

## DEFENSE BUSINESS BOARD

Open Meeting Minutes  
April 21, 2016  
9:00 AM to 11:40 AM  
The Pentagon, Washington, D.C.

The Defense Business Board (DBB) is a federal advisory committee within the Department of Defense (DoD) operating pursuant to the Federal Advisory Committee Act of 1972, the Government in Sunshine Act of 1976, and other appropriate federal regulations. The DBB meets quarterly and held its third public session for fiscal year 2016 on April 21, 2016 from 9:00 AM to 11:40 AM in room 3E863 in the Pentagon, Washington, D.C.

### **DBB Members (voting)(21)**

Trudell, Cynthia (Vice Chairman)  
Killefer, Nancy (Vice Chairman)  
Apgar, Sandy  
Bovin, Denis  
Glover, Taylor  
Holland, Robert  
Hultin, Jerry  
Langstaff, David  
Lazarus, Shelly  
Levin, Lon  
Michael, Emil  
Odeen, Phil  
Phillips, William  
Punaro, Arnold  
Ronald, Mark  
Swanson, Bill  
Vashishta, Atul  
Walker, Kevin  
Werfel, Danny  
Wright, Joe  
Zoeller, Jack

### **DBB Members (non-voting)(1)**

Bayer, Michael (Chairman)

### **DBB Consultants (non-voting)(1)**

Donnelly, Sally

### **DBB Ex-Officios (non-voting)(1)**

Dodaro, Gene, Government Accountability Office

### **DBB Staff Support (non-voting)(6)**

Laster, Roma, Director  
Bridges, Webster, Deputy Director  
Kotulan, Linda, COL, USA, Military Representative  
Campbell, Garrett, CDR, USN, Military Representative  
Cianciolo, Anthony, Lt Col, USANG, Military Representative  
D'Itri, James, Capt, USMC, Military Representative

### **Public Session Attendees (9)**

Aimone, Michael A., Private Citizen  
Bruins, Amy, OSD/Office of the DCMO  
Coffman, Robert, OASD (EI&E)  
Dalheim, Karen, DoD OGC (SOCO)  
Diessner, Steven, DoD CIO  
LaBranche, David, OASD (EI&E)  
Mishory, Jordana, Inside the Pentagon  
Roy, Carolyn, DoD CIO  
Roberts, Jane, DON/DUSN(M)

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### PUBLIC MEETING SESSION

At 9:00 AM, Roma Laster, Designated Federal Officer, opened the public session and welcomed the members of the public.

Michael Bayer, DBB Chairman thanked everyone for attending, both members and guests.

#### **Deliberation of Task Group Recommendations**

Mr. Bayer introduced Mark Ronald, Task Group Chair for *Evaluation of Position of Under Secretary of Defense for Business Management and Information*

Mr. Ronald began by introducing the other Task Group members: Cynthia Trudell and Howard Cox (not present) as well as Capt James D'Itri, Marine Corps Military Representative to the DBB. Mr. Ronald noted that Capt D'Itri's contribution to the task group's success was "absolutely invaluable" in developing the report and was "terrific to work with" thus making the work significantly easier.

Mr. Ronald began by briefing the study's background, origins, scope, and objectives and described the overall tasking from the Deputy Secretary of Defense and remarked on the breadth of interviews conducted. He then discussed the various findings made during the course of the study in regards to the organization of OSD and the legislation guiding the establishment of the position. Mr. Ronald then discussed each of the five recommendations in turn. He concluded his remarks by reviewing the recommendations and offering them for deliberation.

During the Board's deliberation it was noted one cannot change "culture" as the term is too nebulous; need to focus on the processes which need to be changed. It was posited that all should keep in mind the Deputy Secretary needs to be prepared to step-in as the Secretary. The members strongly agreed with idea of non-political appointment for the DCMO – possibly identify them as the most senior non-political appointee civilian in the Department.

Mr. Bayer moved the Board to a vote, Cynthia Trudell moved to pass and Jerry Hultin seconded. The recommendations were then approved unanimously by all voting Members.

Mr. Bayer introduced the Task Group for *Selection of Senior Officials in the Acquisition Workforce*

Mr. Bayer began by introducing the Task Group members: Arnold Punaro, Mr. Hultin and himself, and also recognized the contributions of Capt James D'Itri, Marine Corps Military Representative to the DBB. He then described the U.S. House of Representatives House Armed Services Committee tasking, the fact that numerous hurdles must be overcome in order for the Department of Defense to appoint individuals as Senior Acquisition Officials, and recounted several previous efforts to address the issue. Mr. Bayer laid out the observations:

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the rapid pace of technological advances; the emergence of peers; the difference from the 1960s/1970s and the current situation; the need for “current” skills; and the importance of having a chief innovator.

Mr. Punaro then spoke on the various hurdles in finding the right talent to fill the position, specifically the disincentives to serve. Mr. Hultin then covered the six recommendations to be presented to the HASC and offering them for deliberation.

The only additional recommendation during deliberations was to possibly add an upward curve to “Trends in Defense Acquisition” graph that shows transparency.

Mr. Bayer moved the Board to a vote, Bill Swanson moved to pass, and several members seconded. The recommendations were then approved unanimously by all voting Members.

Mr. Bayer then introduced Joe Wright, Task Group Chair for *Real Property Management*

Mr. Wright began by introducing the other Task Group members: Danny Werfel (co-chair), Sandy Apgar and Kevin Walker as well as COL Linda Kotulan, Army Military Representative to the DBB.

Mr. Wright next briefed the study’s scope and objectives and described the overall tasking from the Deputy Secretary of Defense, emphasized the magnitude of the DoD’s real property portfolio and that the task group conducted a wide-ranging review of DoD real property management and private sector best practices. Mr. Werfel then discussed the findings made in regard to DoD’s management of real property followed by Mr. Apgar who presented various private sector best practices. Mr. Walker offered up the task group’s findings in regards to Joint Basing. Mr. Wright concluded the presentation by offering the task group’s five recommendations to the Board.

Mr. Bayer moved the Board to a vote, Mr. Hultin moved to pass, and several members seconded. The recommendations were then approved unanimously by all voting Members.

A copy of the Board’s recommendations for all three studies may be found at:

<http://dbb.defense.gov/Meetings/MeetingApril2016.aspx>

Mr. Bayer then engaged in a short brief on the timeline of future work of the Defense Business Board, discussing:

- Current task groups examining Logistics, Best Practices for the Business of Test and Evaluation, and Future Models for Federally Funded Research and Development Center Contracts.
- Administration Transition in 2017
- Topics under consideration, to include De-conflicting acquisitions oversight, DoD Dependent Schools, Non-Appropriated Fund (NAF) business lines, and Downsizing and Rationalizing OSD.

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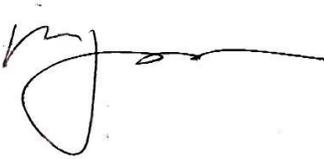
Ms. Laster noted that no written or electronic comments had been received at the time of the public meeting and that insufficient time was available for public comments; however, written comments could be submitted to the DBB website at any time.

**END OF PUBLIC SESSION /**

**ADJOURNMENT**

Ms. Laster adjourned the DBB's April 21, 2016 public meeting session at 11:40 AM.

I hereby certify, to the best of my knowledge, the foregoing minutes are accurate and complete.

A handwritten signature in black ink, appearing to read 'Michael Bayer', with a long horizontal flourish extending to the right.

Michael Bayer  
Chairman  
Defense Business Board  
May 11, 2016