

Vice Admiral Lewis W. Crenshaw USN (Ret.) CDFM

6610 Jerry Place • McLean VA 22101
703-288-0474 (Res) • 571-421-7622 (Cell) • lcren@earthlink.net

Senior Management Executive Aerospace and Defense-Related Consulting

Senior Executive with P&L experience in a major national professional services firm successful at leading advisory and assistance engagements in the demanding environment of Defense consulting. Experienced at leading a national tax, audit and advisory program in the aerospace and defense industry and adeptly coordinating multi-disciplinary consulting engagements. Recognized expert in defense financial management and the DoD Planning, Programming, Budgeting and Execution process. A combat-experienced leader who is cool under pressure and delivers in the most stressful environments. Holds a Top Secret/SBI Security Clearance.

Key Executive Qualifications include:

- Profit and Loss Responsibility
- Engagement Management in Public and Private Sectors
- Defense Department Financial Management
- Resource Management and Oversight
- Certified Defense Financial Manager
- Strategic and Operational Planning
- Marketing, Pursuit and Capture Planning
- Government Acquisition and Contracting
- National Industry Leadership
- Accomplished Public Speaker

Bachelor of Science • Ocean Engineering • United States Naval Academy • 1974

Flight Test Engineer • U.S. Naval Test Pilot School • 1979

Professional Experience

Crenshaw Consulting Associates LLC 2013 to Present

Owner

Founder and Principal of a C-Suite-level consulting firm providing advice and counsel in strategic planning, executive coaching and organizational restructuring. CCA also provides assistance in capture management, client relationships and market analysis for government and commercial clients. The firm additionally provides due diligence and pipeline/contract analysis services to private equity investors.

Grant Thornton LLP 2007 to 2013

National Industry Leader, Aerospace and Defense (2011 to Present)

Principal with responsibility for the firm's national Aerospace and Defense practice, coordinating the delivery of tax, audit and business advisory services to over 50 clients. Directed industry marketing efforts which resulted in a 30% increase in revenue from 2011 to present. Conducted due diligence engagements with Private Equity clients, evaluating quality of earnings and backlog analysis of target companies. Provided industry-specific analysis and comment to numerous professional forums and government audiences.

- Lead a nationwide survey of over 100 firms in the government contracting industry which is recognized as the authoritative source and benchmark for management information and industry trends. The survey is used by several government agencies to develop government cost estimates when issuing requests for proposals.
- Developed and executed the first Aerospace and Defense business plan which resulted in a revenue increase of 30% through January of 2013.
- Designed and instituted a firm-wide client engagement template for use by all partners and principals in the firm when dealing with aerospace and defense clients. This template was used to develop a series of client marketing meetings across the country which drove revenue increases.
- Appointed Chairman of the TechAmerica Defense Committee in 2011 to represent over 100 member companies in recognition of achievements in the defense industry.

- Elected as a Fellow in the National Academy of Public Administration in recognition of his outstanding contributions in the Public Sector.

Defense and Intelligence Business Sector Leader, Global Public Sector (2009 to 2011)

Lead the Defense and Intelligence sector of GT's Global Public Sector with P&L responsibility for \$12 Million in revenue. Significant engagements included the Enterprise Performance Management System at the Washington Headquarters Service, the audit of the US Marine Corps, accounting services to the Missile Defense Agency and advisory services to the Task Force for Business and Stability in Iraq.

- Restructured sector operations resulting in doubling revenue and tripling pipeline in the Defense business area.
- Selected for partnership in the firm in 2010 as a result of superior performance and management skill in the operation of the defense and intelligence business unit.
- Enhanced market exposure by conducting annual survey of Defense Department senior financial management executives and publishing a comprehensive report on the state of financial management in DoD.
- Developed and instituted a Junior Military Officer hiring program which targeted military officers separating from the armed forces at the end of their obligated service.

Defense and Intelligence Executive Director, Global Public Sector (2007 to 2009)

Assisted the Sector Partner in the administration and oversight of the Defense and Intelligence sector, providing client services. Developed capture planning and marketing strategies for the sector team. In 2008 became the sector leader as an executive director, the only executive director in the firm to lead a business unit.

United States Navy

1974 to 2007

Deputy Chief of Naval Operations for Resources, Requirements and Assessments (N8) (2004 to 2007)

Responsible for development, justification and execution of Department of the Navy budget totaling over \$100 Billion annually. Responsible for the development of war fighting requirements for all Navy ships, aircraft and weapons systems. Oversaw 18 direct report admirals and 12 senior executive civilians.

- Developed comprehensive review of Navy ship requirements resulting in the single authoritative requirement of 313 ships, still acknowledged as the requirement for the Navy,
- Developed three successive budgets for the Navy which produced unprecedented combat readiness.
- Implemented a fundamental shift in Navy's budgeting process from a requirements-based process to a capabilities-based process focusing resources on output of specific, measurable capabilities that met the demands of its chief customer, the Fleet.
- Regularly testified before multiple Congressional committees and conducted multiple briefings on Navy and Marine Corps programs.

Commander, Navy Region Europe (2003-2004)**Deputy Commander, US Naval Forces Europe (2004-2004)**

Responsible for the operation of eight major naval installations throughout Europe supporting deployed naval forces. Specific scope included not only operating forces, but all supporting functions, including educational facilities, commissaries, Navy Exchanges and base hotel services. Conducted international negotiations with host nations to ensure smooth operations of all aspects of base infrastructure management.

- Conducted major reorganization of Navy Forces Europe and 6th Fleet Staffs with a personnel savings of over 500 people and over \$200 Million in savings.

- Consolidated regional supply and comptroller functions resulting in savings of over \$10 Million annually.

Additional Positions included:

Director, OPNAV Assessments Division (N81), Commander Carrier Group SIX (CCG-6), Deputy Director, OPNAV Assessments Division (N81D), Deputy Commander of Operation SOUTHERN WATCH, Executive Assistant and Naval Aide to the Secretary of the Navy, Executive Assistant, CINCLANTFLT, Commander, Carrier Air Wing ONE (CVW-1), Commanding Officer, Attack Squadron Eighty Five (VA-85)