Letter from the President & CEO

National security is no longer the sole responsibility of the federal government, but rather the responsibility of all citizens. Domestic terrorist attacks and cyber breaches in 2015 demonstrated that today’s security challenges require greater collaboration between the public sector and private citizens and businesses, who are often the target of today’s enemies. We are living in a new security paradigm where security challenges in the public and private sector are juxtaposed, and fresh ideas and expertise are needed from beyond the Pentagon and the walls of the executive and legislative branches in Washington.

BENS, for 34 years, has provided a bridge between the public and private sectors, creating a platform to exchange ideas and practices that will enhance our security. For more than three decades, our members have spurred dialogue, introduced best practices and increased their knowledge about the unique missions and challenges of those charged with protecting our country – helping to break down silos between the two communities.

In 2015, members participated in over 40 significant policy engagements and identified 62 best practices among its major projects – 14 of which have already been endorsed or implemented by government partners. Specific practices identified by BENS Task Forces and supported by our partners this past year, will, among other things, better professionalize America’s cadre of intelligence analysts so that they are more equipped to counter today’s domestic terrorist threats. Moreover, the more than 90 events held with the nation’s top security officials and thought-leaders, as well as the 16 national and international trips taken, have further enhanced the public-private relationship, demonstrating the private sector’s willingness to contribute.

BENS members answered the call for greater collaboration and exchange of ideas – making this past year one of BENS’ most productive years in recent memory. Their commitment to enhance our nation’s security, as evidenced in this report, has been tireless. And the momentum created will continue into 2016, as BENS intensifies its focus on strengthening private-public partnerships.

For members, I hope you are immensely proud of the impact your financial and personal support made possible. I thank you for your dedication to aid those in our security community, and I am confident that, together, we will continue to provide them with tools, insights, and practices needed to address today’s challenges.

General Norton A. Schwartz, USAF (Ret.)
President & CEO, BENS
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Thomas J. Higgins*
Chief Administrative Officer
First Data Corporation

Thomas M. Holder
Chairman & CEO
Holder Construction Company
BENS mourns the loss of longtime leader and great friend, Landon H. Rowland. Rowland, who passed away on December 28, 2015, had been a member for 25 years, served as Vice Chairman of the BENS Board of Directors and spearheaded BENS' Kansas City Region. Fellow BENS directors remembered Rowland as a "great American." Fellow BENS Vice Chairman Raphael Benaroya recounted their long friendship noting, "great memories of many trips, adventures, and conversations I'll cherish forever."

The longer you are connected to BENS, the more you understand its importance. - Landon H. Rowland
Advisory Council

Michael E. Leiter, Chairman
Executive Vice President, Leidos
fmr Director of the National Counterterrorism Center

Mary M. Boies
Counsel, Boies, Schiller & Flexner, LLP

General Charles G. Boyd, USAF (Ret.)
Chairman, Center for the National Interest

David Cohen
Special Advisor, C.V. Starr & Co.
fmr Deputy Commissioner of Intelligence, NYPD
fmr Deputy Director for Operations, CIA

The Honorable Gordon R. England
Chairman, V1 Analytical Solutions
fmr Deputy Secretary of Defense

Admiral William J. Fallon, USN (Ret.)
Chairman, CounterTack Inc
fmr Commander, U.S. Central Command
fmr Commander, U.S. Pacific Command

Admiral Edmund P. Giambastiani, Jr., USN (Ret.)
CEO, Giambastiani Group, LLC
fmr Vice Chairman of the Joint Chiefs of Staff

Dr. Andrew F. Krepinevich
Founder, President & CEO, Center for Strategic and Budgetary Assessments

James McAleese
Founder, McAleese & Associates PC

John M. B. O’Connor
CEO, J.H. Whitney Investment Management Company

General Peter Pace, USMC (Ret.)
Pace Enterprises, LLC
fmr Chairman of the Joint Chiefs of Staff

James M. Rosenbluth
Founder & President, Analytic Risk Solutions

Richard V. Spencer
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fmr Vice Chairman of the Defense Business Board

Dr. Harlan K. Ullman
Chairman, The Killowen Group
Chairman, CNI Guard Ltd and CNI Guard U.S.

The Honorable William H. Webster
Retired Partner, Milback, Tweed, Hadley & McCloy
fmr Director, Central Intelligence Agency
fmr Director, Federal Bureau of Investigation

Michael E. Leiter
Chairman, BENS Advisory Council
Letter from the President & CEO
Board of Directors
Advisory Council
What is BENS
Making An Impact
Promoting Public-Private Exchange
Honoring Selfless Leadership
Managing the Brand
What's Next for 2016
What is BENS

A national organization of private sector leaders who apply best business practices to national security
Founded by mining executive Stanley A. Weiss as a way for private sector leaders to meaningfully assist those charged with keeping America safe, BENS is a unique nonprofit comprised of senior business and industry executives who volunteer their time and expertise to address the national security community’s most pressing challenges. Through projects, engagements, and trips, over 400 members across the country have opportunities to interact with top security leaders and employ their diverse backgrounds to take on a myriad of issues ranging from defense acquisition to cybersecurity. For example, BENS teamed with the Chief of Naval Operations, Admiral Jonathan W. Greenert, in 2015 to help ensure the U.S. Navy continues to recruit and retain the sailors our country needs in the 21st century. BENS is fiercely nonpartisan and a trusted partner who has elevated the concept of public-private partnership for more than 30 years.
Making an Impact

A “Do Tank” | Not a think tank
BENS members play an active role in enhancing the security of our nation. In the true fashion of a ‘do tank,’ our members held over 40 significant policy engagements, identified 62 best practices to improve the nation’s security, and actively aided 10 national security agencies, departments, and combatant commands. Fourteen pragmatic solutions recommended by BENS were endorsed or implemented by government partners this past year, including a recommendation made by a 2014 task force that expands the military retirement benefit for service members, all the while saving the Department of Defense $10 billion annually. Members also took on high-profile challenges providing, among other things, actionable steps to enhance our domestic security apparatus as the world comes to grips with homegrown terrorism.

Raphael Benaroya
Managing Director, Biltmore Capital Group
Recruiting and Retaining Exceptional Sailors in the 21st Century

As the U.S. Navy assesses and adjusts its human resources enterprise, BENS was approached by the Navy’s Chief of Naval Operations to provide advice and insight on how to modernize personnel systems to recruit, maintain, and cultivate talented Americans. The private sector has been evolving its talent management practices at a near revolutionary rate and many lessons learned were of value to the Navy’s efforts. Members assisted the Navy in validating and implementing the changes they were already pursuing, and also identified possible new types of reform. BENS members were also able to provide individual professional counsel to Naval leaders across a number of functional areas ranging from data analytics to change management.

Making Government Service More Attractive

Believing that the adoption of reasonable changes to current vetting and confirmation processes would help attract a broader range of quality candidates to senior government service, BENS in March released a blueprint for Congress and the Administration to address the impediments which currently dissuade many accomplished Americans from answering the call to serve. In *Making Government Service More Attractive*, BENS offers 31 recommendations to streamline, accelerate, and strengthen the vetting and confirmation process – better enabling America’s most dynamic and innovative leaders to throw their names into the ring. Our members are engaging with critical constituencies in the legislative and executive branches on implementation. Additionally, BENS is collaborating with the nonprofit Partnership for Public Service around their efforts to improve federal governance and supporting the White House Office of Presidential Personnel in identifying the key issues that can help smooth the transition for incoming appointees.

Maintaining an Open and Secure Internet

Following a 2014 announcement that the U.S. Department of Commerce would relinquish its direct role in Internet oversight, members of BENS’ Cyber & Tech Council identified an opportunity – and a responsibility – to help ensure a secure and stable transition to a new governance model for the Internet. Members have informed ongoing deliberations and are embarking on targeted, international business-to-business engagements to maintain the open, bottom-up, consensus-driven model that has enabled the Internet to grow and thrive.
Tragic terrorist events at home and abroad in 2015 highlighted that today’s terrorist threats remain dynamic, and the need for a robust domestic security enterprise is ever-present. Threats today are diffuse and decentralized, increasingly characterized by homegrown violent extremism. And while our country must remain vigilant against terrorist states abroad, we must also develop and adapt structures needed to protect Americans against the evolving terrorist threat at home.

Released in January, *Domestic Security: Confronting a Changing Threat to Ensure Public Safety and Civil Liberties* provides 10 recommendations to bolster U.S. domestic counterterrorism efforts through improved collaboration and a framework that reinforces America’s safety and freedoms. The proposals call for improving the management of the domestic security enterprise, creating a unified domestic threat assessment, and standardizing national training for all local and state domestic security personnel to enhance collaboration – all steps directed at enhancing the sharing of important threat information.

The seminal study was supported by a luminary panel of domestic security experts that included former Homeland Security Secretary Michael Chertoff, former 9/11 Commissioners Governor Thomas Kean and Congressman Lee Hamilton, and former Boston Police Commissioner Edward Davis, among others.

>> BENS releases *Domestic Security: Confronting a Changing Threat to Ensure Public Safety and Civil Liberties* on January 21st.

>> On April 15th, the second anniversary of the Boston Marathon bombing, BENS joins members of the U.S. House Homeland Security Committee, Congressman Michael McCaul (TX), and Congressman Bill Keating (MA), for a panel discussion on domestic terrorism. The Committee report that corresponded with the discussion cited *Domestic Security*.

>> From January to December 2015, BENS holds over twenty distinct meetings and events with key stakeholders in the domestic security community to progress the recommendations made in the report. The principals BENS met with included Director of the FBI, James B. Comey; Director of National Intelligence, James R. Clapper; and Under Secretary of Intelligence and Analysis at the U.S. Department of Homeland Security, Frank X. Taylor.

>> Government partners within the domestic security community have already addressed three of the practices recommended in BENS’ report, and are considering adoption of five others.
Acquiring Innovative IT Through Enduring Partnerships

BENS member Joe Pasqua went before the House Armed Services Committee in October to discuss the Department of Defense’s challenges related to the acquisition of information technology. Pasqua noted that smaller, more agile companies are often the most innovative, but they can also be the most difficult for large organizations like the Department of Defense to find and engage. In the past, barriers for both the Defense Department and these small companies have impeded development of effective partnerships. Pasqua’s testimony sought to bridge that gap by suggesting ways to form enduring partnerships and contractual relationships.

Sharing Services to Improve Effectiveness at DHS

Testifying before the House Homeland Security Subcommittee on Oversight and Management Efficiency in September, BENS member Harry Totonis suggested steps to improve management and effectiveness at the Department of Homeland Security. Totonis, who has extensive experience both as a Senior Managing Partner at Booz Allen Hamilton and as senior executive and CEO for several private sector companies, noted that although the Department is a conglomerate of 22 different agencies, each should be able to retain their unique capabilities and identities while sharing common services in order to drive productivity and effectiveness.

Streamlining the Pentagon’s Chain of Command

In December, BENS President and CEO, retired Air Force General Norty Schwartz, provided recommendations to the Senate Armed Services Committee on increasing the effectiveness of military operations. The testimony offered insights on three prominent issues related to the Department of Defense’s operational structure: the role and authority of the Chairman of the Joint Chiefs of Staff, sizing of the combatant commands, and joint task forces at the Commands.

Making An Impact | Educating Congress
Formed in 2012, the BENS Energy Council continued its mission of education, partnership and influence throughout 2015. Having grown to include 47 Members, and led by industry executives Leslie Sibert and Ryan Rogers, the Council held quarterly engagements in addition to commencing a new Issue Insight Teleconference Series. Four teleconferences were conducted as part of the inaugural series and included diverse topics such as resource exploration in the Arctic and federal sustainability initiatives. As a result, new relationships have been forged between the Energy Council and the Department of Interior, Department of Energy, Council on Environmental Quality at the White House, as well as the Center for Infrastructure Protection at George Mason University.

2015 also marked the commencement of an Energy Council-sponsored project with the Defense Logistics Agency for the purpose of reducing fuel inventory and infrastructure by a minimum of 10%. Continuing into 2016, the project will directly inform policy papers requested by the Department of Defense prior to the close of the coming fiscal year.

Formally established in October 2014, the BENS Cyber & Tech Council spearheads and coordinates BENS’ work across cybersecurity and technology issues. Throughout 2015, the Council served as the impetus for BENS’ engagements related to these issues. They included Internet governance, an engagement with U.S. European Command on cybersecurity and public-private partnerships in the Republic of Moldova, a visit to Microsoft’s Digital Crimes Unit, and BENS’ input to a national-level R&D plan on cybersecurity. The Council is led by Silicon Valley stalwart, Dr. Lars Buttler, Managing Director of Madison Sandhill Capital.

BENS Energy Council

BENS Cyber & Tech Council
Promoting Public-Private Exchange

Bridging the divide between the public and private sector for 34 years.
At both the national and regional levels, programs throughout the year offer BENS members the opportunity to talk in-depth and learn from our nation’s top security experts, gaining insights into some of the major issues impacting our security. These interactions also provide opportunities for key decision makers to gain expert insights and perspectives from business leaders which could provide value in helping address challenges within their own areas of responsibility.

Throughout the year, BENS hosted more than 90 speaker events across the country and made over 15 trips and visits focused on issues ranging from domestic intelligence to U.S.-Egyptian relations. By observing operations and hearing about challenges firsthand, BENS members have an opportunity to discern and share best practices from their own backgrounds, helping to align experiences and break down silos between the public and private sectors.

James B. Comey, Director of the FBI spoke with BENS members on April 16.
2015 Event Speakers Included:

- Director of the CIA John O. Brennan
- Director of National Intelligence James R. Clapper
- Director of the FBI James B. Comey
- General Martin E. Dempsey
- National Counterintelligence Executive William Evanina
- General Frank Gorenc
- Commerce Under Secretary Eric L. Hirschhorn
- General John E. Hyten
- General John F. Kelly
- Secretary of the Navy Raymond E. Mabus
- Homeland Security Deputy Secretary Alejandro N. Mayorkas
- General Stanley A. McChrystal
- Secretary of the Army John M. McHugh
- Major General Laura J. Richardson
Coinciding with the April 2015 RSA Conference in San Francisco, BENS hosted a series of cybersecurity related speakers that included White House Cybersecurity Coordinator Michael Daniel; the Commander of U.S. Army Cyber Command, Lieutenant General Edward Cardon; and the former Commander of the National Security Agency and U.S. Cyber Command, retired General Keith Alexander. Daniel discussed Internet governance and the White House’s thinking on new authorities to impose cyber-theft related sanctions, information sharing and privacy, among other emerging policy areas; and Cardon and his staff provided a brief on the Army’s efforts to operate effectively in both cyberspace today and in future conflicts. Members drew these themes into their session with Alexander, who addressed emerging technologies that may help governments and organizations elevate cybersecurity readiness. He also covered current geopolitical hotspots including conflicts in Yemen, Iraq and Syria.

BENS hosted U.S. Senator Ron Johnson (WI) in May to gather his perspectives on issues ranging from cybersecurity to critical infrastructure protection and border security. Johnson, who is Chairman of the Senate Homeland Security and Government Affairs Committee, agreed with members about the need to make government operate more efficiently and stated that one of his primary objectives in the Senate is to identify achievable goals for his Committee and for the Department of Homeland Security. He suggested that BENS may be able to assist in this effort, potentially helping to convene a summit of organizations to examine areas within DHS where small changes could improve domestic security. BENS is continuing the conversation with the Chairman and has made a standing offer to support his Committee and the Department of Homeland Security when requested.

Speaking to a group of BENS members in December, Director of National Intelligence James Clapper outlined a number of challenges facing the Intelligence Community and detailed his recent proposal to develop greater transparency in its operations. The Intelligence Community, according to Clapper, is facing the most complex and widespread threats he has seen in his 40 years in intelligence, while at the same time dealing with a fourth year of budget-restricting sequestration.

Regarding transparency, Clapper discussed the implementation and fielding of the community’s Information Technology Enterprise (ICITE) among his priorities. ICITE provides a level of transparency by tagging the person retrieving data and also tagging the person who looks at the data. Many within the Intelligence Community, including the FBI, have shown support for the system which is also expected to provide cost savings by streamlining the multiple-system framework the community currently employs.
With the Veterans Administration battling significant criticism of its health care program, the VA’s Under Secretary of Health, Dr. David Shulkin, reached out to BENS in October for advice on private sector best practices for motivating a low morale workforce and maintaining momentum when shifting to a high-performing corporate culture.

In response, BENS brought together nine members with varied expertise in corporate turnarounds, healthcare administration and marketing to meet with Shulkin and his leadership team. Participants received a detailed brief on, among other challenges, wait times for care impediments to access and records administration.

With that data, members confirmed the leadership team’s preliminary assessment of necessary next steps for streamlining care. They were also able to offer specific additional recommendations related to prioritizing actions for maximum internal and external impact, adopting an organization-wide change management approach, incorporating technology, and assessing the needs of their customers to most effectively realign resources to meet the demand.

David J. Shulkin
Under Secretary of Health, U.S. Department of Veterans Affairs
Promoting Public-Private Exchange | On-the-Ground Experiences

Through national and international trips and visits, BENS members take themselves out of the boardroom to interact with the security community directly. This provides an opportunity to learn key missions and challenges in their actual environment as well as an opportunity for members to offer insights and perspectives to enhance those missions with a full breadth of understanding. In 2015, members traveled to countries such as South Korea and Afghanistan and to domestic locations such as Joint Base Lewis-McChord where, among other things, members garnered a better understanding of the 7th Infantry Division’s combat capabilities.

Left: A crew of the 62nd Airlift Wing at Joint Base Lewis-McChord in Washington showcase the resources aboard a C-17 Globemaster. Right: John Edelman chats with a Marine of the 1st Marine Division at Camp Pendleton, California.
Highlighting the Impact of Economic Factors on SOUTHCOM’s Strategic Mission

With calls from U.S. Southern Command for greater security focus and assistance on Latin America and the Caribbean, over 20 BENS members and guests traveled to SOUTHCOM headquarters in Florida to cohost a two-day Global Business Symposium. The forum, which brought together leadership from both the Command and BENS, featured member-led presentations on topics ranging from anti-money laundering to global energy markets. The collaborative setting fostered a robust conversation about best business practices in the evolving economic environments of Central and South America and the Caribbean.

Following opening remarks by Lieutenant General Joseph P. DiSalvo, Deputy Commander of SOUTHCOM, a panel discussion on the topic of “What Makes Business Tick” was led by BENS Director Norman Chambers and Ambassador Chuck Ford. Each of the breakout sessions on global finance, banking, and counter threat finance compliance, had more than 70 military and civilian personnel in attendance, and provided important tactical and strategic information for command staff.
At the request of U.S. European Command and the U.S. Embassy in Chisinau, a small group of BENS members traveled to Moldova in October to provide insights on cybersecurity and the value of public-private partnerships. In Chisinau, BENS members participated in several briefings with U.S. Embassy officials and were featured extensively as panelists in a workshop with Moldovan government leadership, the local cybersecurity expert community and area business leaders. BENS members offered useful insights on such topics as the importance of allowing participants to contribute based on trust and developing capabilities incrementally in order to create and sustain partnerships that will enhance the country’s cybersecurity posture.

Despite a severe threat environment and resource constraints, Moldovans who participated in the visit demonstrated significant interest in evaluating and implementing the suggestions offered by BENS members.

BENS members visited Microsoft’s Digital Crimes Unit and Executive Briefing Center at Microsoft Headquarters in Redmond, Washington in September to discuss cybercrime and cybersecurity issues. Fifteen members participated in the engagement, including a number of Chief Information Officers and Chief Information Security Officers. Initiated and coordinated by the BENS Cyber & Tech Council, the visit to the Digital Crimes Unit focused on combatting “botnets” – collections of compromised computers leveraged for malicious uses – as well as digitally-enabled crime, fraud, and child exploitation. Central to the discussion was the topic of partnerships with federal law enforcement entities.
At the invitation of General John Campbell, Commander of U.S. Forces-Afghanistan, a BENS delegation traveled to Jalalabad and Kabul in October to help build support for continued progress on NATO’s Resolute Support Mission, which provides further training, advice, and assistance to Afghan security forces and institutions. The delegation met with Coalition and Afghan business leaders including Afghan President Ashraf Ghani and the U.S. Embassy’s Deputy Chief of Mission, David Lindwall. Members found that Afghan leadership possess a notable economic vision that includes hydro power, mineral development, and sufficient arable land to provide for food self-sufficiency with proper planning and investment. They also noted that there is a desire and need for expertise on how to build viable commercial firms, and that the length of U.S. troop commitment is key to business.
Hosted by the Commander of U.S. Forces Korea, General Michael Scaparrotti, an 18-member BENS delegation traveled to South Korea in September to garner a better understanding of the security environment in the region and offer suggestions for advancing the Commander’s goals and alliance capabilities, particularly given recent provocations from North Korea. Through a series of meetings with U.S. and Republic of Korea officials and military and business leaders, members concluded, among other things, that Korean officials view their relationship with the United States positively. While there may be differences with how specific issues are addressed, there is a mutual understanding that the United States has remained a steadfast ally since the Korean War and nothing will change that mindset in the near future.

The delegation discussed prospects for stability, denuclearization, reconciliation and reunification of the Korean Peninsula; and received feedback on Korea’s relationship with Japan, South Korea’s business climate, and an assessment of North Korea’s supreme leader Kim Jong-un.

Invited to visit Cairo in February, a BENS delegation observed a desire to return to more normalized relations between Egypt and the United States, following four years of strain in the wake of the Arab Spring. To prepare for their trip, BENS met with Egyptian Ambassador Mohammed Tawfik, as well as staffs from both the Departments of Defense and State. While in Egypt, they engaged with, among other dignitaries, U.S. Ambassador to Egypt R. Stephen Beecroft and the Minister of Trade and Industry Sameh Shoukry. The delegation concluded that, “given Egypt’s strategic importance to the region, there is common cause to move past recent diplomatic disputes and establish a more positive mode of cooperation.” Members believed that Egyptian President Abdel Fattah el-Sisi, who was elected following a military overthrow of President Mohamed Morsi’s Muslim Brotherhood government in 2013, has shown a demonstrated commitment to domestic stability and peace in the region, and values a strong partnership with the United States to achieve this.

BENS members Raj Shah (left) and Bob Cohn (right) speak with service members from the Republic of Korea.
Every year BENS honors outstanding Americans who are embodiments of selfless leadership and pillars of Eisenhower’s definition of security as, “...the total product of our economic, intellectual, moral and military strength.” 2015 was no different. In the spring, the Eisenhower Award was presented to Under Armour Founder and CEO Kevin A. Plank, and the then Special Presidential Envoy for the Global Coalition to Counter ISIL, retired General John R. Allen. In the fall, BENS presented the award to U.S. Department of Homeland Security Secretary Jeh C. Johnson and First Data Corporation Vice Chairman Joseph J. Plumeri.

Plank built his company into a global brand with over $3 billion in revenue and a company culture of giving back, particularly to those who serve in uniform. Allen had a distinguished 37-year career in the United States Marine Corps, and after his retirement, returned to public service at the request of President Obama to lead the effort to recruit an international coalition to counter ISIL. Similarly, Johnson, who was sworn in as the fourth Secretary of Homeland Security in December 2013, was honored for his long career in public service which included, among other postings, serving as General Counsel for the Department of Defense. And Plumeri, a stalwart in the financial industry for over four decades, was recognized for his committed advocacy on behalf of American veterans and their families.

Over 900 industry and security leaders attended two award dinners, one in Washington, D.C. and one in New York City, to honor these great Americans. The evenings also paid tribute to Army Sergeant Bryan Anderson and Air Force Master Sergeant Robert Gutierrez, who were recognized for their courageous acts of heroism while serving in Afghanistan in 2013 and 2009, respectively.
Managing the Brand

BENS is a trusted partner and steward of member investment.
BENS is grateful for the financial investment our members make in support of our mission. Their investment has allowed BENS to take on an expanded portfolio of programs in 2015 and provide existing and new government partners with a broad range of assistance.

Preliminary financial reports show that BENS stayed well within its $6 million spending plan while exceeding its revenue goal of $6.3 million, leaving reserves at just under $3.3 million at year-end.

We also continued our long string of unqualified audit opinions. The latest Audited Financial Statements and IRS Form 990s are available on our website at www.BENS.org.
In order to reduce the Department of Defense’s infrastructure costs, BENS will collaborate with the Defense Logistics Agency—the primary fuel supplier to the U.S. military—to assess the benefits of trading Service-owned fuel infrastructure for supply chain management velocity. The study will evaluate the end-to-end supply chain and consider how the Department’s current transition to commercial fuels might impact the overall footprint of their organic fuel infrastructure.

Building on an upcoming Defense Business Board study, BENS will explore how public-private partnership can optimize the Department of Defense’s MRO infrastructure. Working with the Under Secretary of Defense for Acquisition, Technology, and Logistics and the Assistant Secretary of Defense for Logistics and Materiel Readiness, members will identify how to leverage private sector practices to improve efficiency and reduce cost across the MRO enterprise.

BENS will partner with the Department of Homeland Security to assist with Homeland Security’s review of real property, nationally and locally. Collaborating with Homeland Security’s Chief Readiness Officer, BENS will emphasize the benefits of shared services. Shared services standardize processes and costs across large enterprises while allowing teams to pursue their unique missions with limited distraction.

Confronted by a diverse array of challenges, public-private partnerships are an increasingly important construct to ensure U.S. national and economic security. BENS will host a series of engagements to identify best practices for building, operationalizing, and sustaining mutually-beneficial partnerships. This work will focus on two complementary, but distinct areas: identifying and managing emerging threats, both physical and cyber; and improving the Defense Department’s business operations. Building upon our past successful work in these spaces, BENS will elevate those practices that enable the unique capabilities of our public and private sectors.