operating budget of \$6B—successful negotiations generated over \$1B in savings. Also directed a \$101B FMS portfolio for 110 countries and other portfolios with \$7B and \$11B annual operating budgets. In-depth financial analysis of competing strategies led to a course of action reversal that would have resulted in \$900M of unintended cost.

Consensus Building

As the Air Armament Center (AAC) commander, built consensus with the governor's office and seven surrounding communities for Vision 2015—improving transportation, affordable housing, and utilities. Held CEO forum to achieve consensus for a shift from a single to multiyear F-22 procurement strategy, saving taxpayers \$411M.

Change Management

As the director of operations for an 80,000-person organization, revamped crisis management process and redesigned flying operations oversight for 32 flying organizations, operating over 50 types of aircraft, at 24 locations to improve safety. Organization achieved zero major mishaps for the first time in eight years. Championed continuous improvement initiatives to increase efficiency, quality, and organizational effectiveness through the application of six sigma. Derived a knowledge management assessment methodology to quantify the risk of knowledge loss. Achieved AS9100 and ISO9001 certification.



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EDUCATION

EdD, Educational Leadership
Argosy University

MS, Aeronautical Engineering
Air Force Institute of Technology (AFIT)

BS, Aerospace Engineering
University of Florida

**Defense Systems Management
College**

Air War College

Air Command and Staff College

KEY POSITIONS

**Chief Executive Officer
(CEO)/President**
Reliance Test and Technology

Chief Operating Officer (COO)
InDyne, Inc.

Vice President for Strategic Programs
InDyne, Inc.

F-22 Program Executive Officer (PEO)
SAF/AQ

**Commander & USAF PEO for
Weapons**
Air Armament Center (AAC)

Director of Operations
HQ Air Force Materiel Command
(AFMC)

Commander
Air Force Security Assistance
Center (AFSAC)

**PEO, Command and Control and
Combat Support Systems**
HQ USAF

WORK HISTORY

Associate | Dayton Aerospace, Inc.

2018-present, Dayton, OH

Provide consulting expertise across the defense and aerospace sectors in leadership, strategy development, program management, and test and evaluation (T&E).

Chief Executive Officer (CEO)/President | Reliance Test and Technology

2016-2018, Crestview, FL

Successfully operated a \$110M annual revenue joint venture supporting the USAF's largest base. Through implementation of numerous innovations and efficiencies, saved the government \$4.5M in the first 18 months of the contract. Secured a grant from the State of Florida to produce a system engineering study to expand the Gulf Range instrumentation systems—contract provides operations and maintenance at the Eglin Test and Training Complex and supports Navy, Army, USAF, industry, and international customers performing test and training activities; Concurrently served as the chief operating officer (COO) at InDyne, Inc., which is the majority owner.

Chief Operating Officer (CEO) | InDyne, Inc.

2012-2018, Crestview, FL

Successfully oversaw daily operations of a \$150M annual revenue services company supporting the Department of Defense (DOD) and other government agencies; Business areas include ranges/test & evaluation (T&E), base operating support, communication/information technology (IT)/multimedia, integrated security solutions, and special programs. Captured over \$500M in new business.

Vice President for Strategic Programs | InDyne, Inc.

2009-2012, Ft. Walton Beach, FL

Successfully formulated strategic plans ensuring resources align with the company's vision—posturing the company for growth. Actively involved in developing new business; strengthened quality management system and improved processes; and established a methodology for assessing and improving organization's knowledge management capabilities.

Program Executive Officer (PEO), F-22 | Pentagon

2007-2008, Arlington, VA

Led all acquisition activities on the F-22, a \$70B program with 1,000 suppliers in 44 states—program received the Collier Trophy. Frequently engaged at DOD level and with Congress members and staffers. Saved \$411M by successfully implementing a multi-year procurement strategy, resulting in the final, critical acquisition of 60 additional F-22 Raptors. Launched a titanium study to reduce cost and identified over \$1B in potential savings also applicable to other similar aircraft programs. Established the long-range F-22 modernization program to increase capability and effectiveness.

Commander & USAF PEO for Weapons | Air Armament Center (AAC)

2005-2007, Eglin AFB, FL

Accomplished huge successes in testing and fielding our nation's next generation weapons. Commanded the most diverse center in Air Force Materiel Command (AFMC) while operating the largest USAF base in the world. The AAC leveraged the Air Force Research Laboratory's (AFRL) Weapons Directorate, McKinley Climatic Laboratory (a one-of-a-kind facility supporting government and industry requirements), the Guided Weapons Evaluation Facility, three acquisition wings, and a test wing to integrate scientists, engineers, acquisition, and test professional's expertise to field war-winning capability. Directly accountable for 10,000 people, and day-to-day support of 25,000 workers and 165,000 retirees. Managed 724 square miles of land and 132,000 square miles of airspace and water ranges, as well as over 3,500 buildings, to include the Air Force's fifth largest medical center. Managed \$7B annual budget and initiated implementation of the USAF's largest base realignment and closure (BRAC) to include bed-down of the F-35 Joint Strike Fighter (JSF) for USAF, Navy, and Marine Corps training, and the Army 7th Special Forces Group.

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Director of Operations | Air Force Materiel Command (AFMC)**2004-2005, WPAFB, OH**

Established a blistering pace of transformation by shaping the workforce and infrastructure for operations to test, field, and support systems for over 80,000 people. Approved the USAF Test Pilot School (TPS) curriculum and test pilot, test navigator, and test engineer selections. Allocated resources for operating three major test centers. Issued test and evaluation policy and redesigned flight operations oversight to ensure all units were accountable to a flying operations group—resulting in safer operations (zero major accidents for the first time in eight years). Created the first-ever flying hour program to ensure an effective mix of testing and training for aircrew members. Took on each new challenge with a precision and sense of integrity that produced first-class results.

Commander | Air Force Security Assistance Center (AFSAC)**2002-2004, WPAFB, OH**

Raised the organization's level of performance in every area for developing and executing international agreements and all foreign disclosure policy. Liaised with NATO, foreign embassies and defense ministries and administered a \$101B portfolio budget for 110 countries. Initiated first-ever financial training program which drastically improved workforce skills. Key participant in coalition support for Operation Enduring Freedom and Operation Iraqi Freedom—requests filled in record time. Personally, led organization's role in United States' strategic link to Poland by facilitating \$3.5B purchase of F-16s. Visited 35 countries and sponsored multiple international forums and acted as key advisor to 4-star commander for command transformation initiatives.

USAF PEO | Command & Control and Combat Support Systems**2000-2002, Arlington, VA**

Successfully led largest portfolio of C4I programs, executing over \$11B annually for 23 major air, land, space command and control systems. Identified over \$30M in duplicate and overlapping requirements, allowing the funding of an otherwise unfunded requirement. Championed improved support of the Joint Surveillance Target Attack Radar System (JSTARS) command and control aircraft resulting in increased availability rates. Programs recognized for multiple awards including the Collier Trophy for the first Global Hawk deployment to Australia—deemed aviation's greatest accomplishment for 2001.

Prior to 2000

- System Program Director, F-16, WPAFB, OH
- System Program Director, Classified Weapons Program, Eglin AFB, FL
- Chief, USAF F-16 Programs, WPAFB, OH
- Program Manager, MC-130H Combat Talon, WPAFB, OH
- Commander, 4953rd Test Squadron, WPAFB, OH
- Military Staff Assistance, Office of the Secretary of Defense (OSD), Pentagon, Washington, DC
- Operations Officer, F-16 Combined Test Force, Edward AFB, CA
- USAF Test Pilot School Instructor, Edwards AFB, CA
- F-16 Acceptance Test Pilot, Carswell AFB, TX
- T-37 Instructor Pilot, Columbus AFB, MS

CERTIFICATE PROGRAMS

- Program Management, Test and Evaluation, and International Affairs, *US Air Force*
- Driving Government Performance: Leadership Strategies that Produce Results, *Harvard University*
- Program for Senior Executives in National and International Security, *Harvard University*
- Program for Senior Managers in Government, *Harvard University*
- National Security Studies II, *John Hopkins and Syracuse University*
- Harnessing the Power of Process: Principles and Techniques for World-Class Performance, *Hammer and Company*
- Process Design and Implementation: Reengineering and Change Management, *Hammer and Company*

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- The Transition to Process: Strategies and Best Practices, *Hammer and Company*
- Six Sigma Green Belt, *Villanova University*
- Six Sigma Black Belt, *Villanova University*
- Lean, *Villanova University*
- Chief Knowledge Manager, *The International Knowledge Management Institute*

PUBLICATIONS

- “Aggressiveness,” TAC Attack Magazine, (1982)
- “The Effect of Load Factor on Aircraft Handling Qualities,” Air Force Institute of Technology, (1984) Master’s Thesis
- “F-16 Nose High Recovery,” TAC Attack Magazine, (1987)
- “Out of Control in the F-16,” TAC Attack Magazine, (1987)
- “Trust and Confidence,” Desert Wings Newspaper, (1988)
- “Expert Test Planning,” Proceedings of the American Defense Preparedness Association, Test and Evaluation Symposium, (1990)
- “Test and Evaluation Oversight-Total Quality Trust Model,” Program Manager, Journal of the Defense System Management College, (1993)
- “The Truth in Negotiating Act-What is Fair and Reasonable?” Program Manager, Journal of the Defense System Management College, (1997)
- “What Does It Mean to be a Great Supervisor,” Skywriter Newspaper, (1998)
- “Interview: Col Jeffrey Riemer,” Code One Magazine, Vol 13 No. 3, (1998)
- “Baker’s Dozen for Success,” Eglin Eagle Newspaper, (2006)
- “Assessing Knowledge Loss Risk at a Northwest Florida College Experiencing Increased Retirements,” Argosy University, (2012) Doctoral Dissertation

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