



BIPARTISAN POLICY CENTER

2009 Annual Report

The Bipartisan Policy Center is filling an important role by keeping the focus on bipartisanship for the major policy issues we confront, and reminding us that honest debate drives our democratic process. In 2009, the BPC had another solid year of meaningful contributions. Key policymakers and leaders on both sides of the aisle looked to our efforts for serious consideration and guidance. While Democrats and Republicans have substantive differences in philosophy, experience has taught us that on critical pieces of reform, we need to work together for them to have any staying power.

- BPC Founder Sen. Bob Dole

TABLE OF CONTENTS

Table of Contents

Welcome and Introductions.....	4
BPC Founders.....	4
BPC Board of Directors.....	6
Working Together to Advance the Common Good.....	9
BPC's Policy Initiatives: Developing and Promoting Solutions.....	15
The Leaders' Project on the State of American Health Care.....	16
National Commission on Energy Policy.....	20
National Transportation Policy Project.....	24
National Security Initiative.....	28
National Security Preparedness Group.....	32
Science for Policy.....	36
Economic Policy Project.....	38
2009/10 Research and Reports.....	42
Development and Financial Summary.....	45
BPC Staff.....	51
President's Message.....	52

BPC FOUNDERS



Sen. Howard
Baker

Howard Baker served three terms as a U.S. Senator from Tennessee and was Tennessee's first popularly elected Republican Senator. He concluded his Senate career in 1985 after two terms as Majority Leader and two terms as Minority Leader. He was President Reagan's Chief of Staff from February 1987 to July 1988. In 2001, President George W. Bush appointed Senator Baker as the 26th U.S. Ambassador to Japan. He is currently senior counsel at Baker, Donelson, Bearman, Caldwell, and Berkowitz, a law firm founded by his grandfather in 1888.



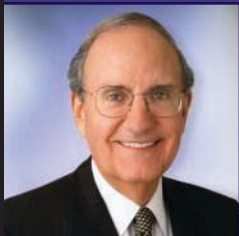
Sen. Tom
Daschle

Tom Daschle was elected to the U.S. Senate in 1986 and eight years later became the Democratic Leader. He is one of the longest serving Senate Democratic Leaders in history, and the only one to serve twice as both Majority and Minority Leader. During his tenure, Senator Daschle navigated the Senate through some of its most historic economic and national security challenges. Today, he is senior policy advisor at the law firm DLA Piper.



Sen. Bob Dole

Bob Dole was elected to Congress from his home state of Kansas in 1960 and to the U.S. Senate in 1968. He was elected Senate Majority Leader in 1984, and he remains the longest serving Republican Leader in the nation's history. From 1981 to 1985, he served as Chairman of the Senate Finance Committee. Senator Dole served in the Senate until he resigned in 1996 to pursue his campaign for President of the United States. He currently serves as special counsel at the law firm Alston + Bird.



Sen. George
Mitchell

George Mitchell entered the U.S. Senate in 1980 when he was appointed to complete the unexpired term of Senator Edmund S Muskie, who resigned to become Secretary of State. In 1988, he was reelected with 81 percent of the vote, the largest margin in Maine history. In January 1989, he became Senate Majority Leader, a position he held until he left the Senate in 1995. After his departure, the governments of the United Kingdom and Ireland asked Senator Mitchell to chair the peace negotiations in Northern Ireland, a process which resulted in a historic accord that ended decades of conflict. He currently serves as Special Envoy to the Middle East.



BIPARTISAN POLICY CENTER

Last year was a historic year for the United States.

We witnessed the inauguration of our first African-American President, grappled with the most daunting financial crisis since the Great Depression, and mourned the loss of one of democracy's champions and our dear friend, Senator Edward M. Kennedy.

As the founders of the Bipartisan Policy Center (BPC), we are proud of the many accomplishments and contributions the organization made over the last year. While many pundits seized on sweeping electoral gains by Democrats to decry the need for bipartisanship, the BPC continued to demonstrate that pragmatic, evidence-based ventures command the attention of national policymakers.

Our work on health care garnered enthusiasm and praise from the White House and Congressional Democrats and Republicans. Additionally, the BPC strengthened its existing presence in the policy spheres of energy, national security, science, and transportation. BPC board members and staff testified at congressional hearings, briefed cabinet secretaries, hosted nationally televised symposia, and chaired international seminars and working groups.

We were most pleased that former Senator Pete Domenici joined the BPC in 2009 as a Senior Fellow and provided the necessary leadership to explore an important policy arena – the rising federal debt. Together with Dr. Alice Rivlin, former Director of the Congressional Budget Office, Senator Domenici constructed a distinct group of experts who make up the BPC's Debt Reduction Task Force. This broad and diverse coalition is chartered with issuing recommendations to policymakers that will help curb Washington's dangerously growing spending habits.

Similarly, the former 9/11 Commission – chaired by Tom Kean and Lee Hamilton – officially reestablished itself within the BPC. After growing its membership and selecting a new name, the National Security Preparedness Group seeks to explore the evolving nature of terrorism and objectively review the ongoing reform of the intelligence community.

We believe that substantive disagreement between Republicans and Democrats should fuel meaningful debate that inspires and drives our democratic process. The BPC continues to build and house diverse coalitions that prove our country is best served when both major political parties work together to achieve principled compromise.

The BPC has much in store for 2010. We are confident that its dedication to building broad consensus on difficult policy issues and its reputation for rigorous and thoughtful policy analysis will benefit our great country for years to come.

Sincerely,

HOWARD BAKER

TOM DASCHLE

BOB DOLE

Board of Directors



Jane Garvey,
2010 Chair



Hal Harvey



John Rowe,
2009 Chair



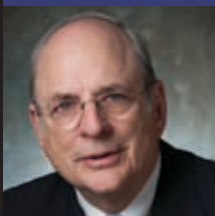
Mark Heising



Dennis Archer



Larry Higby



Norm Augustine



Walter Isaacson



Sheila Burke



Former Sen. Charles
Robb



Ralph Cavanagh



Fran Townsend



Former Sen.
John Danforth



Mark Walsh



Jason Grumet



Gen. Charles Wald
(ret.)



BIPARTISAN POLICY CENTER

Dear Friends,

The past year has been a time of tremendous growth and progress for the Bipartisan Policy Center (BPC). We launched two new policy initiatives, the Economic Policy Project and the National Security Preparedness Group, and released groundbreaking reports and policy recommendations in health care, transportation, climate change and national security.

As a member of the BPC's National Transportation Policy Project, I understand firsthand that with growth comes the need to build a robust infrastructure to help develop and promote the important work we do. To that end, we have instituted a number of key initiatives to help enhance our reputation as an organization that fosters collaboration and respectful discourse in the national debate.

Last August, the BPC launched its redesigned website, which features a centralized library of our projects' reports and research papers, videos and photo albums from our events, and an "Idea Gallery," where top scholars and political experts share their insights on how Republicans and Democrats can address the prevailing issues of the day. We have also developed a state-of-the-art database to help us better communicate with key constituencies and we have expanded our social media presence through Facebook, Twitter and YouTube. Together, these important tools are providing the BPC with new, effective ways to spread its message.

Additionally, the BPC has expanded its footprint in the programming arena, hosting a number of important events aimed at identifying and promoting opportunities for bipartisanship in today's increasingly polarized political world. For instance, last year, the BPC kicked off its Bridge-Builder Breakfast series that highlights individuals and organizations who are working across party lines to address the critical challenges facing our nation. We also hosted our first annual Political Summit in New Orleans, Louisiana last November, which brought together a group of twenty leading Democratic and Republican political consultants to discuss how to take the "poison" out of partisanship. The event was such a success that we are making plans for a follow-up summit later this year.

Now more than ever, we need a strong voice for bipartisanship to balance the disagreement and discord that often dominates the national debate. With the institutional strides the BPC has made over the last year, I am confident that we are well-positioned to provide that voice now and for years to come.

Sincerely,

JANE GARVEY
BPC Board Chair

The BPC knows how to get results on tough policy issues; their reports don't just gather dust on a shelf in someone's office. The BPC makes a difference in outcomes on the Hill and in the Executive Branch, and that is unique.

- Former Sen. Pete Domenici

BIPARTISAN POLICY CENTER

Working Together to Advance the Common Good

In 2007, former Senate Majority Leaders Howard Baker, Tom Daschle, Bob Dole and George Mitchell founded the Bipartisan Policy Center (BPC), a non-profit organization that develops and promotes solutions that draw support from both Republicans and Democrats and generates the necessary political momentum to achieve real progress. As the only Washington-based organization promoting bipartisanship as an effective means of overcoming the challenges facing the nation, the BPC is working to restore civility and respectful discourse to the national debate.

The BPC currently has projects focused on health care, energy, national and homeland security, economic policy, and transportation. Each of these initiatives is headed by a diverse team of political and business leaders, substantive experts and academics who work closely with our staff of policy specialists and former Congressional and White House aides to develop consensus-based solutions that both Republicans and Democrats can support. The Bipartisan Policy Center Action Network, the BPC's c(4) organization, provides strategic advice and political advocacy to ensure our projects' policy recommendations have traction in Congress, the Executive Branch and the stakeholder community.

We believe it's time to revive the nation's longstanding bipartisan tradition – a tradition that in the last century produced significant achievements in energy and environmental policy, Social Security reform, and national security. Through events like Bridge-Builder Breakfasts, political summits and timely policy discussions, the BPC provides a forum to highlight policymakers and political leaders who are working collaboratively to forge bipartisan consensus on the key issues of the day.

BIPARTISAN POLICY CENTER

GOALS AND ACCOMPLISHMENTS

(1) *Develop and promote politically-viable policy solutions.*

- Released over twenty policy briefs and papers, including five major reports with consensus-based recommendations:
 - *Crossing Our Lines: Working Together to Reform the U.S. Health Care System*
 - *Performance Driven: A New Vision for U.S. Transportation Policy*
 - *Forging the Consensus energy and climate change series*
 - *Improving the Use of Science in Regulatory Policy*
 - *Meeting the Challenge: Time is Running Out (U.S. Policy Toward Iran)*
- Convened 26 policy forums, workshops and conferences to build support for the BPC's policy recommendations, explore current issues in health care, national security, energy, transportation, intelligence reform, cyber security and economic policy and highlight areas of consensus among policymakers, stakeholders and advocates.

- Hosted educational meetings and briefings for policymakers on health care reform, Iranian nuclear containment, carbon capture and storage, climate change and energy-intensive industries and the growing federal debt.

(2) *Encourage civility and respectful political discourse.*

- Co-sponsored the inaugural *Politics on Film*, the nation's first juried film festival with a mission to highlight film focused on government, the electoral process and critical public policy issues. The BPC hosted the festival's opening night reception and awarded Rep. Mary Bono Mack (R-CA) and former Sec. of Agriculture Dan Glickman with the Bipartisan Policy Center Leaders Award.
- Convened a group of leading Republican and Democratic political consultants in New Orleans, Louisiana for the BPC's First Annual Political Summit. The event, co-hosted by James Carville and Mary Matalin, explored the theme, *taking the poison out of partisanship*. Consultants participated in panel discussions assessing the first year of the Obama presidency, debating what's fair in politics, and evaluating the role of the media in elections.





Bipartisan? Ha. Congress Creates a Desert Aisle
 Joel Achenbach
The Washington Post
 September 5, 2009



As Aisle Gets Wider,
 Arms Get Shorter
 Carl Hulse
The New York Times
 December 27, 2009



A-List Pundits
 Make Nice
 Anne Schroeder
 Mullins
Politico
 November 11,
 2009

BIPARTISAN POLICY CENTER

The Bipartisan Policy Center brings together all sides on an issue to develop reasonable solutions to the major problems facing the nation – solutions that Republicans, Democrats and the American people can support.

- Sen. Debbie Stabenow (D-MI)



(3) Highlight collaborative policy efforts and identify new opportunities for bipartisan consensus.

- Created the Bridge-Builder Breakfast series that features individuals and organizations who are reaching across political lines to address the significant policy issues facing the nation. Breakfasts have explored consensus in health care reform, U.S. policy toward Afghanistan, transportation spending and tax code simplification.
- Launched two new policy initiatives: the Debt Reduction Task Force, whose goal is to develop a bipartisan blueprint for reversing the uncontrolled growth in our nation's debt; and the National Security Preparedness Group, which evaluates the effectiveness of intelligence reform and explores the evolving nature of terrorism.
- Staged *Cyber ShockWave*, a simulated cyber attack on the United States that provided an unprecedented look at how the government would respond to a large-scale crisis. The simulation, which was moderated by Wolf Blitzer and broadcast as a special on CNN, featured a bipartisan group of former senior administration and national security officials playing the roles of senior cabinet members who advised the President as a crippling cyber attack unfolded in real time.

(4) Create a strong voice for the BPC.

- Implemented a comprehensive media strategy that earned 883 mentions in the press, including 144 in *The Washington Post*, *The New York Times*, *The Wall Street Journal*, *USA Today*, and *The Los Angeles Times*, and achieved BPC recognition in over 300 broadcast and cable television segments.
- Secured placement of 47 op-eds in major newspapers.
- Launched a redesigned website with centralized access to BPC's research and reports, videos and event photos, and an "Idea Gallery" featuring insights about how Republicans and Democrats can work together on key policy issues.
 - Since its launch in August 2009, the website has received 102,000 visits, and its library, which houses the BPC's research and reports, has been viewed over 36,000 times.
 - The Idea Gallery has featured expert pieces on financial reform, access to higher education, Iranian nuclear containment, merit-based transportation policy and strategies for Republicans and Democrats to more effectively work together in governing the nation.

The recommendations put forth by the Bipartisan Policy Center are the result of rigorous research and analysis. Their expert staff and project leadership are a trusted, well-respected source on policy and politics. They are a tremendous asset to policymakers looking for answers to the tough questions we will face in the coming years.

- Sen. Mark Warner (D-VA)

POLICY INITIATIVES

BPC'S POLICY INITIATIVES:
Developing and Promoting Solutions

THE LEADERS' PROJECT

The Leaders' Project on the State of American Health Care

MISSION

In 2009, the goal of the Leaders' Project was to create a bipartisan plan for reform that could transform the nation's health care system and demonstrate that health reform could be an achievable political reality.

GOALS AND ACCOMPLISHMENTS

The Bipartisan Policy Center works to foster bipartisan agreement on difficult issues of critical national importance – the kind of issues that truly need bipartisan solutions.

- Sen. Dick Lugar (R-IN)



Former Senate
Leaders Push
for Health-Care
Compromise
Edwin Chen
Bloomberg
June 17, 2009



A Bipartisan Plan on
Health Care? Try Two
Ruth Marcus
Washington Post
July 29, 2009



Heavy Lifters For A
Health-Care Bill
David S. Broder
Washington Post
June 18, 2009



PROJECT LEADERSHIP



Sen. Howard
Baker



Sen. Tom
Daschle



Sen. Bob Dole

Co-Directors:
Dr. Mark McClellan
Chris Jennings

THE LEADERS' PROJECT

Too often our political discourse is marred by divisive partisan rhetoric, and it doesn't serve the policy goals of either party. Effective governance requires that we work across party lines. The Bipartisan Policy Center has been instrumental in this effort by bridging the divide between Democrats and Republicans and promoting civility and respect in politics.

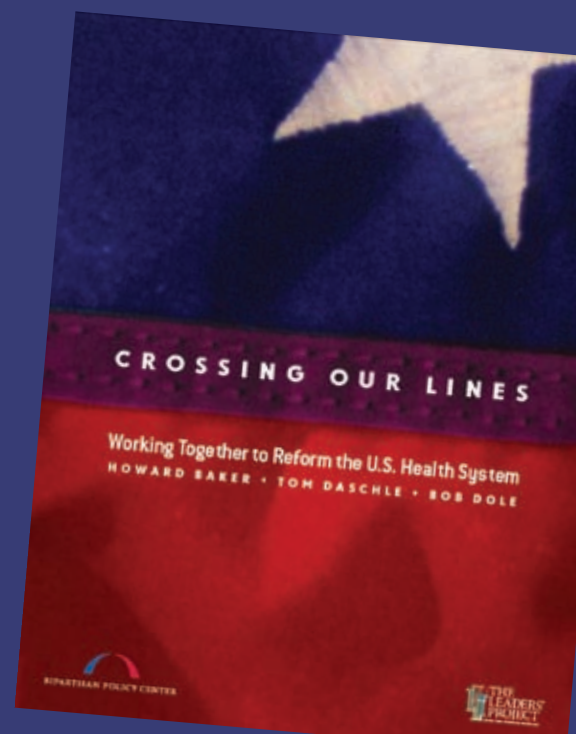
- BPC Founder Sen. Tom Daschle

(1) *Accelerate a constructive dialogue and develop solutions that lay the necessary foundation to ensure all Americans have quality, affordable health coverage.*

- Hosted a series of public policy forums in Maine, Kansas, Tennessee and Washington, DC, to solicit input and ideas about key aspects of health care reform.
- Released *Crossing Our Lines: Working Together to Reform the U.S. Health System*, a comprehensive set of policy recommendations personally negotiated by Senators Baker, Daschle and Dole. Many of the Senators' recommendations were included in the Patient Protection and Affordable Care Act that was signed into law in March 2010.
- Developed a series of substantive papers to inform the policy recommendations included in the Project's final report. Papers explored how to achieve sustainable health system financing, design effective health benefit options, and improve health care quality and value.

(2) *Demonstrate that Republicans, Democrats and those with differing substantive views can work together to achieve consensus on health care reform.*

- Promoted bipartisan collaboration on health reform through meetings with key Congressional committees, including the Senate Finance Committee and the Senate Health, Education, Labor and Pensions Committee. Conducted educational meetings with members of the Blue Dog Coalition and the New Democrat Coalition.
- Hosted a policy forum with Better Health Care Together, a coalition of businesses and labor organizations who jointly advocate for health care reform. The event, which featured opening remarks from Senators Tom Daschle and Bob Dole, highlighted the many areas of agreement in the health reform debate. The discussion was moderated by PBS' Judy Woodruff.



ENERGY POLICY

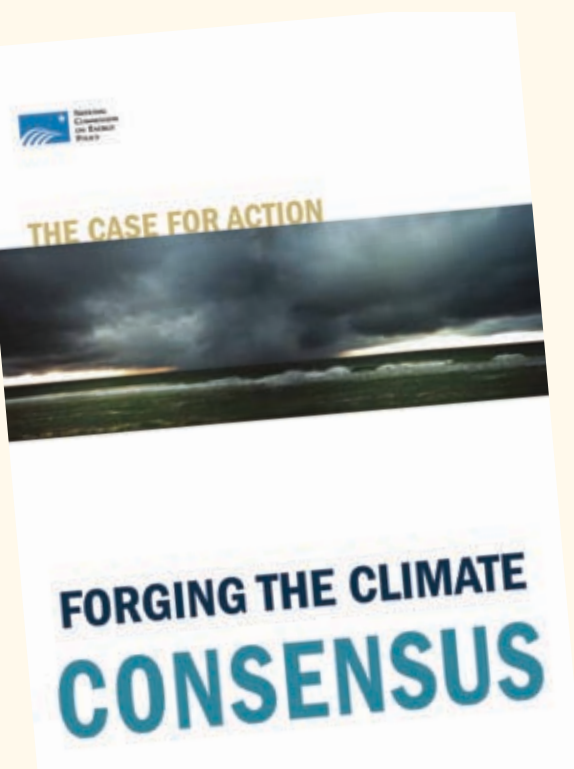
National Commission on Energy Policy

MISSION

The National Commission on Energy Policy (NCEP) is a bipartisan group of 20 of the nation's leading energy experts that advises Congress, the Executive Branch, states and other policymakers on long-term U.S. energy policy. NCEP identifies and addresses the political and analytical barriers that impede energy policy reform and conducts extensive outreach to government, businesses, non-governmental organizations and other communities. By connecting the expertise and objectivity of scientific research with political reality, the Commission seeks to build on past energy policy efforts.

The Bipartisan Policy Center was uniquely positioned to conduct an independent and thorough review of our licensing process. They brought together a broad range of stakeholders to provide insightful feedback and then assessed our current process and developed recommendations. Their work will inform how we move forward.

- Gregory B. Jaczko, Chairman
Nuclear Regulatory Commission





Economics of Climate Change in Forefront
Juliet Eilperin
The Washington Post
October 28, 2009



A Special Report on
Climate Change and
the Carbon Economy
The Economist
December 3, 2009



NATIONAL COMMISSION ON ENERGY POLICY

PROJECT LEADERSHIP



Former EPA
Administrator
William Reilly
Co-Chair



Exelon CEO
John Rowe
Co-Chair



Former
Assistant Sec.
of Energy
Susan Tierney
Co-Chair

Commissioners:
Neil Auerbach
Marilyn Brown
John Bryson
Ralph Cavanagh
Erroll Davis Jr.
Sen. Rodney Ellis
Leo Gerard
Robert Grady
F. Henry Habicht
Newton B. Jones
Richard Meserve
Mario Molina
Sharon Nelson
Marvin Odum
Richard Schmalensee
Philip Sharp
Norm Szydlowski
R. James Woolsey
Martin Zimmerman

GOALS AND ACCOMPLISHMENTS

(1) Enact or significantly advance comprehensive energy and climate legislation that includes policies to enhance energy security and reduce greenhouse gas emissions.

- Issued policy recommendations on a wide range of energy and environmental issues such as addressing climate change, improving the transmission grid, modifying the Department of Energy's loan guarantee program, and expanding the use of innovative new mechanisms to fund energy efficiency.
- Developed and released five papers as part of the Forging the Climate Consensus series that highlight critical issues central to achieving a successful legislative compromise on climate change. Papers addressed how to manage economic risk, harmonize state and federal climate programs, and provide effective oversight of a greenhouse gas market.

(2) Conduct credible analysis and research to inform decision making on energy and climate change policy.

- Routinely analyzed policy proposals on fuel economy standards, unconventional liquid fuels, the future of the coal industry, and renewable energy production.
- Produced a compendium of seven state-level climate impact studies entitled, *Climate Change and the Economy: Expected Impacts and Their Implications*, written in partnership with several state universities and research institutions. The studies examine the impacts of climate change at the state level and evaluate the economic costs related to particular climate-sensitive resources, including water in New Mexico, infrastructure in Alaska, forests in Idaho and Montana, and coastlines in Florida, Texas, and North Carolina.

(3) Engage policymakers and stakeholders in ways that help forge politically-viable compromises on key policy issues in the energy debate.

- Convened the Task Force on America's Future Energy Jobs to examine the ability of the nation's current worker training and education system to create a workforce with the ability to maintain a highly reliable, economically affordable electric power system while modernizing the electric generating infrastructure. The Task Force's report contained a series of policy recommendations aimed at developing the skilled workforce needed to achieve the nation's long-term national energy and climate objectives.
- Created the Biofuels Infrastructure Task Force, comprised of fuel and transportation experts with wide-ranging perspectives, that identified key hurdles to the timely, cost-effective, and efficient deployment of biofuels infrastructure and issued recommendations to overcome them.

TRANSPORTATION POLICY

National Transportation Policy Project

MISSION

The National Transportation Policy Project (NTPP) is bringing new voices to the transportation debate to create a dynamic and enduring vision for the future of federal surface transportation policy. NTPP is composed of a broad coalition of transportation policy experts, business and civic leaders, and is chaired by four distinguished former elected officials who served at the federal, state, and local levels.

The Bipartisan Policy Center is the premier Washington organization producing thoughtful and practical bipartisan solutions to major policy challenges facing the Congress and our President. I am honored to have been allowed to contribute to its National Transportation Policy Project, just one of the major undertakings of the BPC.

- Former Sen. Slade Gorton



Transportation Dollars Should Be Allocated to Maximize Larger Society Goals

Slade Gorton

The Seattle Times

August 27, 2009



Map a New Course for U.S. Transportation Funds

Dennis Archer

Detroit Free Press

September 20, 2009



Report Calls for New Direction in Transportation Policy

William B. Cassidy

The Journal of Commerce

June 9, 2009



PROJECT LEADERSHIP



Former Rep.
Sherwood
Boehlert
Co-Chair



Former Sen.
Slade Gorton
Co-Chair



Former Rep.
Martin Sabo
Co-Chair



Former Mayor
Dennis Archer
Co-Chair

Project Members:

Alan Altshuler
Jack Basso
Lillian Borrone
Josephine Cooper
Tom Downs
Mike Erlandson
Douglas Foy
Jane Garvey
David Goode
Douglas Holtz-Eakin
Nancy Kete
Ann Klee
Mark Lasswell
William Lhota
Bob Lowe
Sean McGarvey
Bryan Mistele
Jim Runde
Chris Vincze
Martin Wachs
Dr. John Wall
Linda Ziegler

NATIONAL TRANSPORTATION POLICY PROJECT

The recommendations put forth by the Bipartisan Policy Center come from highly respected and proven leaders who have had the benefit of rigorous research and analysis. The Center's expert staff are a well-respected source on policy and politics and have earned the trust of those with whom they have worked.

- Former Mayor Dennis Archer

GOALS AND ACCOMPLISHMENTS

(1) *Develop a framework for federal surface transportation policy that is performance-driven, directly linked to a set of clearly articulated goals, and more accountable for results.*

- Released *Performance Driven: A New Vision for U.S. Transportation Policy*, a comprehensive set of recommendations for federal surface transportation reform in June 2009. The report was the product of two years of research, writing, and negotiated compromise among NTPP members.
- Developed a series of research papers supporting NTPP's recommendations: *The Critical Role of Information Technology in Improving Surface Transportation Performance*, *Performance Metrics for the Evaluation of Transportation Programs*, and *Transportation Adaptation to Global Climate Change*.

(2) *Ensure NTPP framework is accessible and well communicated to national, state and local transportation leaders.*

- Hosted public policy forums in Seattle, Detroit, Minneapolis, and New York City to showcase NTPP's recommendations and discuss the locally based challenges that can emerge when implementing a performance-based transportation framework.

(3) *Work to ensure that the building blocks of NTPP's framework, as well as its policy recommendations, are incorporated into appropriate legislation having to do with transportation policy and investment.*

- Provided technical and substantive analysis for members and staff of key committees, including the House Committees on Transportation and Infrastructure, Appropriations, and Ways and Means, and the Senate Committees on Environment and Public Works, Banking, Commerce, and Finance.
- Developed a set of recommendations and accompanying legislative language for the proposed surface transportation bill for Members and staff of the House Transportation and Infrastructure Committee.
- Secured passage of an amendment to the 2010 Consolidated Appropriations Act that furthers the development of better transportation performance metrics, and worked to include similar report language in the Senate's proposed extension of current transportation law.
- Developed legislative enhancements to the Clean Energy, Jobs & American Power Act, as well as to the Livable Communities Act.



NATIONAL SECURITY

National Security Initiative

MISSION

The National Security Initiative (NSI) creates a bipartisan blueprint for working in and with the international community to address perpetually emerging and evolving threats to national security. By partnering with respected civilian and military national security experts on both sides of the aisle, NSI develops realistic policy recommendations for the principle policy issues facing the country. NSI is currently focused on U.S. policy toward Iran and the capability of the U.S. to stabilize fragile states.

Given today's political environment, the Bipartisan Policy Center stands out in its obvious commitment to achieving constructive, realistic solutions to some of the most complex and pressing national security issues facing the United States, such as fragile states and a nuclear Iran.

- Adm. Gregory "Grog" Johnson (ret.)





Obama Vow,
Iran's Stance and
the Options
John Vinocur
The New York Times
November 30, 2009



Last Chance for Iran
Sen. Daniel Coats,
Sen. Charles Robb
and Gen. Charles
Wald (ret.)
The Washington Post
September 21, 2009



Taking Iran Seriously: Tehran Is on Course for a Nuclear Weapon Next Year

Sen. Daniel Coats, Sen. Charles Robb, and
Gen. Charles Wald (ret.)

The Wall Street Journal
September 10, 2009



PROJECT LEADERSHIP



Former Sen.
Dan Coats



Former Sen.
Chuck Robb



Gen. Charles
Wald (ret.)



Former
Amb. Paula
Dobriansky



Adm. Gregory
"Grog"
Johnson (ret.)

NATIONAL SECURITY INITIATIVE

Since joining the Bipartisan Policy Center's National Security Initiative as co-chair in 2006, I have been constantly impressed by the group's ability to bring together the best minds with a diverse range of interdisciplinary expertise, from the right and the left, to hammer out bipartisan recommendations for some of today's toughest foreign policy challenges.

- Gen. Charles Wald (ret.)

GOALS AND ACCOMPLISHMENTS

(1) *Influence U.S. policy toward Iran's nuclear program by promoting effective policy planning and response.*

- Released *Meeting the Challenge: Time is Running Out*, which builds a previous report that explored Iranian nuclear weapon capacity. *Time is Running Out* calls on the Obama Administration to adopt a more forceful strategy, including accelerated diplomatic engagement, more coercive international sanctions, and potential military action.
- Organized a policy briefing to raise awareness about the policy options included *Time is Running Out*. The briefing was co-hosted by Sens. Evan Bayh (D-IN), Jon Kyl (R-AZ) and Joe Lieberman (I-CT).
- Sponsored a panel discussion with former Sen. Dan Coats, former Sen. Chuck Robb and General Chuck Wald at New York's distinguished 92nd Street Y to highlight the policy options included in *Time is Running Out*.

(2) *Develop policy recommendations to augment the U.S. government's capacity to help stabilize fragile states.*

- Continued work on a comprehensive report focused on the tools the U.S. can use to build security and governing capacities in fragile states, and encourage civic resilience. The report is set to be released in September 2010.

(3) *Initiated a new project focused on U.S.-Russia energy relations that will develop recommendations for Russia's energy sector to access the foreign investment, personnel, and technology it needs to become a successful global supplier while improving bilateral relations between the two countries.*

- Conducted scoping meetings to outline the project's agenda and lay the foundation for research that will support the development of a comprehensive set of policy recommendations.

HOMELAND SECURITY

National Security Preparedness Group

MISSION

The National Security Preparedness Group (NSPG) explores the evolving nature of terrorism and objectively reviews the ongoing reform of the intelligence community. By fostering public discourse, providing expert analysis, and issuing detailed policy recommendations, the NSPG serves as a credible resource to the Executive Branch, Congress, and the public on all national security issues.

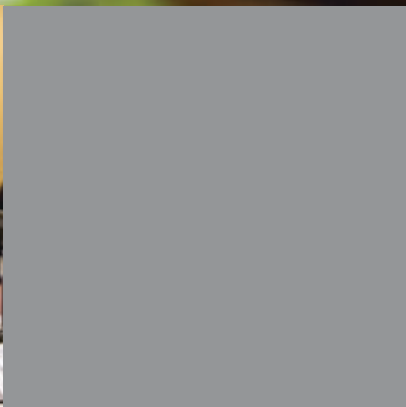
The recommendations put forth by the Bipartisan Policy Center are the result of rigorous research and analysis. Their expert staff and project leadership are a trusted, well-respected source on policy and politics.

- Former Rep. Lee Hamilton



War Game Reveals U.S. Lacks Cyber-Crisis Skills

Ellen Nakashima
The Washington Post
February 17, 2010



9/11 Commission Leaders Push for More Action on Security

Spencer Hsu
The Washington Post
July 25, 2009



There's 'Work to be Done,' 9/11 Commission Chairs Say

Lee Hamilton and Tom Kean
USA Today
January 11, 2010

PROJECT LEADERSHIP



Former Rep.
Lee Hamilton
Co-Chair



Former Gov.
Tom Kean
Co-Chair

Project Members:

Former Sen. E. Spencer Abraham
Peter Bergen
Dr. Stephen Flynn
Dr. John Gannon
Dr. Bruce Hoffman
Former Rep. Dave McCurdy
Former Attorney General Edwin Meese III
Fran Townsend
Former Attorney General Richard L. Thornburgh
Former Rep. Jim Turner
Lawrence Wright

NATIONAL SECURITY PREPAREDNESS GROUP

The Bipartisan Policy Center is uniquely suited to convene top-notch experts, academics, and leading stakeholders who, through consensus and collaboration, develop sound policy solutions to the challenges facing our nation.

- *Former Gov. Tom Kean*

GOALS AND ACCOMPLISHMENTS

(1) Monitor the implementation of the 9/11 Commission's policy recommendations.

- Assembled a group of national security experts to provide insight and guidance on the perpetually changing threat of terrorism, building upon the successful model of the 9/11 Commission.
- Conducted exploratory briefings with top officials such as Deputy National Security Advisor John Brennan, National Counterterrorism Center Director Mike Leiter, FBI Director Robert Mueller, former CIA Director Michael Hayden, former Director of National Intelligence Mike McConnell, former Director of National Intelligence Admiral Dennis Blair, CIA Director Leon Panetta and Sec. of Homeland Security Janet Napolitano.
- Provided trusted analysis on the state of intelligence reform and the attempted terrorist attack on Christmas Day with co-chairs Tom Kean and Lee Hamilton testifying before the Senate Committee on Commerce, Science and Transportation and the Senate Committee on Homeland Security and Governmental Affairs.

(2) Evaluate the effectiveness of the Director of National Intelligence and the National Counter Terrorism Center.

- Hosted a policy conference to mark the five-year anniversary of the creation of the Director of National Intelligence (DNI). Co-chairs Kean and Hamilton presided over the conference, which featured leading figures in U.S. intelligence: former CIA Director Michael Hayden, Rep. Jane Harman (D-CA), former Homeland Security Advisor Fran Townsend and former DNI Mike McConnell. Former DNI Dennis Blair provided the keynote address.

(3) Explore new forms of national security threats from safe havens abroad and within the United States.

- Staged *Cyber ShockWave*, a simulated cyber attack on the United States that provided an unprecedented look at how the government would respond to a large-scale cyber crisis. The simulation brought together a bipartisan group of former senior administration and national security officials, including former Sec. of Homeland Security Michael Chertoff, former White House Homeland Security Advisor Fran Townsend, former Deputy Attorney General Jamie Gorelick, and former White House Press Secretary Joe Lockhart, to play the roles of cabinet members advising the president on an appropriate response to a cyber attack.
- Develop a report exploring the evolution of terror, including assessments of both domestic and international trends that will be released the week of the ninth anniversary of 9/11.



SCIENCE FOR POLICY

Science For Policy

MISSION

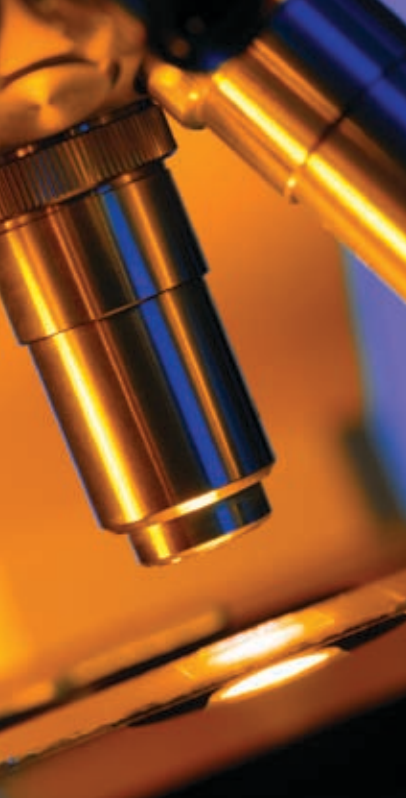
The BPC's Science for Policy Project is a diverse group of experts, including industry leaders, academics and advocates, who work to improve the way science is used in making regulatory policy across the government's areas of responsibility. In 2009, they analyzed issues related to the use of science in policymaking and developed a slate of policy recommendations that a broad range of stakeholders could support, and that could endure political changes over time.

GOALS AND ACCOMPLISHMENTS

(1) Inform the Administration's efforts to develop guidelines for ensuring scientific integrity throughout the Executive Branch, create reasonable expectations for the use of science and help differentiate between scientific and non-scientific factors to the best extent possible.

- Released final report with consensus recommendations agreed to by all project members. The report focused on:
 - Devising regulatory processes to help differentiate science from policy to the greatest extent possible.
 - Assessing and addressing conflicts of interest and biases to try to ensure the best balance between panel members' expertise and the credibility of the panel's findings.
 - Establishing criteria for evaluating research, including peer review, researcher conflicts of interest, sponsor control of research or publication, data availability, and presentation of risk and uncertainty.
 - Encouraging academic journals, universities, and scientists to strengthen peer review, facilitate data storage and study registration where practicable, develop more rigorous conflict of interest policies.





Report Urges
Separation of
Science and State
Dan Vergano
USA Today
August 5, 2009

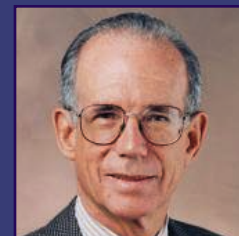


PROJECT LEADERSHIP

Former Rep. Sherwood Boehlert
Co-Chair



Former Editor-in-Chief of *Science*
Professor Donald Kennedy
Co-Chair



Project Members:

Arthur Caplan
Linda J. Fisher
Lynn R. Goldman
John D. Graham
Daniel Greenbaum
Michael P. Holsapple
Kevin Knobloch
Kenneth Olden
Roger A. Pielke, Jr.
Sherri K. Stuewer
Wendy E. Wagner

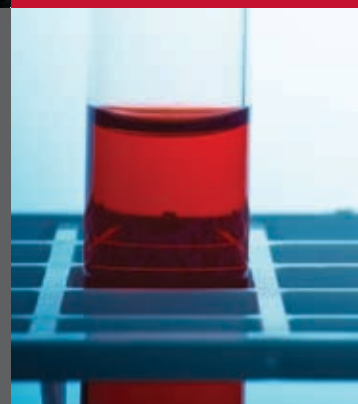
The Bipartisan Policy Center looks at issues from all sides, and is able to develop reasonable recommendations on important policy problems. The fact that the Science for Policy Project's ideologically diverse group was able to reach consensus on specific recommendations for reform shows that even though we may differ in our approaches, we can still make progress when we work together.

- Former Rep. Sherry Boehlert



Regulatory Policy:
U.S. Panel Urges
Clearer, Cleaner
Role for Science
Jeffrey Mervis
Science
August 14, 2009

Expert Panel Offers
Advice on Separating
Science, Politics
Robin Bravender
The New York Times
August 5, 2009



ECONOMIC POLICY

Economic Policy Project

MISSION

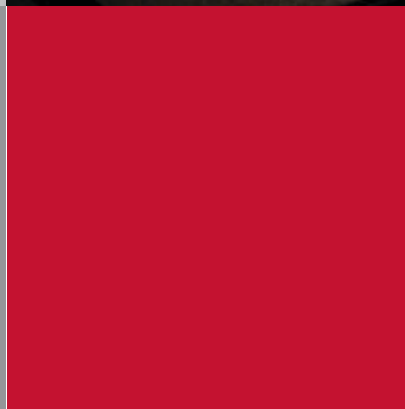
The Economic Policy Project (EPP) is committed to developing bipartisan policies to enhance the financial prosperity and security of the American people and advance the worldwide competitiveness of U.S. commerce and capital through the Capital Markets Initiative and the Debt Reduction Task Force.

The Bipartisan Policy Center hosted a series of meetings over a six month period in 2009 that enabled Democratic and Republican Members of my Subcommittee to engage in substantive and thoughtful discussions about what caused the financial crisis and what Congress should do to prevent future crises. Many Members expressed their gratitude for the opportunity to meet in a bipartisan manner as we attempt to grapple with these extraordinarily complex matters.

– Rep. Paul Kanjorski (D-PA)



Vockler Urges House Members to Take Time Writing Regulations
Alison Fitzgerald
Bloomberg
March 24, 2009



Ex-Senators Form 'Citizen's Panel' to Attack Debt Crisis
Neil King Jr.
The Wall Street Journal
January 25, 2010



Independent Group to Look at Ways to Reduce Debt
Jackie Calmes
The New York Times
January 25, 2010



TASK FORCE LEADERSHIP



Former Sen.
Pete Domenici



Dr. Alice Rivlin

Task Force Members:

A.R. Bernard, Sr.
Robert L. Bixby
Former Gov. James Blanchard
Sheila Burke
Dr. Leonard Burman
Robert Campbell III
Former Sec. Henry Cisneros
Former Sec. Carlos Gutierrez
G. William Hoagland
Former Gov. Frank Keating
Karen Kerrigan
Maya MacGuineas
Dr. Donald Marron
Edward McElroy, Jr.
Dr. Joe Minarik
Former Mayor Marc Morial
William D. Novelli
Former Mayor Anthony Williams

ECONOMIC POLICY PROJECT

With the partisan political ways of today, I applaud the BPC for bringing conservatives and liberals together to develop bipartisan compromises.

- Sen. George Voinovich (R-OH)

GOALS AND ACCOMPLISHMENTS

(1) Raise awareness about the long-term federal debt and develop policy solutions to place our nation on a sustainable fiscal path while promoting job creation and economic recovery.

- Hosted a major public policy forum, “Unprecedented Federal Debt: Putting Our Fiscal House in Order,” that featured U.S. House Majority Leader Steny Hoyer as keynote speaker and a number of prominent budget and fiscal policy experts who explored the many facets of federal debt and deficits. The forum’s proceedings were summarized in a report, *Drowning in Red Ink*.
- Launched the BPC’s Debt Reduction Task Force, co-chaired by former Senate Budget Committee Chair Sen. Pete Domenici and former OMB and CBO Director Dr. Alice Rivlin. The Task Force, composed of former lawmakers, consumer groups, and industry and labor leaders, is putting “all options on the table” as it works to develop a comprehensive and politically-viable plan to reduce the long-term federal debt that will be released in late 2010.

(2) Establish the BPC as a recognized resource on Capitol Hill for providing informative, bipartisan educational opportunities in the area of financial policy for Members of Congress and their staffs.

- Hosted six financial regulatory roundtables at the request of Chairman Paul Kanjorski (D-PA) and Ranking Member Scott Garrett (R-NJ) of the House Financial Services Subcommittee on Capital Market, Insurance, and Government Sponsored Enterprises to educate members on complex financial regulatory issues and explore solutions that both Republicans and Democrats could support.

(3) Provide expert policy analysis to Congress and the Administration about financial market reform.

- Assembled a Credit Rating Agency Task Force consisting of leading securities law scholars whose goal was to develop a legislative proposal to serve as the basis for bipartisan consensus. The Task Force’s work was considered by the House Financial Services Subcommittee on Capital Market, Insurance, and Government Sponsored Enterprises and the Senate Banking Committee.



PUBLICATIONS

2009/10 RESEARCH AND REPORTS

THE LEADERS' PROJECT ON THE STATE OF AMERICAN HEALTH CARE

Crossing Our Lines: Working Together to Reform the U.S. Health Care System

Health Insurance Design Choices

Improving Quality and Value in the U.S. Health Care System

ECONOMIC POLICY PROJECT

Drowning in Red Ink

NATIONAL TRANSPORTATION POLICY PROJECT

Improving Surface Transportation Performance Through Information Technology

Performance Driven: A New Vision for U.S. Transportation Policy

Performance Metrics for the Evaluation of Transportation Programs

Transportation Adaptation to Global Climate Change



NATIONAL COMMISSION ON ENERGY POLICY

Climate Change and the Economy: Expected Impacts and Their Implications

Climate Policy and Energy Intensive Manufacturing (Sponsored Research)

Forging the Climate Consensus: The Case for Action

Forging the Climate Consensus: Domestic and International Offsets

Forging the Climate Consensus: Harmonizing State and Federal Climate Programs

Forging the Climate Consensus: Managing Economic Risk

Forging the Climate Consensus: Oversight of the Greenhouse Gas Market

Impacts of Global Warming on Hurricane-Related Flooding in Corpus Christi, Texas (Sponsored Research)

Report from the Task Force on America's Future Energy Jobs

Report from the Task Force on Biofuels Infrastructure

NATIONAL SECURITY INITIATIVE

Meeting the Challenge: Time is Running Out

SCIENCE FOR POLICY

Improving the Use of Science in Regulatory Policy



The Bipartisan Policy Center is a one-of-a-kind policy organization. Not only does it develop consensus-based recommendations on the tough issues of the day, it works with lawmakers and stakeholders alike to see those recommendations implemented.

- Former Sec. of Agriculture Dan Glickman

DEVELOPMENT AND FINANCE

Development and Financial Summary



FUNDING

BPC Development

The BPC enjoys a broad base of support from individuals, foundations and corporations who share a commitment to fostering a greater sense of collaboration and civility in policymaking. The Leaders' Council, our link to the private sector, continued to expand and play an increasingly important role in the BPC's activities, with eight new members joining in 2009. The Council creates opportunities to collaborate with new audiences and partners, and more importantly, provides the BPC critical access to a network of expertise and strategic resources that help guide its work.

The Bipartisan Policy Center would like to thank all of our major supporters, contributors and Leaders' Council members for helping us fulfill our mission.



2009 Sources of Funding

MAJOR SUPPORTERS

The Carnegie Foundation
ClimateWorks
Heising-Simons Foundation
Hertog Foundation
The William and Flora Hewlett Foundation
Robert Wood Johnson Foundation
The Rockefeller Foundation

CONTRIBUTORS

AFL-CIO, Building and Construction Trades
Department
The Margaret A. Cargill Foundation
Entertainment Software Association
Fidelity Charitable Gift Fund
Heart Sing
Highfields Capital Management
International Bridge, Tunnel and Turnpike
Association
The Lisa and Leffell Foundation
The Richard Lounsbery Foundation
The Lumina Foundation
The McKnight Foundation
Surdna Foundation
John C. Whitehead

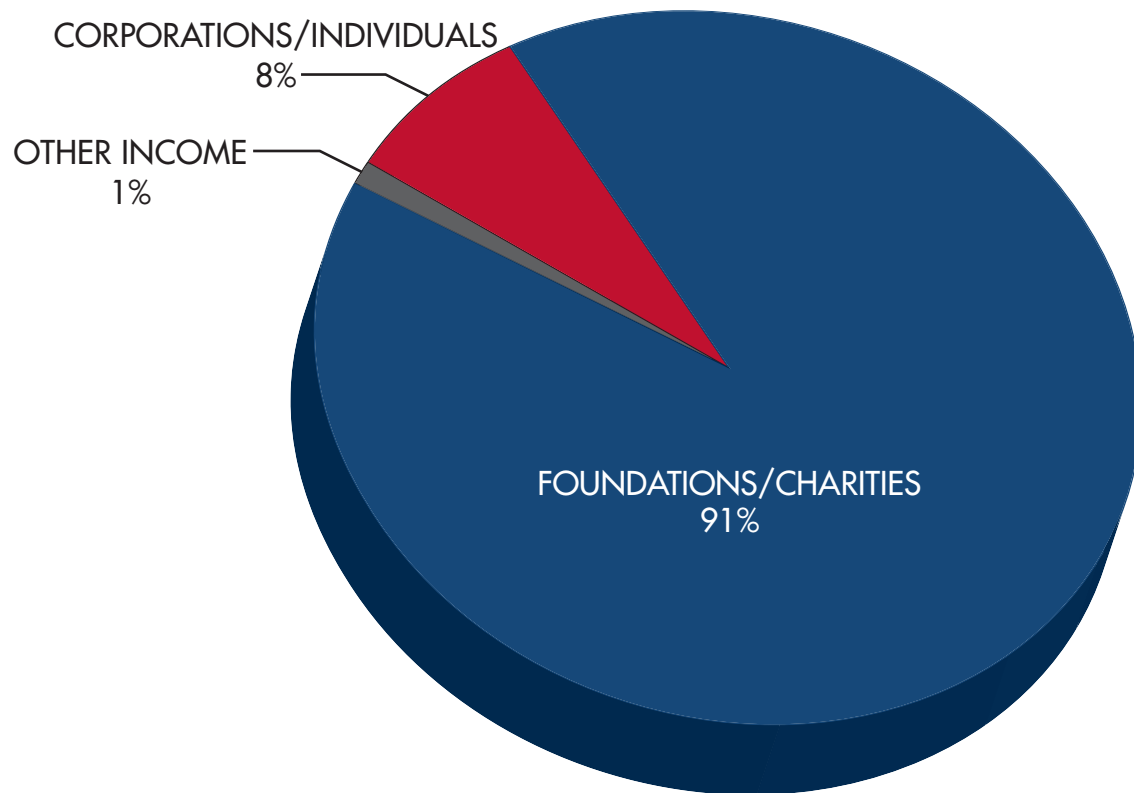
LEADERS' COUNCIL

Aetna
Alliance of Automobile Manufacturers
Areva
BNSF Railway Company
Carnegie Corp of New York
Chesapeake Energy Corporation
Chevron
Edison International
Entergy Corp
Exelon
ExxonMobil
General Dynamics
National Grid
Nuclear Energy Institute
PG&E Corp
PhRMA
Shell
SMobile
Schering-Plough (Merck)
Southern Company Services
TPG Growth

FINANCES

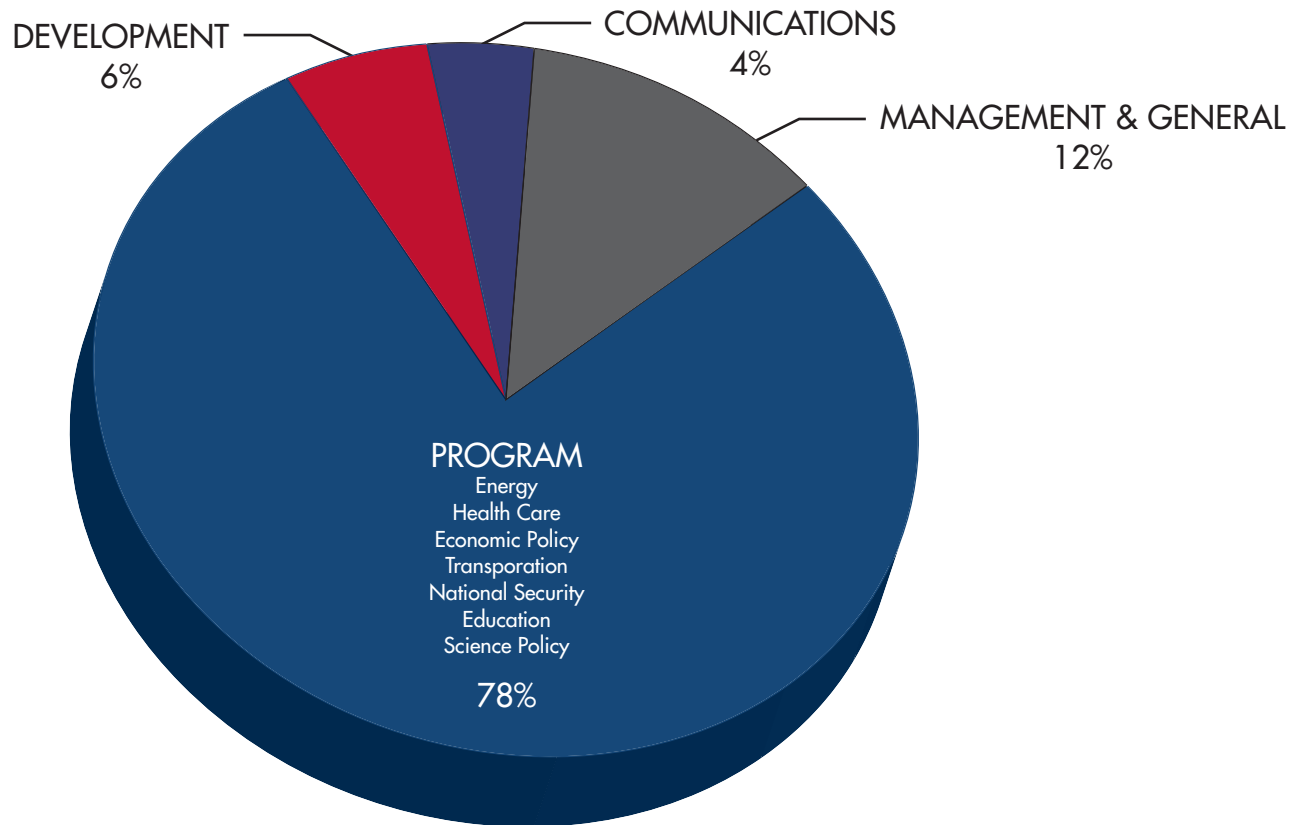
Financial Summary

FISCAL YEAR 2009 REVENUE



FOUNDATIONS/CHARITIES	\$21,446,000
CORPORATIONS/INDIVIDUALS	\$1,946,000
OTHER INCOME	\$92,000
<hr/>	
TOTAL	\$23,484,000

FISCAL YEAR 2009 EXPENSES



PROGRAM	\$15,644,000
MANAGEMENT & GENERAL	\$2,457,000
DEVELOPMENT	\$1,199,000
COMMUNICATIONS	\$804,000
TOTAL	\$19,401,000

In an age of divisive political discourse, the Bipartisan Policy Center is leading the way in promoting civility and respect in politics, demonstrating that effective governing requires working across party lines.

- Peter Darbee
CEO, PG&E

BPC STAFF

BPC Staff



PRESIDENT'S MESSAGE



President's Message

De Tocqueville once said that “the greatness of America lies not in being more enlightened than any other nation, but rather in her ability to repair her faults.” At a time of growing doubt about our country’s ability to cope with even our most immediate challenges—a still fragile economy and high unemployment, environmental trauma in the Gulf, overwhelming national debt, ongoing threats from extremist groups and regimes, and the demands of a protracted war in Afghanistan—America’s capacity for self-repair is again being severely tested.

To speak of the need for greater bipartisanship and for restored public confidence in the core institutions of our democracy is both to state the obvious and to risk sounding hopelessly naïve. But it was never in the American character to let cynicism have the last word. BPC was founded on the proposition that political leaders, given the opportunity to interact as individuals bound by a shared love of country, could bridge their ideological differences and find common ground on the most difficult problems we face as a nation.

That basic belief turns out not to be misplaced: Over the last year, BPC has sponsored forums across a broad range of issues, including sessions with House members on financial market reform, Senate chiefs of staff on the federal debt, and new members of Congress on the challenges of “legislating as freshmen.” At each event I have been heartened by the thoughtfulness, camaraderie, and common concern for our nation’s future that emerges when lawmakers engage each other away from the soundbite-driven 24-hour news cycle and without fear of becoming the latest You Tube political casualty.

Translating the substance and spirit of these discussions to Capitol Hill remains the great challenge and the true measure of our success as an organization. And with Congress likely to be even more closely divided after November's elections, the potential for greater partisanship and worse gridlock cannot be lightly dismissed. But change may also create new opportunities. When neither party holds all the power, each will be held more accountable for governing responsibly; when the only choice is compromise or paralysis, the consequences of dogmatic or reflexive approaches to public policy cannot be avoided.

In this context, the toughest problems may also be the ones most likely to compel a new spirit of bipartisanship—precisely because the liabilities of inaction are so stark. Our growing national insolvency is one such problem: at stake is not just the health of the U.S. economy, but the quality of life we offer to our children and grandchildren. Unfortunately, the politics of tackling the federal debt are as daunting as the math is straightforward: to restore long-term fiscal integrity, Congress must find roughly \$13 trillion in spending cuts and new revenue over the next decade. Neither party by itself can convince the public to accept the hard choices and real sacrifices that will be needed to reach this goal and only a balanced package that fairly shares these sacrifices has a hope of succeeding. Unfortunately, even discussing the pieces of a solution—changes in Social Security, reductions in defense and health care spending and new taxes—has long been so fraught with political peril that it has been impossible for Congress to even identify options, let alone craft a comprehensive solution.

A major focus of BPC activities and resources in 2011 will be advancing the recommendations of our Debt Reduction Task Force. The 20-member Task Force includes leading experts in budgetary policy, former governors, cabinet officials and key stakeholders. Its aim is to develop a detailed set of recommendations that tackle our long-term structural debt and can command the supermajority support needed to sustain a durable political compromise. As with all things worthwhile, success is not guaranteed. But we believe it is critically important to get all the facts and ideas on the table and explore different combinations of possible solutions without the destructive political forces that often impede progress.

In all of our work, BPC aims to develop sound policy built on detailed analysis and principled compromise. We do so with the conviction that the foundation we have to build on is larger than often appreciated and that the beliefs we share remain greater than the divisions to be overcome. By giving expression to these shared beliefs we strive to affirm the enduring power of American democracy.

A handwritten signature in blue ink that reads "Jason Grumet". The signature is fluid and cursive, with the first letter of "Jason" being a large, stylized capital 'J'.

Jason Grumet
President, BPC

BIPARTISAN POLICY CENTER STAFF



Jason Grumet
President



Julie Anderson
Senior Vice President



Sen. Pete Domenici
Senior Fellow



Jeremy Bayer
Director of Corporate Partnerships



Dick Gephardt
Senior Fellow



Steve Bell
Visiting Scholar



Dan Glickman
Senior Fellow



Paul Bledsoe
*Director of Strategy and
Communications for NCEP*



Loren Adler
Policy Analyst



Neta Bozman
Database Administrator



Shai Akabas
Policy Analyst



Sara Bronnenkant
Development Coordinator



Michael Allen
*Director of the National Security
Preparedness Group*



Matt Canedy
Director of Public Affairs



Yadira Castellanos
Executive Assistant to the President



Ashley Clark
Press Secretary



David Conover
Senior Vice President



Marie Cornejo
*Information Technology and
Communications Associate*



Matt Dallek
Visiting Scholar



Michael DiConti
Chief Operating Officer



Joann Donnellan
Media Consultant



Charlie Eder
Public Affairs Coordinator



Bob Edmonds
Senior Military Fellow



Audrey Flake
Policy Analyst



Emil Frankel
Director of Transportation Policy



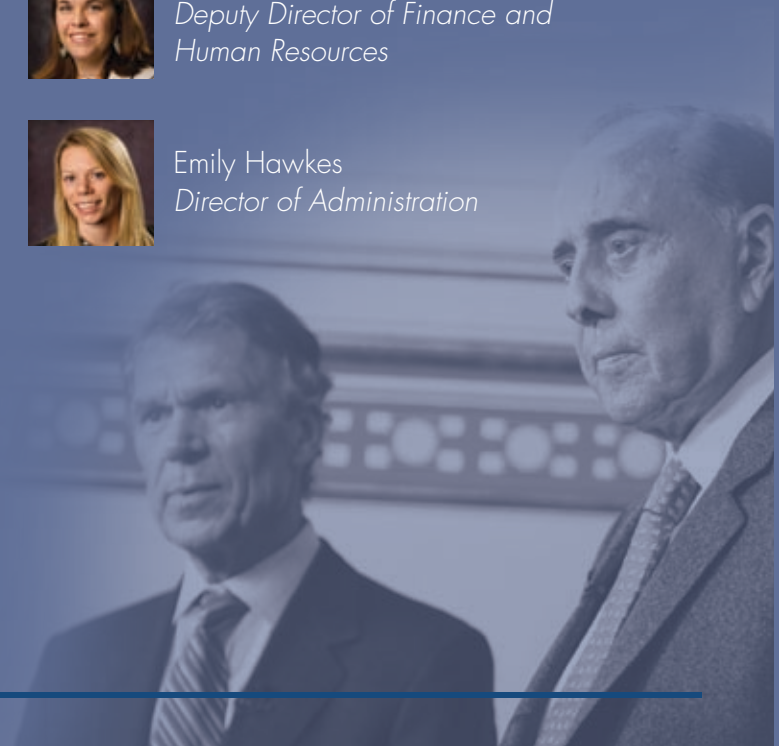
Nate Gorence
Senior Policy Analyst



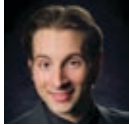
Eleanor Hasan
*Deputy Director of Finance and
Human Resources*



Emily Hawkes
Director of Administration



BIPARTISAN POLICY CENTER STAFF



Will Haza
Facilities Coordinator



JayEtta Hecker
Director of Transportation Advocacy



Gregory "Grog" Johnson
Senior Advisor



Ronald Keys
Senior Advisor



Charles Konigsberg
Director of the Economic Policy Project



Joe Kruger
Director of Energy Policy



Kristin Leary
Senior Counsel



Lourdes Long
Policy Analyst



Sasha Mackler
Director of Energy Research



Michael Makovsky
Director of the National Security Initiative



Meghan McGuinness
Associate Director for Climate Policy



Eileen McMenamin
Vice President of Communications



Blaise Misztal
Senior Policy Analyst



Kevin Moran
Legislative Director



Jessica Onsurez
Administrative Assistant



David Rosner
Senior Policy Analyst



Jonathan Ruhe
Policy Analyst



Joshua Schank
Director of Transportation Research



Jessica Smith
Administrative Assistant



Tracy Terry
*Director of the National Commission
on Energy Policy*



Nikki Thorpe
Senior Policy Analyst



Josh Trapani
*Director of the Science for Policy
Project*



Gil Troy
Visiting Scholar



Warren Weinstein
Legislative Director



Emily White
Events Coordinator

Bipartisan Policy Center
2009 Annual Report



BIPARTISAN POLICY CENTER

1225 I Street, NW
Suite 1000
Washington, DC 20005
(202) 204-2400 (main)
(202) 637-9220 (fax)
www.bipartisanpolicy.org