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

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
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.

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.

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.

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.
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

John Rowe, 2009 Chair

Dennis Archer

Norm Augustine

Sheila Burke

Ralph Cavanagh

Former Sen. John Danforth

Jason Grumet

Hal Harvey

Mark Heising

Larry Higby

Walter Isaacson

Former Sen. Charles Robb

Fran Townsend

Mark Walsh

Gen. Charles Wald (ret.)
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-Build 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.

-Fomer Sen. Pete Domenici
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 Breakfaasts, 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.
GOALS AND ACCOMPLISHMENTS

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

- 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
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.


- 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 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
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.
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
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.
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

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.
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
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 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.)
Last Chance for Iran
The Washington Post
September 21, 2009

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

Taking Iran Seriously: Tehran Is on Course for a Nuclear Weapon Next Year
The Wall Street Journal
September 10, 2009
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.
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

There’s ‘Work to be Done,’ 9/11 Commission Chairs Say
Lee Hamilton and Tom Kean
USA Today
January 11, 2010

9/11 Commission Leaders Push for More Action on Security
Spencer Hsu
The Washington Post
July 25, 2009
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.
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.
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
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

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

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

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Shell
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Schering-Plough (Merck)
Southern Company Services
TPG Growth
OTHER INCOME
1%

CORPORATIONS/INDIVIDUALS
8%

FOUNDATIONS/CHARITIES
91%

FISCAL YEAR 2009 REVENUE

<table>
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<tr>
<th>Source</th>
<th>Amount</th>
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<td>FOUNDATIONS/CHARITIES</td>
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<td>OTHER INCOME</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$23,484,000</strong></td>
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FISCAL YEAR 2009 EXPENSES

- PROGRAM: $15,644,000
  - Energy
  - Health Care
  - Economic Policy
  - Transportation
  - National Security
  - Education
  - Science Policy
  - 78%

- 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
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.

Jason Grumet
President, BPC
BIPARTISAN POLICY CENTER STAFF

Jason Grumet
President

Sen. Pete Domenici
Senior Fellow

Dick Gephardt
Senior Fellow

Dan Glickman
Senior Fellow

Loren Adler
Policy Analyst

Shai Akabas
Policy Analyst

Michael Allen
Director of the National Security Preparedness Group

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Director of Corporate Partnerships

Steve Bell
Visiting Scholar

Paul Bledsoe
Director of Strategy and Communications for NCEP

Neta Bozman
Database Administrator

Sara Bronnenkant
Development Coordinator

Matt Canedy
Director of Public Affairs
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

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Senior Counsel

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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

2009 Annual Report 56
1225 I Street, NW
Suite 1000
Washington, DC 20005
(202) 204-2400 (main)
(202) 637-9220 (fax)
www.bipartisanpolicy.org