



**Julia Leet**

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Dayton Aerospace, Inc.

Over 33 years of government and industry experience. Air Force career culminated in senior Air Force acquisition financial management positions in two of the most challenging, complex, and highly visible weapon system programs—F/A-22 Air Dominance Fighter and Tri-Service Standoff Attack Missile. Demonstrated success working multibillion-dollar financial management of programs across all phases of acquisition—basic research through sustainment. Highly skilled in strategic/tactical planning, creative problem solving, leadership, and facilitating. GS-15, USAF (Retired)

**Principal Areas of Expertise**

***Financial Management***

Expert in identifying solutions which consider business, technical, and programmatic implications to government and industry stakeholders, and in balancing requirements with funds available. Executive financial management experience as business advisor to the program director, F/A-22 System Program Office. Provided counsel to both government and defense industry Integrated Product Teams and functional leads in the management of EMD, Production Modernization, and Support areas of the \$70B+ weapon system program. Managed the full spectrum of financial responsibility including out-year planning, budget formulation and execution, life cycle cost estimating, earned value management analysis, and financial reporting to HQ USAF, OSD, and Congress—for weapon systems, subsystems, and laboratory basic research, exploratory development, and advanced development programs.

***Team Management***

Experienced in achieving consensus in areas of strong disagreement, and defining options for difficult problems. Led numerous multidimensional government/industry groups to achieve targeted goals in areas such as process improvement, teambuilding, problem solving, goal-setting, strategic and tactical planning.

***Strategic Management***

Standout innovator in strategic thinking and planning, with a focus on people. Led F/A-22 government/industry business team development of strategies-to-goals and goals-to-objectives planning to improve affordability, warfighter relevance, and sustainability. Co-led first TSSAM comprehensive strategic plan for three Services. Key member of AF Research Lab's strategic team to explore opportunities for research and development.

***Enterprise Process Improvement***

Experienced in identifying opportunities for process improvement, based on in-depth understanding of how to develop options, and execute change. Established F/A-22 Business Management forum for regular joint contractor and government sharing of business community information in areas such as budget planning, financial execution, proposal activity, and cost insight for affordability. Established F/A-22 Requirements and Planning Process—shared programmatic technical and financial information, allowed greater warfighter insight into prioritization and decision-making, and focused entire government team on planning and cost control—lauded by Air Combat Command. Led team to recommend performance-based metrics for TSSAM key processes.

Position

Senior Associate

Education

BS, Secondary Education  
Ohio State University  
MS, Business  
Wright State University  
Leadership for a Democratic Society  
Federal Executive Institute  
Executive Program  
University of Michigan  
Executive Excellence Program  
Carnegie Mellon University  
Professional Military Comptroller  
School

Key Positions

**Chief, Financial Management**  
F/A-22 System Program Office  
**Chief, Estimating and Research**  
ASC Comptroller Cost Staff  
**Deputy Chief, Financial Management**  
Tri-Service Standoff Attack Missile

Certifications

Level III Financial Management  
Acquisition Professional

## Detailed Work History

2004 – present

*Dayton, Ohio*

**Senior Associate  
Dayton Aerospace, Inc.**

- Currently serving as project lead for highly concurrent acquisition program with efforts in every stage of acquisition as well as fielded vehicles. Provide support in numerous process areas: requirements management, integrated scheduling, risk management, and metrics.
- Wrote Quality Management Plan for commercial company providing rapid deployment of a public service and safety network demonstrating timely response for emergency preparedness and homeland security.
- Assisted Navy program in establishing earned value performance measurement processes and products. Provided monthly assistance with updates and worked to train the existing team until they could manage the process and product updates on their own.
- Project lead responsible for drawing together resources from industry research and acquisition communities, targeting warfighter's urgent needs. Technology transition opportunity advocate, matching mature laboratory technologies with user capabilities.

1998-2003

*Wright-Patterson AFB, OH*

**Chief, Financial Management Division  
F/A-22 System Program Office**

Responsible for planning, budgeting, executing, tracking and reporting the total cost of ownership for the >\$70B F/A-22 weapon system, through four concurrent stages of acquisition, in very high visibility, cost-capped environment. Insightful data analysis into contractor cost performance provided basis for strategy and management actions to keep program executable within baseline parameters. Extensive reporting and oversight requirements included monthly/quarterly briefings to Service Acquisition Executive/Defense Acquisition Executive. Developed and defended financial status updates and affordability assessments for numerous major weapon system acquisition reviews (Defense Acquisition Board.) Led government-contractor team to establish management framework and goals for cost control, cost performance, and affordability.

1995-1998

*Wright-Patterson AFB, OH*

**Chief, Estimating and Research Branch  
Cost Division, Comptroller Staff, Aeronautical Systems Center**

Established the direction and performance of cost research and estimates for weapon systems at ASC; promulgating Integrated Risk Management to improve programmatic insight and decisions; providing parametric estimating models and tools; leading and staffing total life cycle cost estimates in support of program major milestone decisions, source selections, and cost/performance trades. Established standards for process, accuracy and independence of staff estimates, ensuring reasonableness, realism, and completeness of estimates. Successfully realigned operating and support estimating function from acquisition logistics to financial management, providing visibility and clear access to customers. Led several multi-functional teams to analyze ASC processes, recommending changes for better senior management program insight, decision-making and overall execution.

1993-1995

*Wright-Patterson AFB, OH*

**Deputy, Financial Management  
Tri -Service Standoff Attack Missile**

Developed and executed tri-Service financial strategies for high visibility, >\$20B ACAT 1D Air Force-led program, to accomplish program goals. Prepared POM and BES submittals for tri-Service budget requirements and responded to Congressional Inquiries. Managed realignment of payment function to DFAS, as part of program declassification and migration into the open arena. Initiated Cost/Schedule Subsequent Application Review to correct company system deficiencies. Oversaw schedule building and analysis/risk assessment using Artemis Scheduling Tool.

## Detailed Work History

**1994 (Oct-Dec); Lead, SPO Metrics IPT, (Concurrent assignment).** Responsible for development of a system of program management and reporting metrics for TSSAM. Led the team in researching and developing the philosophy, approach, prototype system, and training required to implement joint SPO/contractor performance-based metrics for process improvement.

**1994 (Mar-Oct); Co-Lead, Plans/Strategy IPT, (Concurrent assignment).** Directed a broad spectrum of strategic and tactical planning and operating tasks including: definition of program requirements; executability of direction; preparation of DAES, MAR, Congressional responses; development of Integrated Program Master Schedule, Schedule Risk Assessments, SPO Metrics and Environmental Management Plan; strategic/tactical planning (DAB planning, Exit Criteria tracking, and P3I).

**1993 (Mar-Dec); Deputy Lead, Strategic Planning IPT, (Concurrent assignment).** Developed strategic planning process and wrote the first TSSAM Joint (government/industry) Strategic Plan. Led team of 12 cross-functional TSSAM members from different services, MICOM, WRALC, DPRO, prime contractor, major subcontractors, production site, and SPO in preparing, staffing and gaining approval of the plan.

1990-1993

*Wright Patterson AFB, OH*

### **Financial Management Division Chief Subsystems**

Financial Management Division Chief for Subsystems SPO. Responsible for R&D and production avionics and engine program budgets, with multiple appropriations and sources, and complex reporting chains. Directed activities of two branches responsible for budget formulation, analysis, and execution, and integrated program schedules. Settled contentious tri-Service VECP claim. Supported Chem/Bio and Camouflage, Concealment, and Deception rapid response requirements for Desert Storm with products delivered to the warfighter in time for successful employment.

1984-1990

**Program Analysis Officer, Resource Management, Comptroller Staff, WPAFB, OH**

**Cost Analyst, Aeronautical Systems Center Cost Staff, WPAFB, OH**

**Financial Lead, Aero Propulsion Laboratory, WPAFB, OH**



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