



DEFENSE BUSINESS BOARD

NOVEMBER 2024 QUARTERLY MEETING MINUTES

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 its first session for Fiscal Year 2025 on November 12 and November 13, 2024, at the Pentagon, Washington, D.C. The meeting was partially closed to the public due to the classification of material presented and/or discussed.

DBB Members Present (15)

Hon. Deborah Lee James (Chair)
Mr. Craig Albright
Mr. Joseph B. Anderson, Jr.
Mr. Cheryl Eliano (virtual)
Dr. Christopher Gopal
Ms. Linnie Haynesworth
Ms. Erin Hill
Ms. Suzanne Leopoldi-Nichols

Ms. Marachel Knight
Ms. Jennifer McClure
Gen. Larry Spencer, USAF, Ret.
Dr. David Van Slyke
GEN Joseph Votel, USA, Ret.
Hon. David Walker
Mr. Robert Wolf (Virtual)

DBB Members Not Present (5)

Mr. Alex Alonso
Mr. David Beitel
Ms. Sally Donnelly
Mr. Oscar Munoz
Mr. Safroadu (Saf) Yeboah-Amankwah

Consultants to the Board Present (6)

COL Greg Bowman, USA, Ret., J.D., Consultant to the Board
Mr. Matthew Daniel, Consultant to the Board
Mr. Joshua Malcolm, Consultant to the Board
Brig. Gen. Bernard (Bernie) Skoch, USAF, Ret., Consultant to the Board
Mr. Stan Soloway, Consultant to the Board
Ms. Pat Zarodkiewicz, 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
Ms. Lisa DesLauriers, Operations Manager
Ms. Janice McLaury, Research/Writer/Editor (Contractor)
Ms. Patricia Edwards, Operations Analyst (Contractor)



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BEGIN CLOSED SESSION

At 7:45 on 12 November 2024, Ms. Cara Allison Marshall, Designated Federal Officer (DFO) began the closed meeting and turned the floor over to the Board Chair, Hon. Deborah Lee James, to welcome members and provide opening remarks.

From 8:00 AM to 8:45 AM, Hon. Kathleen Hicks, Deputy Secretary of Defense conducted a classified discussion on Accomplishments and Changes to DoD Business Operations Since 2021. Deputy Secretary Hicks expressed her gratitude to Secretary James and the DBB and for its achievements over the past three years. She also recommended that the Board propose to its sponsor in the next administration a review of various studies and metrics, including Talent Management, Data Accountability, Business Metrics, AI adoption, a follow-up on the Communicating in Large Organizations study, and a DBB study following the Congressionally-mandated JCIDS reform work that the Department is conducting.

From 9:00 AM to 9:45 AM, Hon. Laura Taylor-Kale, Assistant Secretary of Defense for Industrial Base Policy, Office of the Under Secretary of Defense for Acquisition and Sustainment, conducted a classified discussion on the National Defense Industrial Strategy Implementation Plan. She highlighted six key initiatives for the 2025 National Defense Industrial Strategy Implementation Plan, all aimed at reducing national security risks: Indo-Pacific Deterrence, Production and Supply Chains, Allied and Partner Industrial Collaboration, Capabilities and Infrastructure Modernization, New Capabilities Using Flexible Pathways, and Intellectual Property and Data Analysis.

At 9:45 AM, Ms. Cara Allison Marshall adjourned the closed session.

OPEN SESSION

After a short break, at 10:00 AM, Ms. Cara Allison Marshall began an open session of the DBB.

From 10:00 AM to 10:55 AM, Col. Michael Murphy, Acting Deputy Director, and Military Deputy Director; Mr. Jared Evans, Deputy Chief Investment Officer; Mr. David Vidal, Loan Program Office Director; and Mr. Asad Akram, Strategy Deputy Director, all from the Office of Strategic Capital (OSC) led an open discussion on "Using Strategic Capital for National Security." The OSC leverages an asymmetric advantage in capital markets to attract private capital towards national security priorities with bipartisan support. Through initiatives like the Small Business Investment Company in Critical Tech Initiative and the OSC Credit Program, the SBA and DoD invest in critical technologies, offering loan and loan guarantee authority to fund projects with significant national security impact that might not otherwise receive private venture capital.

At 10:55 AM, Ms. Allison Marshall adjourned the open session and began the closed session for Secretary of Defense Lloyd Austin, III.

CLOSED SESSION

From 11:00 AM to 11:30 AM, Hon. Lloyd Austin, III, Secretary of Defense conducted a classified discussion on the state of the current global security environment and its implications for current and future business operations. Secretary Austin thanked the Board for its service, and reemphasized that all that he, the Department, and the Board do are in service to the American people and taking care of the servicemembers who protect them.



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From 11:30 to 11:50 AM, the Board held its annual ethics training facilitated by Ms. Devon Sheehan. This completed ethics training required by the Federal Advisory Committee Act of 1972 for the next fiscal year.

At 11:50 AM, Ms. Allison Marshall adjourned the closed session, and the Board broke into Subcommittee Working Groups for a working lunch until 1:30 PM.

OPEN SESSION

At 1:30 PM, Ms. Allison Marshall began an open session, beginning with the presentation and vote on the *Industry Partnerships for Crises Study*.

From 1:30 PM to 3:00 PM, Dr. Christopher Gopal and Brig. Gen. Bernie Skoch, USAF, Ret., briefed the board on the *Industry Partnerships for Crises Study*. This study provides findings and recommendations related to building better partnerships with industry to expand capability rapidly in crises. Following deliberation about the Study and recommendations on additional considerations in the Study, the Board passed the Study unanimously.

From 3:15 PM – 4:00 PM, Mr. Bob Salesses, Deputy Director of the Washington Headquarters Services- (WHS), led a discussion on the “Customer Experience Implementation Plan,” which focuses the defense field activity on delivering superior customer service to their clients. WHS provides 100 services to 60,000 people in the National Capital Region. Tashona Beale, Chief Experience Strategist for WHS, led a Customer Experience (CX) Management Plan focused on customer experience, with priorities including standards and policy, employee education and training, measurement, and accountability, CX employee recognition and feedback, and enhanced user technology solutions.

At 4:00 PM, Ms. Allison Marshall adjourned the open session and began the final closed session for the day.

CLOSED SESSION

From 4:00 PM to 5:00 PM, Ms. Melissa Dalton, Under Secretary of the Air Force conducted a classified discussion on “Air Force and Space Force Management and Budget.” Ms. Dalton briefed the Board on her role in organizing, training, and equipping the Air Force and Space Force, including managing the annual budget of over \$200 billion. She noted that the Air Force and Space Force are reoptimizing around strategic competition.

At 5:00 PM, Ms. Allison Marshall adjourned the closed session for Day 1.

CLOSED SESSION

At 8:00 AM on November 13, Ms. Cara Allison Marshall began the closed session before handing it over to Hon. Deborah James, who again welcomed members with opening remarks.

From 8:05 AM to 8:35 AM, Ms. Melissa Johnson, Acquisition Executive for U.S. Special Operations Command (SOCOM) conducted a classified discussion on SOCOM acquisitions processes. This discussion focused on how SOCOM engages in acquisition, development, and supply chain management, by placing authority to act at the lowest possible level and eliminating bureaucratic barriers to entry for both established and emerging businesses while abiding by all the same regulations as the Services.

From 8:35 AM to 9:05 AM, Ms. Fern Sumpter Winbush, the Principal Deputy Director for the Prisoners of War/ Missing in Action (POW/MIA) Accounting Agency (DPAA) conducted a classified briefing on efforts in



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recovering unaccounted Department of Defense personnel listed as POW and MIA from past conflicts globally, including how DPAA manages sensitive relationships with governments that have had conflicts with the U.S. to accomplish its mission. They have recovered over 81,000 MIA soldiers, sailors, airmen and marines since World War II, and its work is critical in impacting the morale and well-being of the military and military Families.

At 9:05 AM, Ms. Allison Marshall adjourned the closed session, and the DBB transitioned to Arlington National Cemetery for a briefing of Old Guard Operations and a tour of the Tomb of the Unknown Soldier.

OPEN SESSION

From 9:45 AM to 11:00 AM, Captain Garcia of the Old Guard Sentinels briefed the DBB on Old Guard Operations and The Tomb of the Unknown Soldiers. This briefing described the role of the Old Guard at Arlington National Cemetery, provided a tour of the Tomb and Sentinels' operations area, and observed a changing of the Guard ceremony. The DBB heard about the management practices that allow the Old Guard to maintain rigorous operational standards and allowed the members to reflect on the ultimate purpose of their service on the Board—supporting those who protect the nation.

ADJOURN OPEN SESSION

At 11:00 AM, Ms. Cara Allison Marshall adjourned the quarterly board meeting. 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