APPLYING BEST BUSINESS PRACTICES TO ADDRESS THE NATION’S MOST PRESSING SECURITY CHALLENGES
EXECUTIVES THROUGHOUT THE NATION
480
NATIONAL OR INTERNATIONAL TRIPS MADE
20
EVENTS HELD
155
REGIONAL OFFICES
7
CHARITY NAVIGATOR RATING
* Numbers reflect January 2017 through March 2018
When BENS was founded by mining entrepreneur Stanley Weiss back in 1982, the concept was a novel one in that leaders in the United States military might stand to benefit from best business practices and lessons learned by their counterparts in the private sector. As with many new ideas, this was definitely not immediately embraced by our potential partners. But BENS and our members have kept at it for nearly four decades, quietly offering advice to military and other government partners seeking expertise and insights into business challenges within their own areas of operation.

During that time, we’ve worked with nine different Executive Branch departments and the White House; dozens of independent federal agencies; all nine Combatant Commands; every military service; and hundreds of commands, units, divisions and offices within each of these institutions. Many recommendations for change made by our members have been effectively implemented, others dismissed, and the fate of some, we will never know. One thing has become increasingly clear, though, over the past 18 months in particular: BENS’ founding principle is now not just completely accepted, but it is enthusiastically being sought out across the national security enterprise and by law enforcement agencies at the local, state and national levels.

The rapid pace of technological change, combined with the ever-increasing complexity of the global security environment, is driving public sector partners to team up with executives in the private sector to strategize ways to outcompete our foreign adversaries. They are turning to BENS, not only to learn from our members what technologies are available or on the horizon which could prove critical to this fight, but also for guidance on how to establish more effective and efficient operations, as well as about how to best navigate and manage change throughout their organizations and teams.

This Leadership Report details the work done in pursuit of BENS’ mission by our members in 2017 and early 2018, and highlights the many opportunities in which they had a chance to engage with senior national security leaders in conversations, roundtables and work sessions. We thank all of our members for their continued support and dedication, and are grateful for their unwavering willingness to stand ready to assist those serving on the front lines to keep America safe and secure.
• Propose new ideas and approaches for transforming the business of national security through established best business practices.

• Champion projects using business expertise and professional credibility to shape, lead and drive initiatives to successful completion.

What our members do...

• Advise leaders through independent task forces, advisory groups or by Congressional testimony to help reform bureaucratic functions and improve the military and government business operations.

• Work directly with government partners — through BENS project teams, working groups, roundtables and exercises — to share advice and find practical solutions to urgent organizational and operational challenges.

• Engage senior military and civilian national security leaders during conference calls, face-to-face meetings, and VIP regional and national events.

• Visit military facilities and other national-security related locations around the world to learn more about how business expertise might help America’s troops and security professionals fulfill their missions.
In 2017, BENS projects aimed to strengthen public-private partnerships with respect to public safety; offer sustainable approaches for U.S. agencies’ Arctic issues; suggest fresh looks at defense acquisition and audit processes; and help support the Department of Defense reorganization and reform efforts. Dividing OUSD (AT&L): Corporate Reorganization Keys for Success and Public-Private Partnerships: Information Sharing in the Digital Age were among the reports developed for government partners.
Stability in the Arctic Region

BENS’ 2017 Arctic efforts aimed at advancing America’s economic and strategic interests in the Arctic. BENS examined infrastructure and capital requirements necessary to explore natural resources responsibly, sustain the environment, and assure safety to those who inhabit or transit the region. Working with the US Coast Guard and US Northern Command, BENS provided a business-based analysis on key issues. This resulted in a confidential memorandum and recommendations delivered directly to the Commandant.

Public Safety & Public-Private Partnerships

In 2017, BENS provided the FBI with private sector perspectives to help with digital modernization efforts; developed Beyond Flashpoints, a report providing practical ways to incentivize, communicate, and manage interactions between law enforcement and local businesses in the Chicago area; and continued an effort to develop key performance indicators – focusing on quality, timeliness, and mission applicability – for the Tennessee Department of Safety and Homeland Security.

Acquisition & Innovation

Laying a foundation for BENS’ current Defense Reform Project Track, members in 2017 worked with Congress and Pentagon leaders initiating reorganization and reform within the Department of Defense. Members shared best practices for dividing the Pentagon’s Office of the Under Secretary of Acquisition, Technology & Logistics. Members also offered insight on how the Pentagon could work more effectively to obtain applicable military technology from small or start-up businesses that often lack a path to the government market. Members also reported on transforming the role of audits as a means to improve mission effectiveness.

Artificial Intelligence

Last year’s artificial intelligence effort helped shape BENS’ current emphasis on the use of enterprise analytics for business operations in the national security community and continued examination of cybersecurity standards of care. In 2017, BENS held two information-gathering engagements – a roundtable analyzing the state of technology and prospects for the future, and a panel event covering legal, policy, social, and ethical considerations of implementing AI. Members also visited Purdue University to discuss the threats remote and autonomous systems increasingly pose in the homeland.
Through a series of speaker events held in each of BENS’ seven regions, members in 2017 hosted more than 100 of the most senior national security thought leaders and decision makers. Featured speakers included, among others, U.S. Air Force Chief of Staff, General David Goldfein and the Chief of Naval Operations, Admiral John M. Richardson. Members also held discussions with senior Administration officials such as Dr. David Shulkin, then serving as U.S. Secretary of Veterans Affairs, and Dr. Nadia Schadlow, then serving as Assistant to the President and Deputy National Security Advisor. These events broaden our member’s understanding of national security missions while also affording them an opportunity to share insights and expertise that address the challenges U.S. national security leaders are facing.
EGYPT | January 2017

At the invitation of President Abdel Fattah el-Sisi, a BENS delegation visited Egypt in January 2017 to discuss U.S.-Egyptian relations and Egypt’s investment environment. The delegates found a country focused on growth and economic reform. Egypt is determined to strengthen its regional security and economic posture. Under President Sisi’s leadership, Egypt has become more comfortable making public its relationship with Israel; and it has continued its strong ties with longstanding regional allies such as Saudi Arabia and the United Arab Emirates. BENS delegates viewed Egypt’s economy in a good position for future growth, if it is able to attract direct foreign investment.

INDIA | March 2017

At the request of the then Commander of U.S. Pacific Command, Admiral Harry B. Harris, a BENS delegation traveled to the Republic of India in March 2017 to better understand India’s business environment and the security issues shaping U.S.-India relations. India is an important ally for the U.S. in a critical part of the world. Delegates returned encouraged and optimistic regarding India’s economic progress and planning for a stronger relationship with America.

The delegation recommended engagements with U.S. security and law enforcement agencies, including at local levels, to increase opportunities for useful partnerships between our countries.
2018
Projects and Activities
The National Defense Strategy, released in late 2017, details the security challenges the United States faces. Great power threats top the list. In this complex security environment, defined by rapid technological change, and challenges from adversaries in every operating domain, the United States must make difficult choices and prioritize. Applying best business practices to address these most pressing challenges has never been more relevant. BENS is being asked to partner across the national security and homeland security communities with those who seek guidance on running varied business operations of government more effectively to outcompete foreign adversaries or better protect the homeland.

BENS’ workload reflects these demands, with members currently working with 15 government entities. Ten of these partnerships fall within two main focused project tracks. The other five reflect activities requested by national security agencies or military services and/or builds upon past work. BENS’ three Councils incubate efforts that may develop into activities or projects.

PROJECT TRACKS

Defense Reform
The pace of Defense Department’s (DoD) reorganization implementation and accompanying defense reform efforts reflect deep concern about threats challenging U.S. technological superiority and how DoD conducts its business operations. BENS has been asked to help those at DoD tasked with various acquisition and management-related reform work streams. Over time, BENS aims to leverage their combined efforts to produce a narrative on how to apply best business practices to achieve the most compelling and sustainable reform results. In the near-term, BENS is focused on delivering results for their partners in five of eight current defense reform lines-of-effort in which engagement has been requested.

Resilience
The increased digitalization of business, government, and public safety has introduced significant vulnerabilities alongside opportunity. Building on our relationships with the Federal Bureau of Investigation and the Department of Homeland Security, BENS’ 2018 resilience work has already assisted in strengthening pre-disaster connections between the public and private sectors, in planning for disaster recovery and reconstitution, and in developing a change management strategy to help cultivate an operational analytics decision-making framework in the homeland security enterprise.
Members met with U.S. Southern Command to put a business lens on strategic assumptions regarding the current state of play for their Panama Canal Threat Scenario (PANAMAX 2018), and provided recommendations to inform the exercise going forward.

Members are working with the U.S. Coast Guard on its efforts to find creative ways to better retain talented women in the force.

Members are developing a work-plan for the Commander, Navy Installations Command and Naval District Washington related to smart property maintenance. The goal is to realize tangible outcomes in relation to cost savings, sustainability, and the smart building model, with a particular focus on utilities/energy use and efficiencies.

BENS has interviewed members and affiliates committed to Building a National Security Bench, by ensuring that Presidential Appointed Senate confirmed senior government service positions remain attractive and attainable to a diverse, inclusive pool of the best qualified candidates across the national security arena. This undertaking focuses in two areas: (1) better preparing and educating nominees upon nomination to improve overall continuity, particularly for national security position transitions; (2) providing recommendations for streamlining the financial disclosure and conflict of interest processes for nominees.

Members worked with the Department of Veterans Affairs officials to help maximize their use of a unique public-private authority. This authority allows matching use of federal and private sector funds for construction/real estate for approved projects in ways that would better serve veterans.
The Energy, Resilience, and Technology & Innovation Councils act as incubators to help better scope and develop BENS activities and project work. The Councils also draw directly on members’ talent and experience in substantive areas.

**Energy Council**

The Energy Council worked with the Department of Homeland Security directorates to help frame methodologies the private sector in the energy market employs to identify fuel-related data and specific sources from which such data can be collected, to better inform current and future decision-making related to hurricane response. This request appears likely to become a launching point for a best practices exploration related to disaster preparedness with a focus on energy-related issues. Energy Council leaders Ryan Rogers, Leslie Sibert, and Jeff Stone, will be aided by Rick Murrell and others.

**Technology & Innovation Council**

The Technology & Innovation Council is exploring standard of care issues in the context of protecting sensitive databases in pre and post-breach scenarios. Council leaders – Lauren Bedula, Lars Buttler, and Ben de Bont – have proposed producing a cyber-standard of care best practices product. Members are currently reviewing and reacting to an initial draft. The leadership team also plans to schedule a speaker series on topics of relevance to this work.

**Resilience Council**

BENS Resilience Council leadership team, Sean Murphy, Dawn Scalici, and Stephen Shapiro, recognized an opportunity to leverage the experience of a broad range of BENS members and strengthen relationships between the private and public sectors. Following a request from the FBI for help in understanding how business perspectives on “risk,” “vulnerability” and “threat” might differ from those in law enforcement and public safety, the Resilience Council is planning its initial roundtable discussion with BENS members from across the country, the FBI and other federal government partners.
2018
Events and Engagements
CONVERSATIONS

BENS members throughout each of its seven regions have already hosted over 30 engagements in the first quarter of 2018. Featured speakers in the 13 separate cities throughout the U.S. in which events where hosted include many of the nation’s top thought leaders and officials within the national security and defense community. They include Richard V. Spencer, the Secretary of the Navy, and senior officers like General Joseph L. Lengyel, Chief of the National Guard Bureau, and General Lori J. Robinson, Commander of U.S. Northern Command. BENS featured seven active duty or retired general officers in the first quarter of 2018 alone.

Members learned more about the operations of Homeland Security Investigations, a component of Department of Homeland Security Immigration and Customs Enforcement, and discussed with Brigadier General Wayne Monteith, Commander of the U.S. Air Force’s 45th Space Wing, the multifaceted partnerships that allow U.S. space launch operations to succeed. Members also explored ways terrorists exploit the global financial systems with Kurt Gredzinski, Chief of Counter Threat Finance at U.S. Special Operations Command and Jason Blazakis, Director of the Office of Counterterrorism and Finance Designation at the U.S. Department of State. In all, BENS in the first quarter of 2018 engaged leaders representing ten separate military or national security agencies or departments.

First quarter engagements also gave members the opportunity to learn about other unique facets that comprise, and impact, our nation’s defense. Members in Texas, for example, learned how military medicine has advanced over the past 16 years of U.S. involvement in conflicts around the world.
BENS SPEAKERS
FEATURED IN 2018
INCLUDE:

1. General Joseph L. Lengyel, USAF
   Chief, National Guard Bureau
   Washington, D.C. (Jan. 11)

2. Erica Jeffries
   fmr. Director, Illinois Department of
   Veterans’ Affairs
   Chicago (Jan. 24)

3. Admiral William E. Gortney,
   USN (Ret.)
   fmr. Commander, U.S. Northern
   Command
   Atlanta (Feb. 15)

4. General Lori J. Robinson, USAF
   Commander, U.S. Northern
   Command
   Boston (Feb. 15)

5. Vice Admiral Sandra L. Stosz, USCG
   Deputy Commandant, Mission
   Support
   New York (Mar. 29)

6. General Robert B. Neller, USMC
   Commandant, Marine Corps
   Palo Alto (Apr. 3)

7. General Carter F. Ham, USA (Ret.)
   fmr. Commander, U.S. Africa
   Command
   Dallas (Apr. 4)
FIRST QUARTER TRAVEL AT HOME AND ABROAD

BENS members traveled to two countries and two military installations in the first quarter of 2018 to interact directly with international partners and the men and women in uniform charged with our national defense. Members experienced specific military missions firsthand and broadened relationships abroad.

Naval Station Great Lakes | January 24-26
A delegation traveled to Illinois to meet with recruits training for the various missions within the U.S. Navy. Members observed seamanship and firefighting applications and boarded the training simulator, Battle Station 21, a full-scale model ship that allows recruits to experience real world events at sea.

Qatar & United Arab Emirates | February 9-16
At the invitation of both of the countries’ embassies, and with the support of General Joseph Votel, Commander of U.S. Central Command, a delegation visited the United Arab Emirates and the State of Qatar to garner a better understanding of key security challenges and economic issues shaping regional relationships. The delegates furthered their understanding of current tensions among Gulf Cooperation Council countries.

Fort Campbell | March 6-8
A delegation traveled to Kentucky to interact with soldiers with the 101st Airborne Division (Air Assault), 5th Special Forces Group, and 160th Special Operations Aviation Regiment. Activities included briefings with senior leaders, introduction to the various arms used by these elite units, and an opportunity to repel from the same 34-foot tower used to train air assault soldiers.
Business Executives for National Security

Eisenhower Award Dinner

Background: Retired General John F. Kelly addressing the 2017 Eisenhower Award Dinner in New York City via recorded video.
HONORING THE NATION’S BEST PUBLIC AND PRIVATE SECTOR LEADERS

The BENS Eisenhower Award Dinner annually provides BENS an opportunity to recognize the nation’s top public and private sector leaders for their part in ensuring our nation’s security. Leaders, for example, who have devoted themselves to service, have built lasting public-private partnerships, and created entrepreneurial cultures that keep our nation on the cutting edge of innovation and technology. Eisenhower Award honorees over the past 12 months are:

**General Joseph F. Dunford**  
United States Marine Corps  
Chairman of the Joints Chiefs of Staff

**Ray C. Davis**  
Principal Owner & Co-Chairman, Texas Rangers  
Chairman & CEO, Avatar Investments LP

**General John F. Kelly**  
United States Marine Corps (Ret.)  
Chief of Staff, The White House Office  
Former Secretary, U.S. Department of Homeland Security  
Former Commander, U.S. Southern Command

**Gregory Q. Brown**  
Chairman & CEO, Motorola Solutions

**Michael R. Bloomberg**  
Founder, Bloomberg LP  
108th Mayor of New York City

**General Paul J. Selva**  
United States Air Force  
Vice Chairman of the Joint Chiefs of Staff

**Charles H. “Chuck” Robbins**  
Chairman & CEO, Cisco

Top-Down: General Joseph F. Dunford | Ray C. Davis | Michael R. Bloomberg | Gregory Q. Brown
Staying Connected
BENS is dedicated to maintaining smooth lines of communication, both within the organization and externally. To keep members up-to-date on recent opportunities and outcomes, BENS, for example, launched the Weekly Digest – a review of top national security news and BENS announcements that are delivered to member inboxes every weekend. Furthermore, to provide members an avenue to distribute their insight and perspectives on a range of key issues affecting the national security community, BENS routinely publishes member-penned articles in a multitude of influential media outlets. In the first quarter of 2018, BENS and its members have already published three articles – providing expert commentary on reform to the Committee on Foreign Investment in the United States, or CFIUS; overcoming barriers to innovation; and steps for addressing excess military property without the Base Realignment and Closure, or BRAC, process.

**RECENT OP-EDS**

**We can’t keep this crucial foreign investment panel in the dark**
*By: General Norton A. Schwartz, USAF (Ret.) & Ivan A. Schlager*

Steps for modernizing the Committee on Foreign Investment in the United States.

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**The U.S. faces an innovator’s dilemma in its relationship with China**
*By: General Norton A. Schwartz, USAF (Ret.)*

How the United States can overcome the innovator’s dilemma and continue to be the most innovative nation in the world.

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**Going BRAC-less**
*By: General Norton A. Schwartz, USAF (Ret.) & Kenneth Fisher*

Steps for addressing the US military’s excess property.
A Responsible Steward
BENS is grateful for the financial commitment our members make in support of our mission. Their commitment has allowed BENS to take on an expanded portfolio of programs and provide existing and new government partners with a broad range of assistance.

BENS continued its long, proud string of unqualified audit opinions in 2017, and also ended last year with the highest management reserve in organization history. In addition, BENS has also recently received a 4-star rating from Charity Navigator, the nation’s largest, independent evaluator of charities.

The latest Audited Financial Statements and IRS Form 990s are available at www.BENS.org.
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