

DEFENSE BUSINESS BOARD



Leveraging Public-Private Collaboration to Augment the Department of Defense's Mission

Task Group Update

April 19, 2012

Report Documentation Page

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Introduction

Terms of Reference (Signed by VCJCS on December 12, 2011)

- Identify existing authorities to develop Public-Private Collaborations (PPCs)
- Evaluate DoD's existing PPCs and identify their merits and risks
- Identify where and how DoD is using PPCs to augment its capabilities and suggest how these processes or models might be applied across DoD
- Evaluate organizational opportunities and propose options for oversight and management
- Outline criteria to help prioritize PPC initiatives

Deliverables (July 2012)

Provide recommendations on how the Department should more fully exploit the benefits of PPCs

Task Group Members

Jack Zoeller (Chair), AMB Barbara Barrett, Mel Immergut, Philip Odeen, Atul Vashistha, plus Kelsey Keating (Staff Analyst) & CDR Matt Duffy (MA)

Background on PPCs

- Definition of PPC: A voluntary interaction between public and private sector through which both parties leverage the expertise, resources and interests of the other in order to address an issue or opportunity
 - No direct financial benefit or monetary transaction is involved
 - Goals, structure and governance may vary - from more formal shared decision-making (such as an MOU) to less formal collaboration
 - “Private sector” includes businesses, NGOs, foundations, academic and research institutes, community groups and other entities
- PPCs are “critical to U.S. success at home and abroad” – President’s 2010 National Security Strategy
- PPCs allow DoD to increase its mission effectiveness by accessing or introducing non-public sector capabilities, knowledge, and processes
- PPCs also provide opportunities for cost reductions and efficiencies
- PPCs offer an essential alternative for pursuing whole-of-government or whole-of-society strategies



Progress to Date

- Conducted 35 interviews to date:
 - With OSD, Joint Staff, COCOMs, and Services
 - With NGOs, non-DoD agencies, and other private sector entities
- Developed extensive questionnaire sent to the Services, COCOMs, and selected Defense Agencies:
 - Received responses from 48 components
 - 41 of the 48 components are conducting Public Private Collaborations
 - Conducted data analysis of survey responses
- Ongoing Task Group activities:
 - Reviewing current DoD organizational structures for PPCs
 - Identifying successes and obstacles in previous Departmental PPCs
 - Developing potential alternatives for organizing and overseeing PPC activities within DoD
 - Evaluating the legal framework within which DoD PPCs operate

Observations

- PPCs have been utilized most effectively in the geographic Commands
- Collaborations are well suited to the following functional areas:
 - Humanitarian Assistance and Disaster Relief (HA/DR)
 - Cyber security
 - Space
 - Support of warriors and families
- PPCs also may support critical defense strategies which cannot be achieved with DoD resources alone
- There is a lack of familiarity and clarity within DoD on what constitutes a desirable and permissible Public Private Collaboration. There is no overarching legal, programmatic or budgetary guidance
- OSD does not have an organizational element with overarching responsibility to encourage, support, leverage, and evaluate PPCs

PPC Lessons Learned - Examples

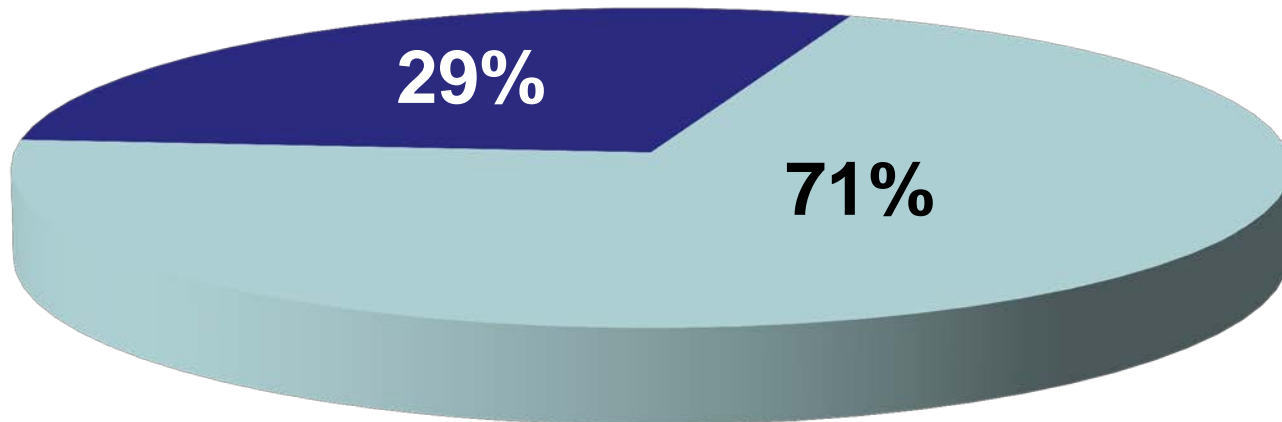
- Successful PPCs have shared vision between partners
- Each brings a unique value proposition and cannot achieve mission without the other
- Each partner's role is clearly identified
- Requires ongoing monitoring to ensure success



Findings

Did the component encounter obstacles to implementing PPCs?

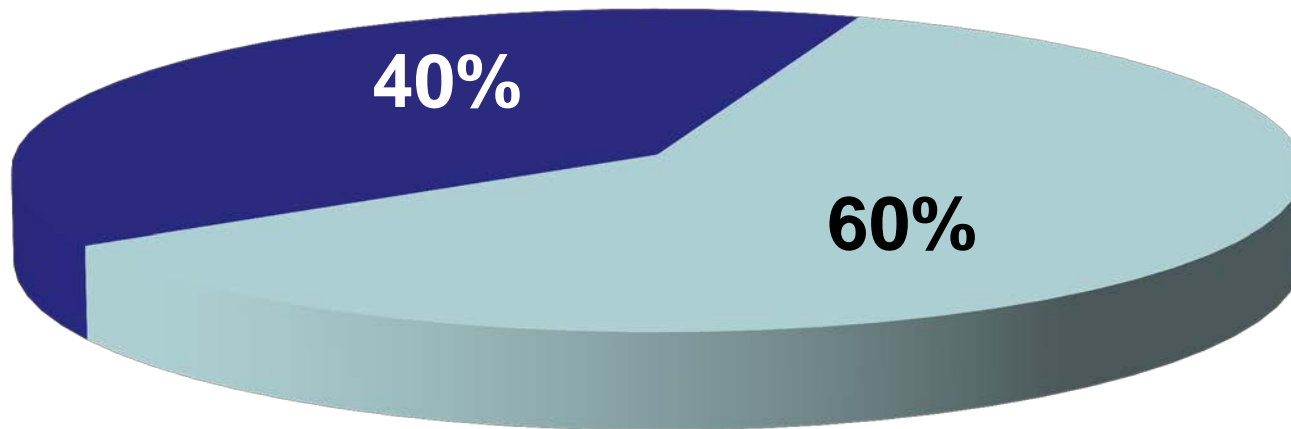
□ Yes ■ No



Findings

Is the Component staffed to manage PPCs?

□ Yes ■ No



Next Steps

- Continue interviews with successful PPC practitioners
- Continue review of leading edge and high value PPC opportunities
- Consider alternatives to reduce actual or perceived legal impediments
- Evaluate alternatives for centralized nurturing, but decentralized execution of Public Private Collaborations



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Questions?

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