

# DEFENSE BUSINESS BOARD

## Meeting Minutes

February 22, 2022

11:00 a.m. to 12:15 p.m.

The Defense Business Board (DBB) is a Federal Advisory Committee of the Department of Defense (DoD) operating pursuant to the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other appropriate federal regulations. The DBB meets quarterly and held its third session for fiscal year 2022 on February 22, 2022 virtually via Zoom for Government. The meeting was open to the public. Due to COVID-19 restrictions, registered public participants joined via a dedicated conference telephone line.

### DBB Members (voting) (13 present)

|                           |                   |
|---------------------------|-------------------|
| Deborah Lee James (Chair) | Joseph Anderson   |
| David Beitel              | Sally Donnelly    |
| Cheryl Eliano             | Christopher Gopal |
| Erin Hill                 | Oscar Munoz       |
| David Van Slyke           | Joseph Votel      |
| David Walker              | Johnnie Wilson    |
| Safroadu Yeboah-Amankwah  |                   |

### DBB Members Not Present

Linnie Haynesworth  
Jennifer McClure  
Larry Spencer

### DBB Staff (non-voting)

Jennifer Hill, Executive Director & Designated Federal Officer (DFO)  
CAPT Jeff Plaisance, U.S. Navy Military Representative to the DBB  
CAPT Daryl Wilson, U.S. Navy Representative to the DBB  
Col Chuck Brewer, U.S. Marine Corps Military Representative to the DBB  
Steve Cruddas, Operations Manager  
Leah Glaccum, Research Analyst  
Cheyenne Rodriguez-Greene, Admin Assistant  
Judson Crane, Reskill/Upskill Study Assistant (DIB)  
Melodie Ha, MPP Study Assistant (DIB)  
Emma Vitale, Reskill/Upskill Study Assistant (DIB)

### Public Attendees

The DBB received numerous requests from the public to participate in the open meeting. A listing of the public attendees is provided in the attached addendum.

### OPEN MEETING

At 11:00 a.m., Ms. Jennifer Hill, DBB DFO, called the public meeting to order and provided opening administrative remarks. At 11:05 a.m., Ms. Deborah Lee James, DBB Chair, welcomed the Board members, guests, and public attendees. She then introduced the Board's Business

## DEFENSE BUSINESS BOARD

Transformation Advisory Subcommittee Chair, Mr. Joseph Anderson, to present the subcommittee's study on the Assessment of the DoD Mentor Protégé Program (MPP).

Mr. Anderson, and the other subcommittee members, Ms. Erin Hill and Ms. Sally Donnelly, discussed the study's overall effectiveness, performance metrics, and forms of assistance. They presented their evaluation of the MPP as an important program for DoD that has a positive impact on the protégés, but has challenges that have constrained its impact. They also presented six challenges and corresponding recommendations to improve the program:

### Challenges:

1. Decline of small business suppliers serving as mentors;
2. Hard to assess the MPP because of inadequate metrics;
3. No single person or department within DoD is charged with addressing the decrease in number of small business suppliers;
4. Standard mentor protégé agreement is only two years;
5. Lack of marketing and communications strategy; and
6. Lack of permanency of MPP.

### Recommendations:

1. Increase participation of mentors and protégés through incentives;
2. Enhance metrics and data capture tools;
3. Consolidate oversight of the MPP within DoD;
4. Extend the MPA to a three-year period with further extension options;
5. Implement a robust marketing and communications strategy;
6. Remove the pilot status of the MPP and make it permanent.

Following the study presentation Ms. James asked for questions or comments from Board members. Oscar Munoz suggested including in the report a "success story" from one of the small business protégés to show the value to DoD. Mr. Munoz asked if any of the small businesses reported an inability to scale the breadth, size, or scope of what the DoD does? Ms. Erin Hill explained that most small businesses don't have these capabilities without the benefit of the MPP to be suppliers to DoD.

Dave Van Slyke noted that the report referenced an early GAO study on the MPP which showed concerns that the DoD lacks performance metrics or goals, but didn't see what DoD hopes to get out of the program besides the broad goal of a stronger defense industrial base. Did you find that DoD had any more specific data in terms of the benefits as a result of the program? Mr. Anderson replied that other small business activities in DoD are incorporating performance metrics. The current leadership to the team understands the problem and expects to have something rolled out in the next few weeks. Mr. Van Slyke proposed that this study outline the desired outcomes for different DoD components and identify those metrics (i.e. less lock in, lower cost, greater supplier diversity, etc.).

Chris Gopal asked, "In terms of data, small companies/businesses, if embedded into defense industrial base, are the most vulnerable to data hacking and cybercrime. Has anyone brought that up?" Sally Donnelly said this was noted as an undercurrent. The study shows a need to have a

## DEFENSE BUSINESS BOARD

good data backbone, to understand the program, and help small companies become more data aware and secure.

Ms. James asked Mr. Anderson about overlaps he saw from his experience in the auto industry measuring success and key metrics. He had never heard of the MPP and said although companies may have quality and certifications that DoD requires and needs, the integration is not there. There are programs that can help DoD enhance what it's doing such as the interaction between the Department of Commerce's Minority Business Development Agency and the SBA.

Mr. Beitel asked, "In terms of the incentive structure that you call out in addition to joint venture lists request for proposal award points—do you feel like the RFP award points are a meaningful enough incentive to drive mentors to join the program? Or do you need others?" Ms. Erin Hill confirmed that mentors said they fight for every award point. DoD needs to figure out what are the incentives they want to try and over what period of time, to see what is most successful.

Mr. Beitel also noted that staffing levels for the program have dropped quite a bit. Are there observations on key roles that you might highlight, in terms of marketing, communications, or business development roles? Sally Donnelly replied that would be in discussion with current head of the program.

Ms. James suggested that since this study was requested by Congress, consider a call out section that are must-do actions by Congress. i.e. if it's not going to be a pilot program anymore and will be permanent.

Ms. James then asked for questions or comments from the public. Ms. Gayna Malcolm-Packnett commented, "I'm a program manager for the Army's MPP. I wanted to note that in the slide, there are actually 5 agencies, not 2. And in regard to the cyber concern, DoD has a program called Project Spectrum that takes all of the small businesses in MPP and puts them through a cybersecurity program to give training for that." There were no other public questions or comments offered.

Ms. James called for further deliberation. With there being none, she received a motion from Board member Mr. Munoz to accept the study's findings and recommendations as presented and with adjustments offered during deliberations. Board member Chris Gopal seconded the motion. Ms. James called for a voice vote and the motion was passed unanimously. Ms. James provided closing remarks and Jennifer Hill adjourned the meeting at 12:15 p.m.

A copy of the task group's presentation and the Board's approved recommendations may be found on the Board's website at <https://dbb.defense.gov/Meetings/Meeting-February-22-2022/>.

By my signature, certified to be accurate and complete.



Deborah Lee James  
Chair, Defense Business Board

**Defense Business Board Quarterly Meeting  
22 February 2022  
Attendees Sign-In Sheet  
ALL INFORMATION ON THIS SHEET IS  
PART OF THE PUBLIC RECORD**

| <b>Name</b>               | <b>Organization</b>   |
|---------------------------|---|
| Michael Aimone            | The Roosevelt Group   |
| Kimberly Buehler          | U.S. Army Office of Small Business Programs   |
| Angela Dokes              | DoD Mentor Protégé Team Lead, DCMA  |
| Samantha Loflin           | DCMA Portfolio Management & Business Integration, DCMA EVMS Center  |
| Kendra L. Kinnie          | Mentor-Protégé Group, AQSSM, DCMA   |
| Gayna C. Malcolm-Packnett | Program Manager, Mentor-Protégé;<br>SBIR/STTR; HBCU/MI<br>Army Office of Small Business Programs            |
| Marilyn Messina           | DCMA / Small Business Specialized Support Group, MPP  |
| Tiphany Morales           | Naval Education Division<br>Office of the Assistant Secretary of the Navy<br>(Manpower and Reserve Affairs) |
| Shriva G. Morris          | DoD Mentor-Protégé Group<br>DCMA Small Business Compliance Center   |
| David Sikora              | Acquisition Program Manager<br>US Air Force Small Business Office (SAF/SB)                                  |
| Shelly S. Thomas          | Assistant Director, Specialized Support Group<br>DCMA Subcontract & Small Business Compliance Center        |
| Aaron Wasserman           | SAP America, Inc.   |