2016
BENS LEADERSHIP REPORT

Annual Review of Member Experience and Impact

Business Executives for National Security
Founded in 1982 by mining executive Stanley A. Weiss, Business Executives for National Security is a unique nonprofit comprised of senior business leaders that volunteer their time and expertise to address the national security community’s pressing challenges. BENS is fiercely nonpartisan and, though originally focused on limiting nuclear proliferation and reducing defense overhead, today leverages the diverse expertise of its membership to also support government efforts that address present challenges such as cybersecurity and domestic terrorism. BENS for nearly four decades has proven itself a trusted partner whose work of applying best business practices has built a more effective and efficient military, saved billions in taxpayer dollars, and improved operations that protect our homeland.

BENS is a member driven and financed “do tank” that is focused on actionable solutions. The organization does not lobby, engage in business development, or take positions on the size of the nation’s security budget, specific weapons systems or security strategies. Members participate in their individual capacity and BENS does not accept government funding. For more information on BENS, visit www.BENS.org.
MEMBERS THROUGHOUT THE NATION: 461
RECOMMENDATIONS IMPLEMENTED OR ENDORSED BY GOVERNMENT PARTNERS: 22
UNIQUE GOVERNMENT PARTNERS ASSISTED: 35
EVENTS HELD: 118
NATIONAL OR INTERNATIONAL TRIPS MADE: 10
DISTINCT REGIONS: 6
MESSAGE FROM THE CHAIRMAN AND PRESIDENT & CEO

Typified by a partisan environment, a contentious election, and the challenges of an increasingly connected world, 2016 was a divisive period for many. Americans were seemingly on opposite ends and concepts of unity and collaboration seemed distant. The sentiment, however, was not universal. And many, particularly those in our national security community, stood steadfast and resolute. BENS members, staying true to our mission and living up to our key tenets, stood with the security community; supporting them with focus and fidelity.

For BENS members, 2016 presented a wide range of opportunities to volunteer their assistance. Members across the country connected with numerous top national security leaders and offered their insight and expertise to 35 government agencies and departments through more than 100 events and engagements, including 10 national and international trips and visits. The number of military and government partners assisted was unprecedented, with members extending their help to state and local partners as well as traditional partners at the federal level.

Our members know better than anyone, that our national security is interconnected, and it will take both the public and private sectors working together to defend our nation from the evolving threats that confront us.

BENS, carrying on the vision set by our founder Stanley Weiss, continues to bridge the public and private sector divide and apply the best business practices our government partners need to keep us safe.

We thank all of our members for their continued support and dedication to giving back to our nation. This report highlights the impact they made in 2016, and we hope they are proud of the work their contributions — both as individuals and as an organization — made possible.

2017 is a year of new beginnings and hope for continued collaboration. BENS members will continue to lead the way.

Bruce E. Mosler
Chairman

General Norton A. Schwartz,
USAF (Ret.)
President & CEO
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Left: Airman of U.S. Air Force Special Operations Command, Donald V. Smith
Right: (L-R) James H. Baker, Mary M. Boies, John P. Morgridge
ADDRESSING NATIONAL SECURITY AT EVERY LEVEL

Our nation’s security depends on communities and government agencies at every level to work in concert. In recognizing that fact, in 2016 BENS and our members deepened our focus on, and collaboration with, state and local entities as well as those on the federal level. Among other organizations, BENS worked with the Tennessee Office of Homeland Security and the Chicago Police Department, helping to identify best-in-class business practices and establish strong public-private partnerships, helping to ensure that the entire public safety and security system is operating effectively.

$2 Million

BENS was able to demonstrate that the Tennessee Fusion Center presents a net value of over $2 million for the local community.
**FEDERAL**

Recognizing that strategic communications and marketing is not a core strength of the Department of Homeland Security, the Deputy Assistant Secretary for the Office of Infrastructure Protection asked BENS to assist his team in formulating strategies that promote a culture of security within our communities. BENS convened a collection of communications and marketing experts to meet with the Department’s team and catalogued numerous recommendations for strengthening their messaging strategy around the “Homeland Security Begins with Hometown Security” campaign. The group further offered insight on how best to leverage the Department’s existing networks to ensure the campaign is distributed broadly.

**STATE**

To help demonstrate the value of state fusion centers, members developed an innovative assessment model for the Tennessee Office of Homeland Security that compared the fusion center’s operating budget to an equivalent Terrorism Risk Insurance Act (TRIA) premium for the state’s critical infrastructure. Fusion centers are important fixtures within the nation’s domestic security enterprise – gathering and facilitating information throughout local, state, and federal agencies. Their preventative missions, however, often make it difficult to validate the value of their support, particularly to state appropriators. BENS was able to demonstrate that the Tennessee Fusion Center presents a net value of over $2 million for the local community. The National Governors Association lauded the approach, and other states have indicated an interest in adopting the model.

**LOCAL**

To enhance collaboration between the Chicago Police Department and their community, members held a series of engagements that provided leading marketing practices for facilitating productive interaction between the municipal government and the private sector. The series continued to foster further cooperation between the two parties, with the Chicago Police Department requesting BENS’ assistance with other issues in the future. BENS also strengthened public safety in our nation’s capital by helping the Washington Regional Threat Analysis Center tailor their internal and external messaging – allowing the fusion center to be more effective in serving their local and federal customers.
BENS members have never been reluctant to take on complex challenges that are affecting our security broadly. Addressing the multifaceted challenge of international nuclear proliferation was BENS’ foundational issue during the 1980s and 1990s. Today, BENS continues to address other high profile and topical issues, to include strengthening public safety in the wake of an evolving terrorist threat and improving cybersecurity. BENS has been a leader on both issues for nearly a decade and continued in 2016 to be an active partner in ensuring our nation has safe and protected networks and communities.

100+

BENS convened over 100 homeland and national security practitioners to discuss how the public and private sectors can collaborate to manage domestic threats.
The diffuse, decentralized, and often, homegrown terrorist threat continues to evolve, and it is one main reason which drives BENS members to continue to help identify ways to improve America’s public safety and domestic security apparatus. Members in 2016 released two distinct reports on this topic; held workshops on countering violent extremism; and hosted a forum which convened more than 100 homeland and national security practitioners for a wide ranging discussion on public safety in our nation.

» Released in March, Domestic Security Revisited, examines the progress law enforcement and intelligence agencies have made in managing an ever-shifting terrorist landscape. The report builds off BENS’ formative study released in 2015 titled, Domestic Security: Confronting a Changing Threat to Ensure Public Safety and Civil Liberties, and offers pragmatic steps for building a more unified and collaborative approach to domestic security.

» In September, BENS hosted the interagency Countering Violent Extremism Task Force and its director, George Selim, for a workshop aimed at helping design an organizational model to allow his group to pursue their mission in a more effective way. The discussion highlighted the CVE Task Force’s challenge in striking a balance between interagency coordination and external stakeholder services.

» The second report, Private Partnerships, Public Safety, offers a more integrated, networked approach to public safety, organized around strong horizontal partnerships between public and private sector stakeholders from the federal-level, down to our local communities. These partnerships would provide greater visibility into each partner’s information requirements, improve the ability of stakeholders to coordinate their activities, and enable rapid, locally-directed responses to perceived threats.

» The report, released in October, coincided with a forum that brought together homeland and national security practitioners from around the country to discuss how the public and private sectors can collaborate to manage domestic threats. Director of National Intelligence James Clapper provided the keynote address followed by a panel that included, among others, then Homeland Security Under Secretary Frank Taylor and Texas Department of Public Safety Director Steven McCraw. Several major news outlets including NBC and C-SPAN covered the event, which BENS co-hosted with the Intelligence and National Security Alliance.
IMPROVING CYBERSECURITY

Spearheaded by the BENS Cyber & Tech Council, members continued to offer partners across government consultation and advice on one of today’s most complex national security challenges: cybersecurity threats. Among other things, BENS took steps to mature cyber insurance; further cyber education at major American universities; and provided a forum of private sector leaders to discuss the influential Presidential Policy Directive 41, which clarifies and codifies lines of responsibility as they apply to significant cyber incident response.

MATURING CYBER INSURANCE

Recognizing a mature cybersecurity insurance market could reduce sector risk and drive adoption of more efficient enterprise risk management practices, BENS convened a roundtable in September with representatives from industry and government to discuss the marketplace; the intersection of technology and insurance; and government’s role in cyber insurance. The key findings and recommendations from the roundtable were submitted to the National Commission on Enhancing Cybersecurity and incorporated into their final report.

FURTHERING CYBER EDUCATION

BENS convened members, academics, and government officials in 2016 to identify potential topics, teaching modules, and formats for business-relevant, graduate cyber education in our country. BENS coordinated with Harvard, Dartmouth, and eight other elite institutions.

CONSULTING CYBER LEADERS

BENS met with Michael Daniel, the then Cybersecurity Coordinator at the White House, in August to discuss Presidential Policy Directive 41 on United States Cyber Incident Coordination. The directive, among other things, explains who the private sector should go to for assistance during a significant cyber event.
Michael Daniel, then Special Assistant to the President and Cybersecurity Coordinator at the White House
Utilizing current best practices from the private sector to help improve business operations in the Department of Defense, and other security agencies, is at the heart of BENS’ mission. The Pentagon alone oversees hundreds of billions of dollars in annual procurement, overhead, and infrastructure, and could clearly benefit from proven practices that streamline processes and optimize purchasing. BENS members in 2016 extensively applied their knowledge in the areas of property management, acquisition, and logistics to help our government partners become more efficient and attentive buyers.

1.2 Million
A BENS study released in 2016 concluded the Defense Logistics Agency can reduce its capital fuel stocks by 1.2 million barrels of oil.
REAL PROPERTY MANAGEMENT

At the request of the United States House of Representatives, BENS partnered with the Department of Homeland Security to review and provide recommendations for streamlining the Department’s management of more than 100 million square feet of real property. A team of members conducted site assessments in four cities around the country, and continue to work with the Department leadership to implement three major BENS recommendations. Team members will continue to provide advice to DHS in 2017 as it tests these and other best practices through regional pilot programs in Boston, New York, and Seattle.

SUPPLY CHAIN PERFORMANCE

Led by the BENS Energy Council, members partnered with the Defense Logistics Agency to provide a series of recommendations for improving the Agency’s fuel supply chain management. By implementing BENS’ recommendations to increase fuel supply chain velocity, DLA can reduce its capital stocks by 1.2 million barrels of oil, resulting in significant resource savings and increased efficiency.

DEFENSE ACQUISITION

Throughout 2016 BENS assembled private sector stakeholders and defense officials to help design a modern acquisition model that attracts innovative military suppliers. An invitation to counsel the congressionally created Advisory Panel on Streamlining and Codifying Acquisition Regulations, commonly called the 809 Panel, was emblematic of BENS’ principal role on this issue.
At both the national and regional levels, BENS provides members with opportunities to speak in-depth with, and learn from, our nation’s top security experts. Members hear firsthand about the major issues affecting our security, while key decision makers gain expert private sector perspectives from business leaders who can help address their business challenges. Throughout 2016, BENS hosted 118 speaker events around the nation and made 10 visits around the globe to countries such as China and to domestic installations as far north as Alaska and as far south as Florida. During these engagements, members met with foreign presidents, military leaders, and other key officials interested in thoughtful dialogue that breakdown the silos between the public and private sectors.
PROMOTING MEANINGFUL EXCHANGE
PROMOTING EXCHANGE
AT HOME AND ABROAD

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 about key military and security missions — and observe them firsthand. It also is a chance for members to hear from those on the front lines about business challenges they may be experiencing and to offer insights and perspectives from their own experiences which might prove helpful to our military partners. In 2016, members returned to Egypt, traveled to China, and, among other trips domestically, met with sailors at New London Submarine Base.
**EGYPT**

BENS in 2016 continued to strengthen the strategic relationship with Egypt with a return trip to Cairo in August. A BENS delegation visited the Middle East nation in 2015, with a third trip planned for 2017. A meeting with Egyptian President Abdel Fattah el-Sisi capped the visit. The delegation discussed, among other issues, countering violent extremism, economic reform, and reenergizing the Middle East peace process. Following the trip, President Sisi again met with BENS members while he was in New York in September.

**CHINA**

At the request of the Commander of U.S. Pacific Command, Admiral Harry Harris, a BENS delegation visited the People’s Republic of China in June to gain better understanding of business opportunities and perspectives on the security issues shaping US-Chinese relations. The delegation travelled to Beijing for meetings that included Vice Premier Wang Qishan and to Shanghai to meet with representatives from the US-China Business Council, among others. The overarching conclusion of the delegation was that continuous communication with the PRC is essential and must be accompanied by skillful diplomacy.
CONTRIBUTING TO THE NATIONAL DIALOGUE

BENS members connected with the media and the public throughout 2016 – outlining key practices and reforms for improving our security and national defense. Members expanded their insight and perspectives on both traditional and social media platforms, and provided a clear series of security priorities elected officials should begin to undertake in 2017.

92%

BENS has increased its followers on Twitter by 92% over the last two years.
CAMPAIGN ‘16
As in nearly every election cycle for the last decade, BENS in 2016 released our bi-annual voter guide to security reform. The guide, which was distributed to every candidate running for Congress, includes a series of practical recommendations for addressing a multitude of security challenges facing our country.

IN THE MEDIA
BENS in 2016 again added leading perspective and context on a range of topical issues affecting our national security. Member commentary was published in many prominent outlets including The Wall Street Journal, USA Today, and Forbes.

SOCIAL MEDIA
Since reprioritizing its social media presence two years ago, BENS has experienced a significant increase in followers. BENS’ Twitter account has experienced a 92% increase in followers over the last two years, while BENS’ LinkedIn account has had a 123% surge in registrations.
Interviewer Charlie Rose (left) speaks with 2016 Eisenhower Award honorees Jeff Bezos, Scott Kelly, and General John Hyten in New York.
BENS is grateful for the financial commitment our members make in support of our mission. Your commitment has allowed BENS to take on an expanded portfolio of programs in 2016 and provide existing and new government partners with a broad range of assistance.

Preliminary financial reports indicate that BENS executed its expense budget of $6.2 million, while exceeding its revenue goal of $6.2 million. Reserves at the end of the year were at the highest in organization history. We also proudly 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.
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