Mr. Jeffery R. Shelton is the Director of Resource Integration, Deputy Chief of Staff (DCS) for Logistics, Installations and Mission Support, Headquarters U.S. Air Force, Washington, D.C. He supports the DCS mission to carry out the training, organizing, and equipping of personnel for all facets of the Air Force’s Logistics, Installations, and Mission Support programs. Mr. Shelton advocates resources in support of Air Force civil engineering, security forces, and logistics. As a champion for Agile Combat Support and Life Cycle Logistics he is responsible for planning, programming and budgeting of weapons systems sustainment, equipment, and logistics and installations resource requirements, currently totaling $30 billion Air Force-wide. He is also responsible for executing the organization’s $1.1 billion annual operations budget. As a member of the Air Force Corporate Structure he monitors performance of operations and maintenance, working capital funds and investment programs; participates in program and financial review groups; administers Air Force logistics efficiency goals and activities; and, advocates for financial resource adjustments to optimize force readiness. Mr. Shelton oversees preparation and defense of Air Force logistics programs to the Office of the Secretary of Defense (OSD), the Office of Management and Budget (OMB), and Congress. Finally, he is the Air Force Career Field Functional Manager for enterprise-wide logistics civilian workforce development. Mr. Shelton’s leadership has resulted in a highly effective and critically important resource organization. Moreover, he sets the pace in mentoring employees and assisting in their professional development.

Mr. Shelton has consistently provided outstanding program results since entering the Senior Executive ranks in 25 May 2008. From the beginning, he has rated at the highest performance levels, exceeding expected results and continues to produce above standard results on everything with which he is involved. In 2008/2009, he acted as the senior Air Force advocate for Military Equipment Valuation, moving the Air Force closer to auditability, and collaborating with other Air Force organizations and OSD to refine and redefine acquisition metrics. In 2009, he was on the cutting edge of strategic development by identifying the Air Force acquisition role in the Defense Industrial Base and Cyber Security initiative. He collaborated with defense agencies and defense industrialists to develop policy and protection measures for unclassified but sensitive weapon system information residing at contractor facilities. In 2010, Mr. Shelton revamped flailing monthly Senior Acquisition Executive (SAE) reviews to include a broader acquisition audience of Program Executive Officers, Capability Directors, and their staffs. This action changed the paradigm from adversarial to cooperative and significantly improved SAE/field dialogue and responsiveness in addressing looming weapons development and procurement issues.

Mr. Shelton established the framework and laid the groundwork in 2010 for a congressionally-mandated Major Acquisition Information System (MAIS) Critical Change Process (U.S. Code 144A, Sec 2445c). Congress requires that if a MAIS program increases by 25% or more over its original estimate, an evaluation of the program must be conducted and a critical change report submitted to the congressional defense committees within 60 days or the program loses authority to obligate funds. Mr. Shelton led his staff to define Air Force roles and responsibilities in the MAIS process. He pulled together a team of acquisition experts that included budget analysts, program managers, Program Element Monitors, and select leaders in the acquisition community to restructure the process to make it standard and repeatable and ensure accountability. Through the expertise of his staff working with representatives from OSD and the Joint Staff, he created a senior level review group consisting of all elements of Air Force, Joint Staff, OSD, and other Service advisors (as applicable) with vested interest in reporting a MAIS critical program change to Congress. This allowed Mr. Shelton to gain consensus agreements with OSD and others in securing a standard critical change process as priority across DOD and reduced submission time to 45 days.

In 2009/10 Mr. Shelton championed a wide range of transformational and integration initiatives—product support, operational energy (originally fully burdened cost of fuel), acquisition and logistics improvements and efficiencies, corrosion control, and depot activation—across multi-disciplinary organizations implementing both statutory direction and best-in-class business practices. Mr. Shelton addressed critical processes within the Integrated Life Cycle Management acquisition and sustainment enterprise thereby generating continuous evolution and revitalization to assure performance and improve cost and response time. His leadership revolutionized Life Cycle Management, is yielding an increased functional presence in the field, and will help provide increased fidelity in program costs across a program’s useful life. Under Mr. Shelton’s leadership:

* Product Support Managers are now an integral component of acquisition program offices, and Air Force policy has been revised and codified in Section 205 of the National Defense Authorization Act (NDAA). This act significantly improves Integrated Life Cycle Management by providing program offices the tools needed to ensure comprehensive sustainment methodologies are considered in current and future weapon system designs. It also provides an avenue for determining how to incorporate into Air Force weapon systems technology developed in Air Force laboratories. The intended long term effects are a seamless transition from weapon system development and procurement to weapon system sustainment, a better trained and responsive organic (Air Force) depot workforce, and an a balanced government and industry repair base.
* A diverse group of Air Force functional leaders were brought together to establish a framework for the Fully Burdened Cost of Fuel (NDAA Sec 332)—now Operational Energy—and integrate methodologies to address energy efficiency, constraints on operations, and force protection throughout the life of a weapon system. The team developed and deployed an Air Force Cost Analysis Improvement Group certified cost model which will strengthen combat effectiveness and significantly reduce life cycle costs of old and new systems. This methodology was successfully used in the KC-X source selection process.
* An acquisition team was established to address corrosion considerations early in systems engineering efforts to achieve the greatest reduction on total life cycle costs and improved reliability, availability, and maintainability. The corrosion initiative defines authorities and responsibilities, oversight and reporting, and competencies for the Air Force. The corrosion effort also influences resources within the Air Force Corporate process. The results of this initiative ensures that corrosion as the single biggest category of maintenance expenditure is fully addressed and supports the Air Force goal of increasing efficiencies, reducing overhead cost, and improving effectiveness.
* The Logistics enterprise ended FY11 at 92 percent attainment of its $10.2 billion Efficiencies goal. Mr. Shelton guided the efforts of eight other agencies and staff organizations in characterizing, cataloging, and refining logistics efficiencies totaling $10.2 billion in savings for FY12-FY16. This monumental mission includes 395 ongoing major tasks and is comprised of 21 distinct logistics efficiencies. Mr.. Shelton’s guidance has created multiple early successes. Reducing the Air Force Vehicle Fleet will save $323.3 million through FY16. Evolutionary changes in uniform extended wear conventions are saving the Air Force $15.7 million per year. And, a shift from Contract Logistics Support for F-22 and C-17 sustainment management will save the Air Force more than $412 million through FY16.

With major process achievements in the acquisition arena, Mr. Shelton arrived in Logistics in January 2011, and Air Force Senior Leaders specifically requested him to participate in the Chief of Staff of the Air Force-directed Special Projects Working Group (SPWG) to shape not only the FY13 Program Objective Memorandum (POM) budget but also the future of the Air Force. The SPWG restructured the Air Force’s FY13 POM submission in approximately four weeks to account for a Service budget top line reduction of $49 billion across the Future Years Defense Plan, the largest funding reductions since Operation DESERT STORM. Mr. Shelton was integral to developing the group’s strategy. He created a win for the logistics community and the Air Force by brokering 100% agreement on logistics input, guiding the Logistics Panel to develop approved budget strategies for Air Force vehicles, Weapon System Sustainment, and critical existing and new information systems.

Mr. Shelton elated internal and external customers by driving a new Predictive Readiness Indicator Measures (PRISM) tool firm-fixed-price strategy, avoiding program termination and resulting in contract award in September 2011. The Air Force developed PRISM to tie Weapon System Sustainment funding to operational capability. PRISM will provide a "Training Potential Index" metric designed to reflect the ability of the Air Force to produce and maintain mission ready aircrew members. Mr. Shelton is collaborating with senior leaders from the Air Force Requirements and Financial communities to deliver by 2014 to help steer FY16 POM discussions and move his customers closer to achieving congressionally mandated audit readiness by Sep 2016.

Mr. Shelton also served as the United States Agent for the NATO E-3 Airborne Early Warning and Control (AEW&C) System. In that role, he nurtured the delivery of the first ever AEW&C Air Worthiness Framework to the NATO AEW&C Program Management Organization (NAPMO) located in Brunssum, The Netherlands. His work led the NAPMO Board of Directors to standup a Technical Airworthiness Agency at its Program Management Agency; a key process ensuring air worthiness and readiness.

Mr. Shelton’s ability to analyze programs, initiate changes for their improvement, and produce successful program results characterize his outstanding management and leadership talents.