



DEFENSE BUSINESS BOARD MEETING MINUTES

FEBRUARY 29, 2024

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 the Sunshine Act of 1976, and other appropriate federal regulations. The DBB meets quarterly and at times out of cycle when required. The DBB held a virtual ad hoc session on February 29, 2024. Registered public participants joined via Zoom.gov.

DBB Members Present (13) (Attended Via Zoom)

Hon. Deborah Lee James (Chair)	Ms. Suzanne Leopoldi-Nichols
Mr. Craig Albright	Ms. Jennifer McClure
Mr. Joseph B. Anderson, Jr.	Gen Larry Spencer, USAF (Ret.)
Mr. David Beitel	GEN Joseph Votel, USA (Ret.)
Ms. Sally Donnelly	Hon. David Walker
Ms. Cheryl Eliano	GEN Johnnie Wilson, USA (Ret.)
Dr. Christopher Gopal	

DBB Members Not Present (7)

Mr. Alex Alonso
Ms. Linnie Haynesworth
Ms. Erin Hill
Mr. Oscar Munoz
Dr. David Van Slyke
Mr. Robert Wolf
Mr. Safroadu (Saf) Yeboah-Amankwah

Consultants to the Board Present (non-voting) (7)

Mr. Anand Bahl, Consultant to the Board
COL Greg Bowman, USA (Ret.), J.D., Consultant to the Board
Mr. Matthew Daniel, Consultant to the Board
Ms. Marachel Knight, Consultant to the Board
Hon. Eric Rosenbach, Consultant to the Board
Brig Gen Bernard (Bernie) Skoch, USAF (Ret.), Consultant to the Board
Mr. Stan Soloway, Consultant to the Board

DBB Staff (non-voting)

Ms. Cara Allison Marshall, Designated Federal Officer (DFO)
CAPT Chad Graham, U.S. Navy Military Representative to the DBB
Lt Col Kyle Harrington, U.S. Air Force Military Representative to the DBB
MAJ Michael McDonald, U.S. Army Military Representative to the DBB
Mr. Matthew Ratcliff, U.S. Air Force Subject Matter Expert Detailed to the DBB
Ms. Leah Glaccum, Operations Manager
Ms. Janice Mclaury, Research/Writer/Editor (Contractor)
Ms. Patricia Edwards, Operations Analyst (Contractor)
Ms. Maryellen Salter, Management Analyst (Contractor)



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Public Attendees

The DBB received 37 requests from the public to participate in the open session. A list of all public attendees is attached as an addendum to these minutes.

BEGIN OPEN SESSION

At 3:00 PM on February 29, Ms. Cara Allison Marshall began the open session and turned the floor over to the Board Chair, Hon. Deborah Lee James, to welcome members and provide opening remarks.

From 3:05 - 3:50 PM, Mr. Stan Soloway, along with the Business Transformation Advisory Subcommittee members, presented the study, *Creating a Digital Ecosystem*, to the full board and members of the public. The highlights of the subcommittee findings and recommendations include:

- **Centralized Leadership for Digitalization:** Utilize the Deputies Management Action Group (DMAG) or establish a similar body as the central authority for advancing the Defense Digital Ecosystem, facilitating industry engagement, and overcoming barriers to change.
- **Develop Collaboration Platforms:** Create collaboration and data exchange platforms to enhance interaction with DoD suppliers, ensuring real-time data availability throughout program lifecycles.
- **Digital Taxonomy Implementation:** Develop a common language, guidelines, and best practices to enable effective communication and decentralized transformation efforts within the DoD.
- **Stakeholder Participation in Ecosystem Planning:** Engage all stakeholders across program lifecycles (e.g., contracting officer, engineers, designers, logisticians, manufacturers, sustainers, operators, etc.) to define end-state requirements, safeguard acquisition processes, and connect sustainment and performance data.
- **Change Management Strategy:** Establish a deliberate change management process, incentivize digital skills adoption, and reward personnel to foster a culture conducive to digital transformation.
- **Workforce Development for Digitalization:** Create distinct digital ecosystem pathways for military and civilian personnel, recruit specialized technical talent, and invest in critical skills development. Assign Office of Secretary of Defense (OSD) Personnel & Readiness in collaboration with the Chief Digital and Artificial Intelligence Office to develop a strategy to rapidly recruit highly specialized and in-demand technical disciplines that support digital modernization initiatives.
- **Management of Intellectual Property (IP):** Mandate regular progress reports on DoD IP developments, address outstanding IP issues, and report to the Deputy Secretary of Defense through the DMAG, or similarly scoped body.
- **Establishment of Centralized Funding:** Create an OSD Managed fund to support digital initiatives, accelerate enterprise-wide digitalization, and provide flexibility in resource allocation beyond the constraints of the Program Planning Budgeting and Execution (PPBE) process.



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From 3:50 – 4:25 PM, the board engaged in deliberation. Hon. James inquired about the cost of implementing recommendations, noting the necessity of Congressional approval. Mr. Soloway responded, acknowledging the absence of a precise figure but stressed the importance of initiating actions within the Department regardless.

Hon. Dave Walker raised concerns about managing existing systems and assigning responsibility for the implementation. Mr. Soloway highlighted the need for disciplined change management, drawing parallels with commercial practices. COL Greg Bowman emphasized the importance of assessing and eliminating outdated systems, drawing examples from industry practices. Mr. Craig Albright outlined industry practices for resource allocation and gradual phasing out of obsolete systems in line with digital architecture requirements. Mr. Soloway reiterated the significance of workforce training and the proposed leadership structure for overseeing the transformation effort.

Mr. Dave Beitel inquired about data standards and suggested a centralized support group with a federated model. Mr. Anand Bahl and Ms. Marachel Knight elaborated on the need for centralized governance with federated execution to handle data exchange effectively. GEN Larry Spencer emphasized the necessity of top-level leadership for effective implementation, questioning the organizational capacity of the DoD.

Brig Gen Bernie Skoch sought clarity on the proposed timeline and expressed skepticism about the pace of change within the Department. Mr. Soloway acknowledged the early stages of progress and highlighted varying levels of advancement across different branches.

Hon. Walker stressed the need for a dedicated executive reporting structure for business transformation.

Hon. James sought clarification on industry practices regarding dedicated governing bodies for transformation efforts. In response, COL Bowman and Ms. Knight highlighted industry practices involving dedicated offices or executive sponsors for digital transformation initiatives. Mr. Soloway differentiated between incremental and aggressive approaches to change, advocating for strategic steps aligned with enterprise efforts. GEN Joe Votel underscored the necessity of active steps to drive significant organizational change, particularly in transitioning to digital ecosystems.

The deliberation concluded with an agreement on the importance of decisive action and strategic leadership in implementing a digital ecosystem within the Department.

The Chair then called for a vote to approve the study and the motion was passed unanimously. There were no comments received from the members of the public.

ADJOURN OPEN SESSION

At 4:25 PM, Ms. Cara Allison Marshall adjourned the open session.

By my signature, certified to be accurate and complete.

A handwritten signature in cursive script that reads "Deborah Lee James".

Deborah Lee James
Chair
Defense Business Board



**DEFENSE BUSINESS BOARD PUBLIC ATTENDEES
OPEN SESSION – FEBRUARY 29, 2024**

**Attendees Sign-In Sheet
ALL INFORMATION ON THIS SHEET IS
PART OF THE PUBLIC RECORD**

Name	Organization
Joseph Imwalle	VP, National Security Modern Technology Solutions, Inc.
Nigel Sutton	VP Business Operations TCOM LP
Georgina DiNardo	Emerging Technologies Reporter at Inside Defense
Norman “RB” Metzger	Program Manager Sentinel Prime Digital Transformation, AFRL/RV, Wright-Patterson AFB
Cal Biesecker	Business and Homeland Security Reporter, Defense Daily Deputy Editor
Daniel Hettema	OUSD R&E Director, Digital Engineering, Modeling, & Simulation
Nicholas Kelsey	Northrop Grumman Strategic Market Assessment
Dana Klosner	Staff Writer, GovCIO Media & Research
Chris Garrett	AFLCMC/EN-EZ
Sean Moone	Deputy Assistant Secretary of the Navy for Information Warfare and Enterprise Services (DASN(IWAR)) (acting) Department of the Navy, Office of the Assistant Secretary of the Navy for Research, Development and Acquisition (OASN(RD&A))
Dr. David Gorsich	Chief Scientist USARMY DEVCOM GVSC
Owen Eslinger	Computer Scientist USARMY HQDA ASA ALT
Mark Kassan	Technical Director, AFNWC/EN, Kirkland AFB, NM
Tom McDermott	CTO, Systems Engineering Research Center, Stevens Institute of Technology
Ralph DiCicco	NH-IV, DAF AFNWC/EN (Air Force Nuclear Weapon Center)
Denise Fitzgerald	Leader, Digital Engineering MIT Lincoln Laboratory
Richard Stefanussen	AFNWC/EZSP



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Nihad Alfaysale	Digital Transformation Lead, Deputy Assistant Secretary of the Air Force Office for Science, Technology, & Engineering
Ronald Cleaves	Sr. Acquisition Mgmt Analyst / SME IV OUSD(A&S) ASD(A) DPC Acquisition Policy and Innovation Acquisition Innovation Research Center (AIRC) Support
Tom Linton	Former Flex Supply chain exec
R. Anthony Peredo, Jr.	Systems Engineer Air Force Nuclear Weapons Center, Kirtland AFB
Phi-Anh Lutz	AFNWC/ENSP
Gazelle Hashemian	Gazelle Hashemian, CEO, BluJuniper
Angela Richardson	Chief Digital and Artificial Intelligence Office (CDAO) Digital Talent Management Deputy Director, Functional Community Portfolio Defense Digital Functional Community
Sarit Singh	AFNWC/ENSA
Emily Edwards	AFNWC/ENS
Philomena Zimmerman	Stevens Institute of Technology / Systems Engineering Research Center
Angela Tymofichuk	Executive Director Air Force Sustainment Center for the Defense Board Study
John Manzi	Corporate Specialist II Linquest
Kevin Frankovich	Goodstone Research LLC
Michael Galbraith	Chief Digital Innovation Officer DON CIO Office Pentagon, Rm 4E623
Adrienne Pelkington	
Jacqueline Toussaint	
Gooddette TG	
Mike Shearin	
Nick Kelsey	
1.7E+10	