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Prospectus

Since the end of the Cold War, the all-important ratio of warfighting to support activities (?tooth-to-tail? in military jargon or ?operations to overhead? in business terms) has become ?tail-to-tooth?, with some 70 percent of defense dollars spent on support functions and archaic business practices and only 30 percent on combat forces and modern weapons.

The trend of DoD?s tail absorbing more and more of the Department?s budget is dangerous, because it erodes the ability of our fighting forces to respond successfully when the nation is challenged.

Congress and the President could correct this imbalance by throwing money at it. According to some analysts, it could cost as much as \$40 billion per year to give our fighting forces the new weapons and technology they need. Another option is to downsize our security commitments to fit our reduced teeth. There is a third alternative: Run the Department of Defense like a business.

The Challenge

The Pentagon should follow the lead of American business which began, in the 1980s, to take full advantage of the revolution in information technology and the possibilities of total quality control. It consolidated, restructured, downsized, outsourced and eliminated excess overhead, and re-established its dominance in the world.

By cutting the cost of DoD?s support structure and reinvesting the savings in the modernization of our fighting forces, our nation can have a strong military without increasing defense spending.

To meet this challenge, BENS has established the BENS Tail-to-Tooth Commission to promote major changes in DoD?s business practices by educating those who must act in the Congress, the Pentagon and the White House.

The Implementation

The hardest and most important part of the Commission?s work will begin once it makes its recommendations: to identify those decision-makers in Congress, the Administration and DoD, especially those who can say no, and to find ways to achieve real reform.

All this must be translated into an integrated campaign. This would include an Outside Strategy for public promotion of the Commission?s recommendations and an Inside Strategy for targeted persuasion in the Congress, DoD and the Administration. The Commission?s clout would be mobilized to complement BENS? policy delivery operation, which has a record of results in educating policy makers.

Why BENS?

BENS has the standing to establish the BENS Tail-to-Tooth Commission. A national, nonpartisan organization of business executives and professionals, BENS has a 15-year record of achievements, including its central role in conceptualizing, promoting, protecting, and overseeing the successful Base Realignment and Closure Commission (BRAC).

The Budget The BENS Tail-to-Tooth Commission will be a wholly-owned subsidiary of BENS. Its budget for 24 months will be \$1.5 million, including staff costs (the Executive Director and staff, short-term professionals for each of the Task Forces), Commission and Task Force expenses, and the development and implementation of a professional promotional plan. Funding will be raised and accounted for separately.

How the BENS Tail to Tooth Commission Works

The usual pattern for a commission is to study a problem, issue a report, and consider its work done. The Commission will begin where most end; it will promote actual changes to the Congress, the Administration and the DoD. The work of the Commission will not be complete until the needed changes are put into practice.

The BENS Tail-to-Tooth Commission will focus on identifying and promoting best business practices in six areas:

- Private Sector Partnering: Outsourcing and Privatization of Commercial Activities
- Closing Unnecessary Bases and Eliminating Excess Physical Infrastructure
- Implementing Further Acquisition Reforms
- Reducing Military Service Redundancy
- Downsizing Headquarters? Staffs
- Modernizing the Defense Planning, Programming and Budgeting System

Task Forces in each of the six issue areas will be composed of professionals whose lives have been spent wrestling with large-scale tail-to-tooth problems in the private sector, Congress, and DoD. They will recommend specific reforms that DoD must implement to reinvest in combat capabilities.

Commissioners*

Warren B. Rudman Chairman,
BENS Tail-to-Tooth Commission, former U.S. Senator

Josh S. Weston
Commission Co-Chairman, Honorary Chairman, Automatic Data Processing, Inc.

Raphael Benaroy
Chairman & CEO, United Retail Group, Inc.

Denis Bovin
Vice Chairman, Bear Stearns, Inc.

Charles A. Bowsher
former Comptroller Gen. of the U.S.

Howard ?Bo? Callaway

former U.S. Representative, former Secretary of the Army

Maryles V. Casto

President, Casto Travel

Michael S. Fields

President, The Fields Group

Sidney Harman

Chairman & CEO, Harman International Industries, Inc.

Anita K. Jones

former Director of Defense Research and Engineering, DoD

James R. Jones

former U.S. Representative, former Ambassador to Mexico

James V. Kimsey

Chairman Emeritus, America Online, Inc.

Alex J. Mandl

Chairman & CEO, Teligent, Inc.

Bernard Marcus

Chairman, Home Depot

Ann McLaughlin

Chairman, The Aspen Group

John P. Morgridge

Chairman of the Board, Cisco Systems, Inc.

William Murdy

Chairman & CEO, LandCare USA, Inc.

Sam Nunn

former U.S. Senator

Admiral William A. Owens USN (Ret.)

CEO, Teledesic Holdings Ltd.

William J. Rouhana, Jr.

Chairman, WinStar Communications

Frederick W. Smith

Chairman & CEO, Federal Express Corporation

Vin Weber

former U.S. Representative

Mortimer P. Zuckerman

Chairman and Editor-in-Chief, U.S. News & World Report

Senior Advisors

Frank Carlucci
former Secretary of Defense

William Perry
former Secretary of Defense

Military Advisors

Gen. John Vessey
former Chairman, JCS

Adm. Stanley R. Arthur
former Vice Chief of Naval Operations

Gen. Al Gray
former Commandant, USMC

Adm. Wesley McDonald
former CINC Atlantic Fleet, and Supreme Allied Commander Atlantic

Gen. Merrill A. McPeak
former Chief of Staff, USAF

Gen. Thomas S. Moorman, Jr.
former Vice Chief of Staff, USAF

Adm. William D. Smith
former U.S. Representative to NATO Military Committee

Gen. Gordon R. Sullivan
former Chief of Staff, USA

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