



BIPARTISAN POLICY CENTER



2012 ANNUAL REPORT



Bipartisan Policy Center Founders

Dear Friends,

When we started the Bipartisan Policy Center (BPC) five years ago, we weren't quite sure what we were getting into. We were motivated by the desire to work with each other on issues we care about and by the shared belief that cooperation between the political parties is the only viable path to solving critical problems. We envisioned a truly bipartisan enterprise, which BPC has achieved through its project leadership, staff, and issue selection.

We could not have imagined that, within a brief span, BPC would have grown to host more than a dozen influential initiatives supported by a creative and aggressive advocacy arm. And we're heartened that BPC has attracted such quality talent, becoming a go-to destination for those committed to seeking practical solutions.

We're proud of all that BPC has accomplished. Five years ago, we knew that change only happens when you bring together the best of both parties. While the obstacles to bipartisan collaboration are high, BPC's success makes us optimistic about our nation's future.

HOWARD BAKER

TOM DASCHLE

BOB DOLE

GEORGE MITCHELL

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“If the public stands up and declares that we must address our national problems and insists that political leaders work together to provide solutions then we will continue as a nation of strength and resolve.”

— Former Agriculture Secretary and BPC Senior Fellow Dan Glickman

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President's Letter: Creating Space to Govern



The recent elections remind us that the central drama of any campaign is defined by how the candidates connect to voters. After months comparing records, trading barbs, and dominating airwaves, a government emerges from the power wielded by ordinary citizens. But while relationships between leaders and constituents are paramount, American democracy rests on the presumption that they cannot be absolute. Though each triumphant candidate is elected with a local mandate, the challenge laid at the mantle of our national government demands that each legislator balance disparate interests for the national good. This divergence between local and national prerogatives marks the central and enduring tension of American politics.

By any measure, active citizen participation in government is good. In many places, we need more. But, in some crucial situations, it's possible to have too much of a good thing. When it comes to negotiating solutions to the toughest challenges—like entitlement reform

and immigration policy—our seemingly insatiable desire to be “in the room” tilts the balance between parochial and national concerns toward an uncompromising focus on local opinion. No wonder Americans are so frustrated with Washington. Under such scrutiny, it's nearly impossible to broach the trade-offs necessary for politically viable solutions.

There exists a public presumption that there's something nefarious about legislators meeting privately or traveling together. You can learn a lot about someone on a 15-hour flight to Kazakhstan. While exotic golf trips are unconscionable, Democrats and Republicans sharing a conversation over dinner or touring the Great Wall seems like an exceptionally good use of taxpayer money. Public access to political processes should be celebrated. However, the present governmental rigidity and gridlock demands that we question the assumption that more transparency strengthens democracy.

The Constitution is full of structures created to separate the public's role in electing and governing. In fact, the Constitution was written explicitly to protect legislators from tracking public opinion too perfectly. In *The Federalist Papers*, James Madison wrote: “[The republic can] refine and enlarge the public views, by passing them through the medium of a chosen body of citizens, whose wisdom may best discern the true interest of their country, and whose patriotism and love of justice will be least likely to sacrifice it to temporary or partial considerations.” Madison speaks to the heart of today's gridlock. Traditions that created the space for legislators to form relationships and govern have been overturned by demands for unending public input. The balance the Constitution sought to impose is unraveling.

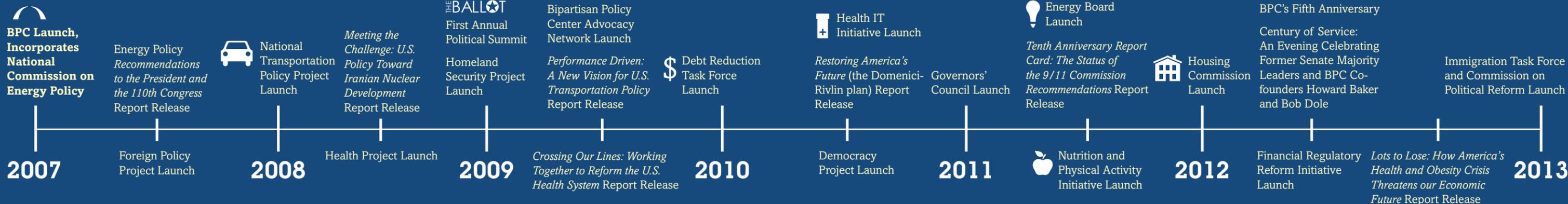
At BPC, we're conducting an experiment—creating the productive environments that once defined the alchemy of congressional committees. Former officials, collaborating with experts and interest groups from across

the political spectrum, participate in private meetings steeped in research and debate. They rely on shared staff, trust that deliberations will be kept private, and socialize together throughout the process. In turn, every major BPC negotiation has produced consensus. One panel recommends cutting entitlements and raising taxes; another proposes increasing domestic oil drilling and renewable energy production; a third argues to wind down Fannie Mae and Freddie Mac even while garnering support from bankers, builders, and affordable housing advocates. At best, these efforts provide Congress with battle-tested ideas, distinct from party orthodoxy, and supported by an ideologically diverse and potent alliance. At worst, these efforts offer “existence proof” that, given the right atmosphere, groups of thoughtful people can bridge policy divisions. We seek to revive the best traditions of democratic collaboration. We hope you'll join us in that mission.

JASON GRUMET

HISTORY

OF THE BIPARTISAN POLICY CENTER



BOARD OF DIRECTORS

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Incoming 2013*



John C. Danforth
*Termed 2012
Former Senator (R-MO)*



Hal Harvey
*Termed 2012
CEO of Energy Innovation:
Policy and Technology LLC*



John Rowe
*Termed 2012
Former Chairman and CEO,
Exelon Corporation*

“Democracy is about people working together. Politics is the greatest team sport in the world.”

— BPC President Jason Grumet

SENIOR FELLOWS

BIPARTISAN INSIGHTS

On what current issue do you think there is the greatest potential for bipartisan compromise?

“The greatest promise of bipartisanship is on legislation that will provide a comprehensive reform of our immigration policies.”
 — **Former Senator Byron L. Dorgan**

“K-12 education reform.”
 — **Former Senate Majority Leader Bill Frist**

“I strongly believe that the grounds for a bipartisan immigration policy are being set by leaders in both parties. Today, the Hispanic community generates an enormous positive socioeconomic impact in the United States—one that demonstrates the need for a migratory policy that ensures a strong economic recovery and a more inclusive society.”
 — **Former President of Colombia Alvaro Uribe**

If you had one piece of advice for sitting members on how to improve relations across the aisle, what would it be?

“Cooperation—as opposed to confrontation.”
 — **Former Representative Sherwood Boehlert**

“Get to know and appreciate two or three members on the other side of the aisle. Get to know them sufficiently enough to call them your friends.”
 — **Former Senator Pete Domenici**

“Appreciate that principled compromise is what makes democracy work. Remember that the oath of office is sworn to our country and to the Constitution—not one’s political party or faction.”
 — **General James L. Jones USMC (Ret.)**

“Two words: Lighten up.”
 — **Former Agriculture Secretary Dan Glickman**

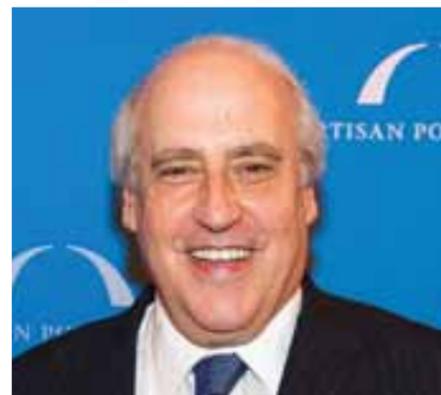
“Socialize, get to know one another’s families, spend time together, and laugh.”
 — **Former Senator John C. Danforth**

“Allow both parties to get their major priorities to a vote while retaining the 60-vote threshold.”
 — **Former Senator Slade Gorton**

“In a bipartisan political system, party leaders must build bridges in order to reach the pure democratic center.”
 — **Former President of Colombia Alvaro Uribe**

“One word: leadership! But also stay in town more and do a better job of socializing together.”
 — **Former Senate Majority Leader Trent Lott**

Former Senators Bob Bennett and Byron L. Dorgan, former National Security Advisor General James L. Jones USMC (Ret.), former Senate Majority Leaders Trent Lott and Bill Frist, and former Senator Pete Domenici



Former Agriculture Secretary Dan Glickman

What was the most significant piece of bipartisan legislation that you had a role in shaping or that passed while you served in Congress?

“The Clean Air Act Amendments of 1990, which allowed me to partner with Henry Waxman to do something meaningful about acid rain.”
 — **Former Representative Sherwood Boehlert**

“The Research and Development Tax Credit.”
 — **Former Senator John C. Danforth**

“Washington County (Utah) Land Use Bill.”
 — **Former Senator Bob Bennett**

“The balanced-budget agreement with President Clinton, which balanced the budget and led to surpluses.”
 — **Former Senate Majority Leader Trent Lott**

“The 1986 Goldwater-Nichols Act, which restructured the Defense Department to foster greater coordination among the military services.”
 — **General James L. Jones USMC (Ret.)**

“The 2005 Energy Act. It was drawn up, heard in committee, debated, and passed in a bipartisan manner.”
 — **Former Senator Pete Domenici**

“The Chinese Student Relief Act (post-Tiananmen Square), the Magnuson Act Renewal, and Welfare Reform. The 9/11 Commission—although not part of my Senate career—was the epitome of bipartisan efforts.”
 — **Former Senator Slade Gorton**

When you served in Congress, who was your favorite colleague across the aisle?

“Lisa Murkowski and Mike Enzi were especially helpful and enjoyable to work with.”
 — **Former Senator Byron L. Dorgan**

“Pat Roberts. Also Bob Dole and Nancy Kassebaum, our two Kansas senators.”
 — **Former Agriculture Secretary Dan Glickman**

“Ted Kennedy.”
 — **Former Senate Majority Leader Bill Frist**

“I had many: Ron Wyden, Chris Dodd, Dianne Feinstein, Herb Kohl, Harry Reid—the list goes on.”
 — **Former Senator Bob Bennett**



Former Senator Olympia Snowe

In the words of our newest Senior Fellow:

“I couldn’t be more pleased and excited to join this dynamic and growing organization, whose mission is absolutely essential at this moment of unparalleled polarization in our nation, and certainly in our government. Becoming a senior fellow at the Bipartisan Policy Center is a natural extension of my efforts to forge results throughout my tenure in Congress, and it provides an ideal means for developing strategies that can garner the broad support necessary to achieve real solutions to the challenges confronting our nation.”
 — **Former Senator Olympia Snowe**



TACKLING THE NATION'S

GREATEST CHALLENGES

Founded in 2007 by former Senate Majority Leaders **Howard Baker, Tom Daschle, Bob Dole, and George Mitchell**, BPC is a non-profit organization that develops and promotes viable solutions that draw support from both Republicans and Democrats—and generates the necessary political momentum to achieve real progress. As one of the only Washington-based organizations promoting bipartisanship as an effective means of overcoming the challenges facing the nation, BPC is working to restore substance and civility to the national debate.

BPC currently has projects focused on the economy, health care, energy, financial regulatory reform, immigration, homeland security, foreign policy, housing, and the state of democratic institutions. Each of these initiatives is headed by a diverse team of political and business leaders, substantive experts, stakeholders, and academics who work closely with BPC's staff of policy specialists to develop consensus-based solutions. The Bipartisan Policy Center Advocacy Network (BPCAN), BPC's separately funded 501(c)(4) affiliate, provides strategic advice and aggressive political advocacy to ensure BPC policy recommendations have traction with Congress, the executive branch, and the stakeholder community.

BPC achieves its mission in four ways:

- ★ Producing credible analysis of the country's most pressing problems for policymakers, the media, and the public.
- ★ Bringing together former elected and appointed officials, business leaders, academic experts, and stakeholders for a constructive engagement of ideas and perspectives.
- ★ Developing innovative policy solutions.
- ★ Advocating for those solutions with Congress, the administration, and the public.

CREDIBLE ANALYSIS

“Even the most difficult issues are not beyond the scope of principle and rational compromise. Partisan divides do not need to stand in the way of progress.”

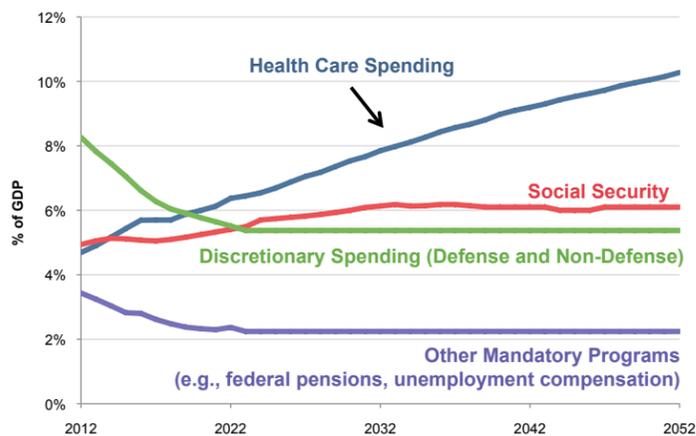
— Former Senate Majority Leader and BPC Co-founder Tom Daschle

Policymakers and the public face a deluge of opinions about important policy issues—but where can they find trusted and reliable analysis? To inform our own policy recommendations and provide objective information to policymakers, the media, and the public, BPC regularly produces in-depth research and analysis.

For example, BPC played a significant role in the major fiscal debates of 2012. The Economic Policy Project:

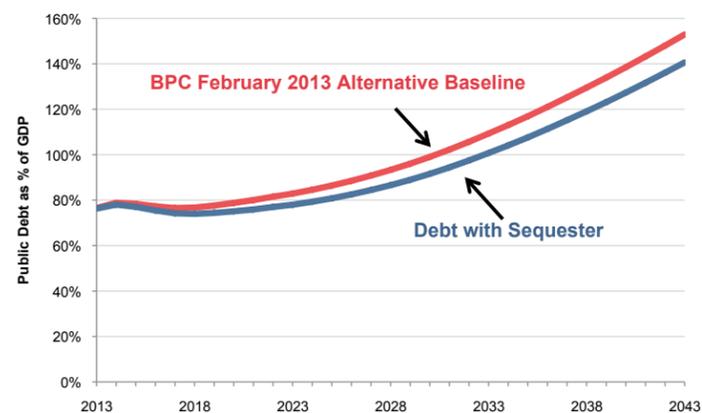
- ★ Explained in detail the history, mechanics, and impacts of the sequester.
- ★ Analyzed the real-world impacts of debt ceiling default.
- ★ Produced comparisons of Fiscal Year 2013 budget proposals from President Barack Obama, House Budget Committee Chairman Paul Ryan, the House Democratic Caucus, the Congressional Progressive Caucus, the Republican Study Committee, and Representatives Jim Cooper and Steve LaTourette.
- ★ Produced an interactive timeline explaining the fiscal cliff.
- ★ In collaboration with the Foreign Policy Project, outlined how the sequester would undermine the capability and readiness of America's armed forces.

Health Care Costs Are the Primary Driver of the Debt



Economic Policy Project Analysis of Fiscal Scenarios

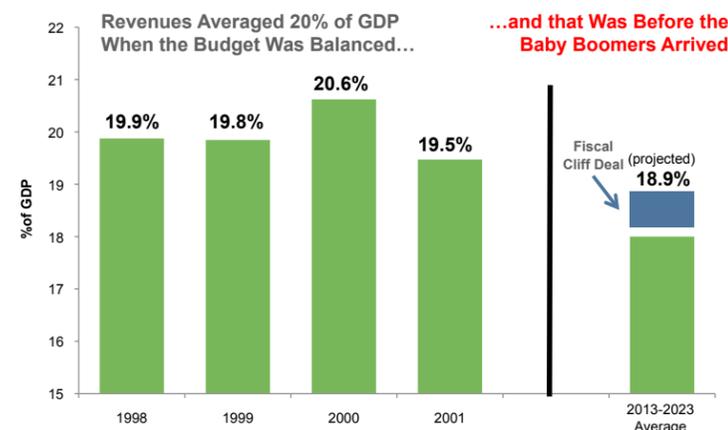
Sequester Delays Federal Debt Reaching 100% of GDP by Only Two Years



“I am pleased to be a part of the Bipartisan Policy Center, which provides an environment to bring together divergent perspectives among Republicans and Democrats to develop consensus around innovative policy solutions.”

— Former Governor and BPC Immigration Task Force Co-chair Haley Barbour

Revenue Under Current Policies Simply Will Not Be Enough



1. Paul Ryan's Fiscal Year 2013 Budget: The Details
2. The 2013 Sequester May Not Be What You Think
3. House Democrats Fiscal Year 2013 Budget: The Details
4. The Consequences of the Sequester
5. First Session of 112th Congress: More Than Disappointing
6. Cooper-LaTourette Fiscal Year 2013 Budget: The Details
7. The Twelve Takeaways from CBO's 2012 Budget and Economic Outlook
8. Domenici-Rivlin 2.0, the Fiscal Cliff and a Framework to Bridge Them
9. Congressional Progressive Caucus Fiscal Year 2013 Budget: The Details
10. The Debt Ceiling Slouches Toward 2012

BRINGING PEOPLE TOGETHER

“Now we’re in a tremendous time of polarization, which makes the work of BPC so very, very important.”

— Republican Political Strategist
Brett O’Donnell

Political polarization is all too real, as an increasing number of Americans prefer to associate only with their ideological allies. In a recent BPC/USA TODAY poll, 65 percent of Americans say their spouses or significant others are of the same political party, and 48 percent say their friends are primarily of the same party.

But every week, BPC fosters civil conversations among individuals with widely diverging viewpoints. Through more than 70 public dialogues a year as well as private meetings and social events, BPC gathers principled partisans and encourages them to constructively debate their differences, explore solutions to contentious issues, and find common ground.



BPC Vice President of Operations Denise Devenny and BPC Senior Vice Presidents Bill Hoagland and Julie Anderson at the Fourth Annual Political Summit in New Orleans



BPC President Jason Grumet, Governors’ Council Member Jim Douglas, and Senior Fellow Dan Glickman discuss “The Case for Bipartisanship”



1. BPC’S Annual Political Summit in New Orleans
2. Our Health Care Future: What’s Next After The Supreme Court Decision?
3. A Century of Service
4. Understanding the New Energy Landscape: Technological Change and Global Market Integration
5. Lots to Lose: How America’s Health and Obesity Crisis Threatens our Economic Future
6. Accelerating Electronic Health Information Sharing to Improve Quality and Reduce Costs in Health Care
7. The Tax Piece of the Debt Puzzle
8. Housing in America—San Antonio Public Forum
9. Housing in America—St. Louis Public Forum
10. The Future of Red And Blue: How Changing Party Demographics Will Impact the 2012 Election and Beyond



Representative Jason Chaffetz (R-UT) addresses key issues in the election



Foreign Policy Project Co-chair Charles Robb, Democracy Project Director John Fortier, and Senior Fellow Trent Lott get ready to discuss Ira Shapiro’s book *The Last Great Senate*



Annual Political Summit

Far beyond the Beltway, BPC's summit brings together Washington's top political strategists and BPC thought leaders to examine where the two parties may find common ground going forward to address the nation's key policy issues. In 2012, they convened the summit just one week after Election Day to reflect on the campaign season and to explore the shift from campaigning to governing.

In front of a record-setting crowd at Tulane University, summit participants included BPC Senior Fellows former Agriculture Secretary **Dan Glickman**, former Senate Majority Leader **Trent Lott**; and former Senator **Bob Bennett**; former Governor **Ted Strickland**; *The Washington Post's* **Jonathan Capehart**; CNBC's **John Harwood**; Facebook's **Katie Harbath**; Harvard University Institute of Politics Director **Trey Grayson**; Twitter's **Adam Sharp**; political strategists **Brendan Daly**, **Kiki McLean**, and **Brett O'Donnell**; and CNN contributors **John Avlon**, **Maria Cardona**, and **Margaret Hoover**. Hosted by the electrifying duo of **Mary Matalin** and **James Carville**, the summit looked back at the recent election, including the role of social media in the campaign, the lessons learned from post-election polling, and the overall political impact of the election results.



BPC Vice President of Communications Eileen McMenamin leads a conversation with campaign photographers

“If you’re coming to divide, go away. If you’re coming to bring us solutions, let’s figure it out.”

— **Mary Matalin**

Annual Political Summit Co-hosts James Carville and Mary Matalin



Kiki McLean, Loyola University student Dwayne Fontenette, and James Carville score a victory in the “Entergy Lightning Round”



BPC President Jason Grumet, *The Washington Post's* Jonathan Capehart, and BPC Board Member Mark Heising



New York magazine's John Heilemann, CNN contributor Margaret Hoover, and Twitter's Adam Sharp recap the role of social media in the election

Century of Service

From their distinguished military service to their storied careers in elected office, the combined public service of former Senate Majority Leaders **Howard Baker** and **Bob Dole** totals more than a century. Both men—co-founders of BPC—exemplify the qualities of political leadership the nation needs most, especially now in the hyper-partisan environment in Washington. Both Baker and Dole continue to serve the country today by fighting for the causes they believe in with their trademark wit, style, and consensus-building ability. BPC honored them and their service at an event at Washington’s Mellon Auditorium.

“I don’t believe there’s any problem that cannot be solved if you have willing men and women come together,” declared Dole. Baker concurred: “You need to take in the other party’s point of view in order to translate it into policy.”

The evening featured a veritable who’s who of political leadership from both sides of the aisle, including remarks from current and former Senate majority leaders. BPC Co-founder **Tom Daschle**, BPC Senior Fellows **Bill Frist** and **Trent Lott**, and Senate Majority Leader **Harry Reid** (D-NV) joined former President **Bill Clinton**, Vice President **Joe Biden**, Senate Minority Leader **Mitch McConnell** (R-KY), and Senators **Lamar Alexander** (R-TN) and **Pat Roberts** (R-KS) in honoring Baker and Dole. Roberts serenaded the crowd to the tune of “Sweet Caroline,” with the refrain “Sweet Robert Dole — Bob, Bob, Bob — Good times never seemed so good — So good, so good, so good.”

“It was a great honor and a genuine privilege to serve with each of you, to learn from each of you.”

— Vice President Joe Biden



Senator Pat Roberts (R-KS) leads a tribute to fellow Kansan Bob Dole



Former Senate Majority Leader and BPC Co-founder Tom Daschle, Vice President Joe Biden, Secretary of Defense Leon Panetta



Former Senate Majority Leader and BPC Senior Fellow Bill Frist, former Labor Secretary Elaine Chao, Senate Minority Leader Mitch McConnell (R-KY)

“When expectations of a bipartisan Congress seem like a bygone tradition, two men who embodied leadership often beyond party politics were honored in Washington for their combined century of service.”

— CNN

“Finding common ground without losing sacred ground is what Dole and Baker accomplished, and what politics should be all about.”

— Capitol File Magazine



Former Senate Majority Leaders and BPC Co-founders Howard Baker and Bob Dole



Former Senate Majority Leaders Bill Frist and Trent Lott, Senate Minority Leader Mitch McConnell (back row), and former Senate Majority Leaders Howard Baker and Bob Dole

CREATIVE SOLUTIONS

BPC brings diverse, expert, and interested parties together to hammer out politically viable solutions.

BPC's 2012 policy recommendations include:

The Economic Policy Project recommended using “accelerated regular order” to prevent the fiscal cliff, turn off the sequester, and advance passage of a comprehensive debt reduction package (*Framework for a Grand Bargain to Avoid the Fiscal Cliff*).



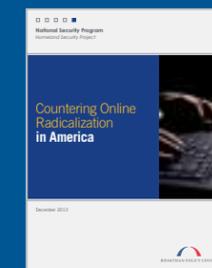
The Foreign Policy Project recommended steps to demonstrate a stronger credible military threat to Iran, including the sale of KC-135 Stratotanker aerial refueling tankers and 200 GBU-31 bunker-buster munitions to Israel. The project also stressed the importance of regular independent assessments of the effectiveness of sanctions (*Meeting the Challenge: Stopping the Clock*).

The Energy Project recommended that the executive branch establish a Quadrennial Energy Review to develop objectives and metrics, review existing federal policies and programs, assess data-collection efforts, and propose executive actions (*The Executive Branch and National Energy Policy: Time for Renewal*).



The Nutrition and Physical Fitness Initiative recommended that nutrition and physical fitness activity training be incorporated in all phases of medical education (*Lots to Lose: How America's Health and Obesity Crisis Threatens our Economic Future*).

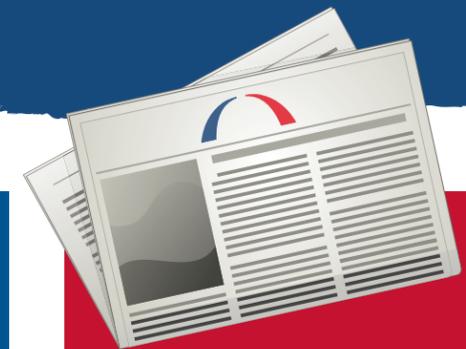
The Democracy Project recommended that congressional leaders commit to five-day workweeks, with three weeks on and one week off (*Getting Back to Legislating: Reflections of a Congressional Working Group*).



The Homeland Security Project recommended the administration accelerate informal partnerships with leading Internet companies to better understand national security threats and trends in online terrorist propaganda and communication (*Countering Online Radicalization in America*).

The Health IT Initiative recommended increasing federal, state, and private-sector incentives for the use of electronic tools to support engagement of patients in their health and health care (*Improving Quality and Reducing Costs in Health Care: Engaging Consumers Using Electronic Tools*).

The Economic Policy Project recommended replacing the payroll tax holiday with a one-time income tax rebate for 2013, establishing a two-bracket income tax with rates of 15 percent and 28 percent, and taxing capital gains and dividends as ordinary income (*Domenici-Rivlin 2.0*).



BPC in the Headlines

In 2012,

- ★ BPC received a 50 percent increase in press mentions over 2011.
- ★ BPC secured more than 70 op-ed placements.
- ★ BPC's experts appeared on TV and radio nearly 200 times.

“Pragmatic policy solutions should never be held hostage by partisan agendas. That’s why the role of the Bipartisan Policy Center is so important—to provide thoughtful, constructive ideas that can earn the support of Republicans and Democrats alike.”

— Senator Chris Coons (D-DE)

BIPARTISAN POLICY CENTER ADVOCACY NETWORK

PROJECT STAFF



Michele Stockwell
Vice President of Public Policy
and Executive Director, BPCAN

Kimberly Dean
Senior Advisor

Michele Nellenbach
Senior Manager

Laura Hall
Senior Legislative Assistant

Ben Ludwig
Legislative Assistant

Jessica Smith
Legislative Associate

Ideas, roundtables, and reports only go so far. The hard work of impacting the federal policy debate, passing legislation, or encouraging executive branch action requires consistent engagement with decision-makers and key staff. That's why the Bipartisan Policy Center Advocacy Network (BPCAN) is such a crucial partner for BPC. BPCAN works extensively with Congress and the administration to help translate BPC projects into workable legislative proposals and to find creative solutions to move crucial issues forward.

BPCAN pairs the substantive analysis of BPC with strong advocacy and strategic engagement. BPCAN's seasoned team of strategists, with a combined 50 years spent working for both chambers and both parties on Capitol Hill, provides BPC programs with political insight and comprehensive advocacy strategies. BPCAN forges and maintains relationships with members of Congress and their staffs, serves as a resource for Capitol Hill, and, of course, advocates the specific policy proposals developed at BPC.

In 2012 alone, BPCAN held more than 200 meetings and engaged in countless informal conversations with members of Congress and their staffs, hosted more than a dozen committee briefings and public events on Capitol Hill, and facilitated the appearance of BPC principals at numerous congressional hearings.



BPC Vice President of Public Policy and BPCAN
Executive Director Michele Stockwell

“I appreciate the Bipartisan Policy Center’s thoughtful and principled contributions to some of the most serious policy debates in Washington.”

— **Senator Bob Corker (R-TN)**

BPCAN's 2012 accomplishments include:

- ★ Initiated an advocacy campaign aimed at educating congressional offices on the details of the sequester and its impact on national security and non-defense discretionary programs.
- ★ Worked with BPC's economic policy staff to push out a proposal creating a process framework establishing accelerated “regular order” to reach a comprehensive debt reduction agreement and stave off the impending fiscal cliff; and worked with a bipartisan pair of senators to turn this proposal into legislation.
- ★ Advocated a BPC Russia Task Force proposal that recommended granting Russia Permanent Normal Trade Relations status, while holding Russian officials accountable for human rights violations. BPCAN worked closely with key committees and influential personal offices to advocate for a solution that addressed the two key issues in this debate simultaneously. The bill passed the House 365–43 and the Senate 92–4, and President Barack Obama signed it into law in late December.
- ★ Worked with the offices of a bicameral group of legislators to advance energy efficiency legislation supported by BPC's Energy Board and American Energy Innovation Council. The bill, which called for setting new energy efficiency standards in select appliances and strengthening energy efficiency programs, was passed by both chambers and signed by the president in late 2012.

“Real bipartisanship is about people with differing points of view coming together to identify real problems, having an open and honest discussion based on facts, and then developing solutions that will actually fix the problems. That’s the spirit of the Bipartisan Policy Center.”

— **Julius Genachowski, Chairman, FCC**

COMING UP IN 2013

As the fiscal debates continue to dominate the congressional landscape in 2013, BPCAN's advocacy efforts will be centered on advancing major new BPC economic policies, including those recommended in reports by the Housing Commission, the Health Care Cost Containment Initiative, and the Financial Regulatory Reform Initiative. In addition, the political team will advance a new comprehensive national energy plan by the Strategic Energy Policy Initiative and continue to work closely with BPC's economic policy staff to push for enactment of a comprehensive debt stabilization plan. BPCAN will partner with BPC's Immigration Task Force as it develops real solutions to the country's immigration challenges.

ADVOCACY, OUTREACH, AND EDUCATION

“Who would have thought four or five years ago the whole notion that being bipartisan would be viewed as so radical?”

— Senator Mark Warner (D-VA)

BPC's work is not complete when a report is sent to the printer. Equally as important as developing solutions is seeing them enacted. BPC leadership and project staff actively engage with members of Congress and their staffs, the administration, the media, and the public to educate them about BPC's analysis and to advocate for BPC's recommendations. BPC's sister organization, BPCAN, then aggressively advocates for these solutions.

Examples of BPCAN's advocacy efforts in 2012 included:

- ★ Former Senator and BPC Senior Fellow **Pete Domenici** and former Director of the Office of Management and Budget (OMB) and the Congressional Budget Office (CBO) **Dr. Alice Rivlin** testified before the Senate Finance Committee on BPC's comprehensive budget plan.
- ★ Former Senator and Foreign Policy Project Co-chair **Charles Robb** testified before the House Armed Services Committee on the Iranian nuclear threat and the option of using credible, visible preparations for military action to stop Iran's nuclear development as a last resort.
- ★ Members of BPC's Governors' Council met with Secretary of Health and Human Services **Kathleen Sebelius** to discuss their recommendations on improving the Medicaid waiver process.
- ★ Economic Policy Project Senior Director **Steve Bell**, Foreign Policy Project Director **Michael Makovsky**, and Major General (ret.) **Arnold Punaro** briefed the Congressional Shipbuilding Caucus on the impacts of sequestration on the shipbuilding industry and on the negative consequences it would have on U.S. naval forces.
- ★ Advocated for passage of the Russia and Moldova Jackson-Vanik Repeal Act of 2012.
- ★ Briefed a range of Hill staff and caucuses on the House and Senate budgets, including the Congressional Black Caucus and the Republican Study Committee.
- ★ Pushed for increased investments in important energy innovation programs such as ARPA-E through conversations with key congressional appropriators, which resulted in an increased 2012 funding level of \$275 million for the agency.



Debt Reduction Task Force Co-chairs Dr. Alice Rivlin and Pete Domenici



Former Senator and Foreign Policy Project Co-chair Charles Robb



Foreign Policy Project Director Michael Makovsky



BPC's online growth and engagement exploded in 2012. **Unique visitors rose 18 percent** over 2011 and **page views increased by 6 percent**, once again **topping one million**. As a testament to BPC's effort to provide fresh content for visitors in search of event recaps, report summaries, and commentary on legislative developments, **traffic to the blog jumped 174 percent in 2012**. Staff posts were cited by dozens of news outlets, including *Bloomberg*, *The Christian Science Monitor*, *Slate*, *The New York Times*, and *The Washington Post*. BPC's **Twitter account more than doubled** its following in 2012. And social media referrals (visits from Facebook and Twitter) to the website went from 8,303 in 2011 to 15,853 in 2012. The closing months of 2012 were record-breaking for BPC. The site saw more than 100,000 page views in both October and November. What's more, **new visitors accounted for 70 percent of traffic** to BPC's site in the final quarter of the year, compared with 55 percent in 2011 and 64 percent in 2012 overall.

COMING UP IN 2013

Immigration Task Force

BPC has launched the Immigration Task Force to help find consensus solutions to the nation's immigration challenges. The task force will explore all aspects of immigration reform including the metrics needed to judge the security of the borders, the costs of the overall program, and the most effective way to address the nation's economic need for temporary workers. "Securing our nation's borders is not only a national security priority, it is important economically," says former Secretary of State and task force co-chair **Condoleezza Rice**. The members are committed to helping keep the current political momentum going through targeted public events and engagement as well as the production of objective, data-driven analysis on a range of key topics to inform the debate.

Commission on Political Reform

The Commission on Political Reform launches with two main purposes—to understand the causes and consequences of America's partisan political divide and to advocate for specific electoral and congressional reforms to help Americans achieve shared national goals.

The Commission on Political Reform is convening a series of "National Conversations on American Unity" beginning in March 2013. Through these events, the commission is fostering an optimistic national dialogue about the health of our democracy. The diverse group of commissioners will identify concrete but achievable reforms to our congressional gridlock and electoral dysfunction while promoting public service, and release its final recommendations in 2014.



Co-chairs



Tom Daschle
Former Senate Majority Leader; Co-founder, BPC



Dan Glickman
Former Agriculture Secretary; Senior Fellow, BPC



Dirk Kempthorne
Former Governor of Idaho, Interior Secretary, and Senator; President and CEO, American Council of Life Insurers



Trent Lott
Former Senate Majority Leader; Senior Fellow, BPC



Olympia Snowe
Former Senator; Senior Fellow, BPC

Co-chairs



Haley Barbour
Former Governor of Mississippi



Henry Cisneros
Former Housing and Urban Development Secretary



Edward G. Rendell
Former Governor of Pennsylvania



Condoleezza Rice
Former Secretary of State

Commissioners

Hope Andrade
Former Texas Secretary of State

Molly Barker
Founder, Girls on the Run

Henry Bonilla
Former Representative; Partner, The Normandy Group

John Bridgeland
Former Director, White House Domestic Policy Council; Former Director, USA Freedom Corps; President and CEO, Civic Enterprises

John Donahoe
President and CEO, eBay Inc.

Susan Eisenhower
Chairman of Leadership and Public Policy Programs, Eisenhower Institute; President, Eisenhower Group

Floyd H. Flake
Former Representative; Pastor, Greater Allen A.M.E. Cathedral

Mark D. Gearan
Former Director, Peace Corps; President, Hobart and William Smith Colleges

Heather Gerken
J. Skelly Wright Professor of Law, Yale Law School

Michael Gerson
Former Speechwriter for President George W. Bush; Columnist, *The Washington Post*

Charles Gonzalez
Former Representative

Jennifer M. Granholm
Former Governor of Michigan

Antonia Hernández
President and CEO, California Community Foundation

Task Force Members

Howard Berman
Former Representative (D-CA)

Al Cardenas
Chair, American Conservative Union

John Chen
Former Chairman, CEO, and President, Sybase

Michael Chertoff
Former Secretary of Homeland Security

Eliseo Medina
International Secretary-Treasurer, Service Employees International Union

John Rowe
Former Chairman and CEO, Exelon Corporation

John Shadegg
Former Representative (R-AZ)

Hilda Solis
Former Secretary of Labor

Karen Hughes
Former Undersecretary of State for Public Diplomacy and Public Affairs; Worldwide Vice Chair, Burson-Marsteller

Victoria Kennedy
Co-founder, Edward M. Kennedy Institute for the United States Senate

Chris Marvin
Managing Director, "Got Your 6"; CPT (U.S. Army, Retired)

David McIntosh
Former Representative; Partner, Mayer Brown LLP

Eric L. Motley
Former Special Assistant to President George W. Bush; Vice President, The Aspen Institute

Deborah Pryce
Former Representative; Principal, Ice Miller Whiteboard

Reihan Salam
Lead Writer, *National Review Online's* "The Agenda"

Kurt L. Schmoke
Former Mayor of Baltimore; Vice President and General Counsel, Howard University

Margaret Spellings
Former Education Secretary; President and CEO, Margaret Spellings and Company

Diane Tomb
President and CEO, National Association of Women Business Owners

Ronald A. Williams
Former Chairman and CEO, Aetna Inc.; Founder, RW-2 Enterprises LLC

Elaine Wynn
Director, Wynn Resorts; National Chairman, Communities in Schools; President, Nevada State Board of Education



ENERGY AND INFRASTRUCTURE



“At first blush, Republican Trent Lott, the loquacious former Senate majority leader from Mississippi, and Democrat Byron Dorgan, the quiet and precise former senator from North Dakota, don’t have much in common. But they have joined forces to run the Strategic Energy Policy Initiative at the Bipartisan Policy Center.”

— *National Journal*

PROGRAM

Every American’s way of life is dependent on secure, affordable, and reliable energy, as well as on the infrastructure necessary for a dynamic, thriving nation. Though the United States has abundant and diverse sources of domestic energy, the country’s energy and infrastructure challenges are great—and must be confronted within the context of budget cutbacks. Policies for the future will require lawmakers from both sides of the aisle to work together to find new approaches to support these critical components of economic growth.

ENERGY PROJECT

Despite continued growth in domestic oil, natural gas, and renewable energy production and significant improvements in energy productivity, the United States continues to face a number of energy challenges, including how to: develop domestic resources in an environmentally sustainable way; improve energy efficiency in all sectors; reform the vast array of often-competing federal and state taxes, subsidies, and regulations; invest and deploy new energy technology in a weak economy; respond to global oil market risks; and address rising global greenhouse gas emissions. The Energy Project confronts these issues through its multiple activities.

“Government agencies tasked with U.S. energy policy are ‘like an orchestra without a conductor.’”

— **Former Senator and BPC Senior Fellow Byron L. Dorgan**

Energy Board Co-chairs former Senators Byron L. Dorgan and Trent Lott, former EPA Administrator William Reilly and former National Security Advisor General James L. Jones USMC (Ret.)

ENERGY PROJECT 2012 ACCOMPLISHMENTS

LEADERSHIP



Byron L. Dorgan
Former Senator and BPC Senior Fellow



Trent Lott
Former Senate Majority Leader and BPC Senior Fellow



General James L. Jones USMC (Ret.)
Former National Security Advisor and BPC Senior Fellow



William K. Reilly
Former Environmental Protection Agency Administrator

STAFF, ADVISORS, AND SCHOLARS



Margot Anderson
Executive Director



Joe Kruger
Director for Energy and the Environment



Tracy Terry
Director for Energy Security

Nate Gorence
Associate Director

Meghan McGuinness
Associate Director

David Rosner
Associate Director

Jason Burwen
Senior Policy Analyst

Jane Flegal
Senior Policy Analyst

Lourdes Long
Senior Policy Analyst

Scott McKee
Senior Policy Analyst

Colleen Kelly
Policy Analyst

Lazaro Zamora
Project Assistant

Rosemarie Calabro Tully
Press Secretary

Emil Frankel
Visiting Scholar

Jennifer Macedonia
Senior Advisor

Strategic Energy Policy

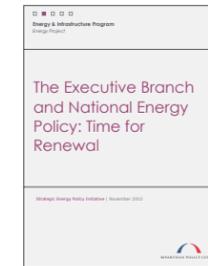
Despite continued growth in domestic oil, natural gas, and renewable energy production and significant improvements in energy productivity, the United States continues to face a number of energy challenges, including how to: develop domestic resources in an environmentally sustainable way; improve energy efficiency in all sectors; reform the vast array of often-competing federal and state taxes, subsidies, and regulations; invest and deploy new energy technology in a weak economy; respond to global oil market risks; and address rising global greenhouse gas emissions. The Energy Project confronts these issues with targeted task forces, top-tier energy experts, and cutting-edge analysis.

Co-chaired by former Senator and BPC Senior Fellow **Byron L. Dorgan**, former Senate Majority Leader and BPC Senior Fellow **Trent Lott**, former National Security Advisor and BPC Senior Fellow General **James L. Jones USMC (Ret.)**, and former Environmental Protection Agency Administrator **William K. Reilly**, the Energy Board spent much of 2012 convening the diverse members of the initiative to hammer out consensus recommendations.



BPC Electric Grid Initiative Co-chair Curt Hébert

The initiative also released two reports in 2012:



The Executive Branch and National Energy Policy: Time for Renewal recommended a new approach to energy policy within the executive branch, calling for the creation of a long-term national energy strategy and a Quadrennial Energy Review that lays out both the steps needed to implement the strategy and the metrics for measuring the success of various policies.

“We must build upon this progress and simultaneously address ever-present energy security threats and environmental challenges. Doing so during a time of unsustainable national debt will create difficult but necessary policy choices—choices that are unlikely to be resolved without broad-based bipartisan support and national leadership,” wrote Dorgan and Lott in an op-ed for *The Hill*. The report release was broadcast by C-SPAN, and the report was cited by numerous media outlets, including *The Wall Street Journal*, *National Journal*, *POLITICO*, *Bloomberg Government*, *Environment & Energy Daily*, *Environment & Energy TV*, and *Inside EPA*.



Shale Gas: New Opportunities, New Challenges identified emerging issues and opportunities for capturing the economic benefits associated with this new and significant domestic energy resource. In particular, the report stressed that reaping the economic and environmental benefits of an expanded U.S. gas resource base requires building public confidence that shale gas resources will be developed in a safe and environmentally sound manner. The report helped lay the initial groundwork for a bipartisan approach to responding to the natural gas boom and was well received on the Hill. BPC staff conducted numerous briefings on the recommendations, and the report became an effective educational tool for policymakers and their staffs.



1. Washington, D.C.
2. New York
3. Chicago
4. San Francisco
5. Boston
6. New Orleans
7. Los Angeles
8. Houston
9. Philadelphia
10. Austin
11. London
12. Denver
13. Seattle
14. Baltimore
15. Atlanta



BPC Electric Grid Initiative Co-chairs Rick Boucher and Allison Clements



Former Senator and BPC Senior Fellow Pete Domenici, BPC Senior Policy Analyst Lourdes Long, and former DOE Assistant Secretary Warren "Pete" Miller

“Former Senate Energy and Natural Resources Chairman Pete Domenici and former DOE nuclear office chief Pete Miller have a new report today outlining five critical goals for keeping the U.S. at the top of its nuclear energy game over the long term.”

— POLITICO PRO



1. Twitter
2. Facebook
3. Slate
4. The Washington Post
5. Wikipedia
6. The Fiscal Times
7. The Christian Science Monitor
8. The New York Times
9. Yahoo! News
10. The Weekly Standard

*sites that link and drive traffic to BPC's website, excluding search engines

Leading on Nuclear Power

Throughout 2012, former Senator and BPC Senior Fellow **Pete Domenici** and former Department of Energy (DOE) Assistant Secretary for Nuclear Energy **Warren “Pete” Miller** helmed BPC’s Nuclear Initiative, addressing various issues regarding nuclear energy’s future in the United States. The initiative held a series of public discussions to explore technology and policy solutions, culminating in the September 2012 report *Maintaining U.S. Leadership in Global Nuclear Energy Markets*. Key recommendations include ensuring that a strong U.S. nuclear energy sector is a high priority for federal energy and national security policymakers, strengthening nuclear plant safety and security, improving the management and disposal of spent nuclear fuel, and supporting research and development efforts.

“The government’s failure to address our nuclear waste issues is damaging to the development of future nuclear power and simultaneously worsening our nation’s financial situation,” said Senator **Lisa Murkowski** (R-AK) at the Nuclear Initiative series. “We are trying to be mindful of the Blue Ribbon Commission’s admonition that ‘How a new waste management organization behaves and delivers on commitments is more important than what specific organizational form it takes,’” added Senator **Jeff Bingaman** (D-NM). Murkowski and Bingaman discussed their collaboration with Senators **Dianne Feinstein** (D-CA) and **Lamar Alexander** (R-TN) to develop bipartisan legislation on nuclear waste management. Feinstein and Alexander added language to DOE’s appropriations bill authorizing a pilot program to establish interim storage facilities for spent nuclear fuel and high-level waste.



Senator Lisa Murkowski (R-AK)



Senator Jeff Bingaman (D-NM)

Energy Innovation: Creating Opportunities for High-Tech Solutions

The members of the American Energy Innovation Council (AEIC), **Norm Augustine**, **Ursula Burns**, **John Doerr**, **Bill Gates**, **Chad Holliday**, **Jeff Immelt**, and **Tom Linebarger**, are committed to reestablishing America's energy technology leadership through robust, public investment in the development of world-changing energy technologies. Throughout 2012, AEIC continued to broaden its energy innovation analysis, innovation policy, and advocacy portfolio by reaching out to the broader public R&D community and by engaging in research-related budget, tax reform, and policy discussions.

For example, the Department of Defense is increasingly recognized as a powerful driver of advanced energy technologies. But a key challenge for policymakers is how to maximize that capacity for progress on energy-related technologies while simultaneously advancing the department's security mission. AEIC examined these issues by commissioning a report, *Energy Innovation at the Department of Defense: Assessing the Opportunities*, and convening a dialogue about the opportunities and challenges for accelerating advanced energy technologies. The discussion featured leading defense and innovation experts, including **Norm Augustine**, former undersecretary of the Army; **Dorothy Robyn**, deputy under secretary of defense for Installations and Environment; and **Sharon Burke**, assistant secretary of defense for operational energy plans and programs. In 2012, Augustine was invited to testify before the Senate Committee on Energy and Natural Resources on AEIC's recommendations for government's role in energy innovation.

COMING UP IN 2013

The Energy Project will release two major consensus reports in early 2013: *America's Energy Resurgence: Sustaining Success, Confronting Challenges*, a comprehensive energy plan for the nation, and *Capitalizing on the Evolving Power Sector: Policies for a Modern and Reliable U.S. Electric Grid*, which will focus on policies to improve the reliability of the electric system and will provide incentives for clean energy and innovative grid technologies. In 2013, the Energy Project will focus on promoting the recommendations from these two reports and seeing energy legislation introduced and enacted. The Energy Project will also continue its New Dynamics of Natural Gas Supply and Demand Initiative, launch new work on international oil and gas markets, and examine new opportunities to address climate change.

“The development of new energy sources remains of critical importance to the nation.”

— AEIC Member Norm Augustine

AEIC Member Norm Augustine



AEIC members Ursula Burns, chairman and CEO of Xerox, and Bill Gates, chairman of Microsoft



Former Senator and BPC Senior Fellow Pete Domenic and Senator Tom Carper (D-DE)

NATIONAL SECURITY

PROGRAM

In a complex and often dangerous world, there is no issue more important than the safety and security of the American people. The National Security Program is committed to developing realistic and robust solutions to the most pressing national security and foreign policy issues confronting the United States today—whether burgeoning nuclear regimes, new terrorist tactics, skillful diplomacy, or cyber security.

FOREIGN POLICY PROJECT

The Foreign Policy Project works to address today's rapidly evolving international challenges. Project initiatives focus on everything from determining appropriate policy responses for very specific and timely international situations to considering more broadly the shape and direction of global politics in the 21st century.

HOMELAND SECURITY PROJECT

The Homeland Security Project's core mission is to be an active, bipartisan voice on homeland and national security issues. With terrorist threats and tactics becoming more complex and diverse, the project works to foster public discourse, provide expert analysis, and develop proactive policy solutions on how best to respond to emerging security challenges. The project focuses on implementing the 9/11 Commission recommendations; understanding and countering radicalization within the United States; and addressing the intricate issues raised by cyber security, information sharing, and emerging threats.

“Pressure needs to come from the credible threat of military action—whether by the U.S. or Israel—against Iran’s nuclear program. Such threats can enable peaceful, diplomatic solutions.”

— Charles Robb and Charles Wald in *The Wall Street Journal*

FOREIGN POLICY PROJECT 2012 ACCOMPLISHMENTS

LEADERSHIP



Charles Robb
Former Senator



General (ret.) Charles F. Wald



Alvaro Uribe
Former President of Colombia
and BPC Senior Fellow

STAFF & ADVISORS



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Director

Blaise Misztal
Associate Director

Jonathan Ruhe
Senior Policy Analyst

Ashton Kunkle
Administrative Assistant

Paula Dobriansky
Former Undersecretary
of State and Senior Advisor

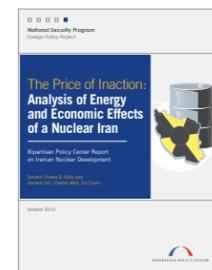
Eric S. Edelman
Former Undersecretary of
Defense for Policy and Senior Advisor

Admiral (ret.) Gregory Johnson
Senior Advisor

Lawrence Goldstein
Advisor

Stephen G. Rademaker
Former U.S. Assistant Secretary
of State and Advisor

The Ticking Iranian Clock



“The time has come for American leaders to openly discuss the potential consequences of this looming crisis and to take initial preparatory steps for military action against Iran as a last resort,” said former Senator **Charles Robb** at the release of the Iran Initiative report *Meeting the Challenge: Stopping the Clock*. General (ret.) **Charles Wald**—who co-chairs the initiative with Robb—agreed: “If we are to gain

international support for tougher economic sanctions and convince Iran to accept a diplomatic solution, we must ensure we have a visible, credible military option.” The report—the fourth in a series—examines Iran’s rapid nuclear progress and its implications for the United States, explains why containment will not work, and proposes ways for the United States to prevent a nuclear Iran. After deliberations with a new, expanded task force, the initiative arrived at a bipartisan, fact-driven consensus: the best chance for successfully meeting the Iranian nuclear challenge is a robust and comprehensive triple-track strategy that simultaneously pursues diplomacy, sanctions, and visible, credible preparations for a military option.

“If we are going to be a consumer of oil, it’s better that it be our oil rather than from the Middle East. But the oil market is still global, and the North American oil market will still be greatly impacted by developments in the Middle East.”

— **Michael Makovsky** in *The New York Times*

The Year in Analysis and Advocacy

February. In an effort to convince Congress of the necessity of a credible military action both for the United States and for Israel, Robb and Wald published an op-ed in *The Wall Street Journal* arguing that “we believe that enhancing Israel’s military capabilities ... would improve Israeli credibility and help convince the Iranians to pursue a diplomatic solution.”

July. After receiving strong bipartisan support in both the House and the Senate, President Barack Obama signed the United States-Israel Enhanced Security Cooperation Act of 2012. Key measures in the law, specifically the importance of providing Israel with refueling tankers and bunker-busting munitions, were strongly recommended by *Meeting the Challenge: Stopping the Clock*. In the report, BPC underscored the necessity of the United States to bolster Israel’s military threat against Iran’s nuclear facilities and to pressure a halt to its nuclear program. “Enhanced security cooperation between the United States and Israel plays a vital role in preventing a nuclear weapons-capable Iran,” said **Michael Makovsky**, director of the Foreign Policy Project.

September. A Senate resolution was passed stating that “it is a vital national interest of the United States to prevent the government of Iran from acquiring a nuclear weapons capability.” In a letter to the Senate, BPC praised the resolution’s emphasis on denying Iran the “capability” to produce a nuclear weapon.

October. The initiative ended the year with the release of another report, *The Price of Inaction: An Analysis of Energy and Economic Effects of a Nuclear Iran*, which examined the economic impacts of Iran crossing the nuclear threshold. Analyzing five possible scenarios, BPC concluded that the expectation of instability and conflict that a nuclear Iran could produce may increase the price of oil by between 10 and 25 percent in the first year, costing the U.S. economy \$200 billion and 700,000 jobs.

The infographic details the economic and energy impacts of a nuclear Iran. It includes a map of the Persian Gulf region, a bar chart showing oil flows from Persian Gulf countries through the Strait of Hormuz, and a line graph showing the impact of higher oil prices on GDP growth, inflation, and unemployment. Key statistics include: 16 million barrels per day from the Persian Gulf, an 18% increase in oil prices, a \$20 increase in oil price leading to a 5% GDP decrease, and a 2.5¢ increase in oil price leading to a 5¢ increase in gasoline prices. It also states that a nuclear Iran could lead to a \$20 increase in oil price and 50¢ more per gallon of gasoline. Higher oil prices could constrain GDP growth, increase inflation, and increase unemployment. A nuclear Iran could drive up the price of oil as much as 25% in the first year, costing the U.S. economy \$200 billion and 700,000 jobs.

Foreign Policy Project analysis of a nuclear Iran on oil prices

“The disruption of oil flows would have significant economic repercussions. Yet failure to stop Iran’s nuclear-weapons program also would have myriad direct and indirect consequences. We led a Bipartisan Policy Center task force ... that examined the energy-related costs of inaction.”

— Charles Robb, Dennis Ross, and Michael Makovsky in *The Wall Street Journal*

Latin America: From Violence to Hope

“Venezuela has no determination to fight insecurity, to fight violent groups,” said **Álvaro Uribe**, former president of Colombia, of the 14-year-long Chávez administration at a Foreign Policy Project event to discuss the potential for change in South America. Uribe’s concerns about Venezuela were particularly astute given the late Hugo Chávez’s support of Iran’s nuclear ambitions. The event also highlighted Colombia’s imminent negotiations with the Revolutionary Armed Forces of Colombia (FARC) in an attempt to bring resolve to a nearly half-century-old guerrilla conflict. In 2012, Uribe joined BPC as a senior fellow, working with the Foreign Policy Project.

COMING UP IN 2013

The Foreign Policy Project will continue to focus its efforts on the most critical global issues of the day with a particular focus on Turkey and Iran, and the fate of national security in a time of fuel anxiety.



Former National Security Advisor and BPC Senior Fellow General James L. Jones USMC (Ret.) and American Islamic Congress Executive Director Zainab al-Suwaij discuss “Egypt After The Revolution”



Former President of Colombia and BPC Senior Fellow Álvaro Uribe



Former Secretary of Commerce and Russia Initiative Co-chair Don Evans and State Department Assistant Secretary Philip Gordon discuss “Putin’s Return”



Former Undersecretary of State and BPC Senior Advisor Paula Dobriansky



Foreign Policy Project Director Michael Makovsky

HOMELAND SECURITY PROJECT

2012 ACCOMPLISHMENTS

LEADERSHIP



Thomas Kean
Former Governor of New Jersey and 9/11 Commission Chair



Lee Hamilton
Former Representative and 9/11 Commission Vice-chair

PROJECT STAFF



Carie Lemack
Director

Radicalization



“Future terrorist attacks against the United States and its interests will continue to involve individuals who have been radicalized on the Internet,” said former Governor and 9/11 Commission Chair **Thomas Kean** at the release of the Homeland Security Project’s report *Countering Online Radicalization in America*. The report—the second in a series focused on online radicalization—urges the administration to publish an

Internet strategy to prevent terrorism and makes recommendations for countering the role of the Internet in radicalizing homegrown and domestic terrorists. “The online radicalization of terrorists is here to stay and, therefore, countering it should be a major and continuing priority for the government,” added former Representative and 9/11 Commission Vice-chair Lee Hamilton. “These efforts must also evolve as the Internet itself and terrorists’ use of it evolves.”

Cyber Preparedness

The Homeland Security Project’s Cyber Security Task Force—co-chaired by General **Michael Hayden**, former director of the CIA and NSA, and **Mort Zuckerman**, CEO of Boston Properties Inc.—brings together cyber security experts and private-sector leaders to address specific gaps in U.S. cyber security preparedness. In July 2012, the task force issued two well-received reports, *Public-Private Information Sharing* and *Cyber Security Legislation Privacy Protections are Substantially Similar*. “Real and perceived legal barriers stand in the way of robust cyber security information sharing between the government and private sector,” said Hayden of the information-sharing report. “The recommendations in this report seek to eliminate those.”

The task force also hosted a discussion focused on forging public-private partnerships to improve cyber security and on the latest Federal Communications Commission (FCC) policies. “The cyber threat is growing,” warned FCC Chairman **Julius Genachowski**. He called for companies that are running systems essential to U.S. economic and national security to strengthen the security of their computer networks.

“It seems like there’s a small piece of news about cyber security legislation every day. That’s probably because there are four bills currently inching their way through Congress. And if you’re finding it difficult to figure out which bill is which—don’t worry. A new report from the Bipartisan Policy Center says they’re kind of all the same.”

— Federal News Radio

“Spearheaded by former 9/11 commission co-chairmen Thomas Kean and Lee Hamilton, the research project, entitled ‘Countering Online Radicalization in America,’ wrestles with another question: *Should* the US government take down those sites?”

— Christian Science Monitor



Cyber Security Task Force Co-chairs Mort Zuckerman and General Michael Hayden



FCC Chairman Julius Genachowski



CenturyLink’s Michael Glenn with the Department of Homeland Security’s Jenny Menna and former Assistant Secretary for Policy Stewart Baker



“‘Eleven years after the event, some important 9/11 Commission recommendations have still not been implemented and require immediate attention,’ former 9/11 Commission Chair and Vice Chair Tom Kean and Lee Hamilton said in a statement. ‘We call on the government to build out an interoperable, broadband network for first responders.’”

— *National Journal*

Former 9/11 Commission Chair and Homeland Security Project Co-chair Thomas Kean



BPC's Carie Lemack moderates a panel with Peter Neumann, Peter Bergen and William McCants

“The report by the Bipartisan Policy Center said the number of cyberattacks appears to be on the rise, along with financial losses.”

— *Agence France-Presse*

COMING UP IN 2013

The Homeland Security Project plans to focus on three areas: radicalization and emerging threats, information sharing and security, and cyber security. The project will release the first annual report on emerging threats to the United States. This report will be a comprehensive review of current threats, including Al Qaeda and its affiliates as well as homegrown extremists who may target U.S. interests. It will contain recommendations for lawmakers and government officials on what they can do to better counter the threat and protect the homeland.



9/11 Commission Vice-chair and Homeland Security Project Co-chair Lee Hamilton

SPOTLIGHT

RUSSIA REDEFINED

A Big Win for American Businesses

“Our purpose is to advance U.S. economic and security interests, and to promote our values—in the case of Russia, these go hand-in-hand. One of the common goals should be Russian entry into the World Trade Organization (WTO),” wrote former Senator **Charles Robb** and former Secretary of Commerce **Donald Evans**, co-chairs of the Foreign Policy Project’s Russia Initiative, in a heralded January 2012 report, *A Bull in Bear’s Clothing: Russia, WTO and Jackson-Vanik*.

BPC’s Russia Initiative convened a diverse group of foreign policy experts, business leaders, and human rights advocates to tackle the tension between U.S. business interests in Russia and ongoing humanitarian concerns. Following several months of analysis and debate, the group released a consensus set of recommendations for advancing U.S.-Russia relations. It found that failure to repeal the Jackson-Vanik Amendment and extend Permanent Normal Trade Relations status would give Russia legitimate grounds under WTO rules to discriminate against U.S. businesses, causing the United States to lose market share to companies from the European Union and East Asia. With support from BPCAN, the group met with the legislative and executive branches to educate them about and advocate for BPC’s proposal to normalize trade relations with Russia while maintaining pressure on human rights issues.

BPC’s proposed solution was passed by both the House and the Senate and signed into law by the president in December 2012. “Though the country is focused on partisan gridlock over the fiscal cliff, bipartisanship still exists in Washington,” Robb and Evans wrote in *The Hill*. “President Obama has signed into law the Russia and Moldova Jackson-Vanik Repeal Act of 2012, a bill that demonstrates that the national interest is served when members of both parties work together. With this measure—which promotes freer trade with Russia while holding accountable Russian officials that violate human rights—both parties have found common ground on the need to encourage a strong, vibrant, and more open Russia.”

“Russia’s recent accession to the World Trade Organization has provided an opportunity to pursue both America’s values and interests—as recommended by our Bipartisan Policy Center task force on Russia—while creating more jobs at home.”

— Charles Robb and Donald Evans in *The Hill*

JOINING FORCES:

THE FOREIGN POLICY PROJECT AND THE ECONOMIC POLICY PROJECT

The Defense Sequester

Co-chaired by former Senate Budget Committee Chair **Pete Domenici**, former Agriculture Secretary **Dan Glickman**, and former National Security Advisor General **James L. Jones**, BPC’s Task Force on Defense Budget and Strategy is a joint effort of the Economic Policy Project and the Foreign Policy Project. Leveraging the strengths and perspectives of those two projects, the task force released *Indefensible: The Sequester’s Mechanics and Adverse Effects on National and Economic Security*. The report documents how these indiscriminate cuts will undermine the ability of the president, Pentagon, and Congress to set defense policy. The task force of budget hawks and military leaders conducted a thorough analysis of the mechanics, implementation, and effects of the sequester. The report recognizes the extraordinary nature of the sequester and that the primary issue is not the size or focus of its cuts but the arbitrary manner in which they are executed. The sequester will make it significantly more difficult to properly ensure force readiness, procure weapons systems, and invest in new technology to meet emerging threats. Moreover, sequestration would actually prevent necessary reforms if defense spending is to remain sustainable.



The report struck a chord: it was distributed throughout Congress and across the country by a team of senators—led by Senator **John McCain** (R-AZ)—as they traveled throughout the United States decrying the sequester’s dangers to national security.



Former Senator and BPC Senior Fellow Pete Domenici



Former Agriculture Secretary and BPC Senior Fellow Dan Glickman



Former National Security Advisor and BPC Senior Fellow General James L. Jones USMC (Ret.)

“The Bipartisan Policy Center, for instance, has projected the potential for this to translate into a 30% loss to force readiness from actual FY13 requests.”

— TIME

“The Bipartisan Policy Center has warned that roughly half the Pentagon’s annual budget will be subject to the \$500 billion, decade-long cut.”

— U.S. News & World Report

ECONOMIC POLICY



“Kicking the can down the road one more time would demonstrate that the political system of the world’s largest economy is unable to face up to problems and resolve them. We should not invoke another commission or super-committee. We need to show that the regular processes of our elected government can function.”

— Former Senator and BPC Senior Fellow Pete Domenici

PROGRAM

2012

witnessed major congressional economic controversies—including a looming fiscal cliff, threat of defaulting on debt repayment, and an ominous sequester. Meanwhile, the president and the House of Representatives each submitted competing budget plans, while the Senate did not pass a budget at all. The chasm between where housing is needed and where it was built deepened, financial reform stagnated, and the growing fiscal and debt crisis dominated the national consciousness and presidential campaign. The Economic Policy Program seeks to engage with these national problems with reason, analysis, and consensus—because a strong America starts with a stable economy.

ECONOMIC POLICY PROJECT

The Economic Policy Project’s work revolves around a central strategy: to illustrate the unsustainability of current federal fiscal policy, to demonstrate the consequences of inaction, and to create a path toward a comprehensive fiscal plan that will stabilize the nation’s debt trajectory.

FINANCIAL REGULATORY REFORM INITIATIVE

In the two years since its enactment, the Dodd-Frank Wall Street Reform and Consumer Protection Act has sparked a major overhaul of financial-sector regulation. BPC’s Financial Regulatory Reform Initiative launched in October 2012 to analyze and assess this policy.

HOUSING COMMISSION

Housing is critical to America’s economy—nationally, regionally, and locally—and essential to its competitiveness. That’s why the Housing Commission is dedicated to a few basic but critical principles: federal housing policy should help those most in need; a healthy housing market is essential for a robust economy; there should be a balance between home-ownership and rental subsidies; affordable housing credit and investment capital must be made available, but American taxpayers must also be protected; and, most importantly, the United States must become a country where every American has access to decent housing.

ECONOMIC POLICY PROJECT

2012 ACCOMPLISHMENTS

LEADERSHIP



Pete Domenici
Former Senator and
BPC Senior Fellow



Dr. Alice Rivlin
Former Director of the Office of
Management and Budget and
the Congressional Budget Office

STAFF



Steve Bell
Senior Director

Loren Adler
Senior Policy Analyst

Shai Akabas
Senior Policy Analyst

Brian Collins
Policy Analyst

Economic Policy Project Behind the Scenes

As Congress and the administration careened toward the fiscal cliff at the end of 2012, the Economic Policy Project was focused on analyzing the potential impact of these unusual fiscal and budgetary scenarios—including the sequester and the impending breach of the debt ceiling. The project's staff was active behind the scenes in many of the major fiscal policy debates, educating members of Congress and their staffs on BPC's impact analysis and offering private assessments and assistance on technical and procedural questions.

“To ensure America’s future prosperity and growth, we must commit to reducing the nation’s deficit in a balanced and fiscally responsible manner. The Bipartisan Policy Center’s work demonstrates that we have the capacity to find bipartisan solutions that will strengthen the middle class, create an environment in which the private sector can thrive, and ensure our economic competitiveness and economic growth.”

— Representative Allyson Schwartz (D-PA)



The Economic Policy Project experienced a surge of interest as the nation approached the so-called “fiscal cliff” late in the year. Related content—including an interactive fiscal-cliff timeline, an updated version of BPC’s landmark Domenici-Rivlin debt reduction plan, and a report on the defense sequester—received more than 30,000 hits on the website.

Domenici-Rivlin 2.0

Since the 2010 release of BPC’s comprehensive fiscal blueprint—widely known as the Domenici-Rivlin plan—Congress passed the Budget Control Act of 2011, which cut and capped defense and non-defense discretionary accounts at approximately the levels recommended by BPC. But there has been no comprehensive reform of taxes or entitlement spending, the primary drivers of U.S. debt.

Responding to a weaker-than-anticipated economy and political events, in 2012 the Economic Policy Project updated the Domenici-Rivlin plan, calling for:

1. Freezing discretionary defense accounts for five years and non-defense discretionary accounts for four years.
2. Fundamentally reforming federal entitlement programs—particularly Medicare—to achieve substantial savings over the coming decades.
3. Fundamentally reforming the tax code to raise revenues, improve progressivity, reduce complexity, and curtail tax expenditures targeted to prompt certain behavior by taxpayers at the expense of economic efficiency and fairness.
4. Enacting short-term policies to accelerate national economic growth.

The Economic Policy Project also produced a *Framework for the Grand Bargain*, which provided a near-term plan for sustaining economic growth, demonstrating a commitment to deficit reduction, and setting the stage for a necessary broader agreement in the 113th Congress. The plan urged the lame duck Congress to:

1. Require the committees of jurisdiction of the 113th Congress to produce a debt reduction package containing policies that, if enacted, would reduce projected federal debt by \$4 trillion over a decade.
2. Allow for such a package to move through Congress via “accelerated regular order.”
3. Turn off the fiscal cliff and impose a legislative backstop that would automatically become law if the 113th Congress failed to act and pass debt reduction legislation.
4. Enact an initial package of tax and spending changes (a “down payment”) in the lame duck session to offset some of the fiscal cliff—one that can be built upon to achieve a larger comprehensive debt reduction package in 2013.

In 2012, Domenici and Rivlin testified before the Senate Finance Committee, presented their work at the Peterson Fiscal Summit, and hosted several press events to discuss their recommendations.

“Domenici and Rivlin say bipartisanship is the only way to solve debt.”

— *MarketWatch*



Debt Reduction Task Force
Co-chair Dr. Alice Rivlin



Economic Policy Project
Director Steve Bell



Debt Reduction Task Force
Co-chair Pete Domenici

Partnering to Lead a National Dialogue

BPC, in partnership with the Center for Strategic and International Studies, held a series of forums on the impacts of the fiscal crisis. Co-hosted by Domenici and former Senator **Sam Nunn**, the forums featured former Secretary of State and Treasury **James Baker**, former Treasury Secretary **Bob Rubin**, former Defense Secretary **Bob Gates**, former Chairman of the Joint Chiefs of Staff Admiral **Mike Mullen**, former Senator **Alan Simpson**, and former White House Chief of Staff **Erskine Bowles**, among others. Many of the forums, held in Washington and New York in coordination with Stanford University's Hoover Institution, were broadcast on C-SPAN.

Trusted Agent

One of the Economic Policy Project's major goals is to be a reliable budget and fiscal resource for policymakers, the media, and the public. Through an ongoing series of blog posts, op-eds, and media appearances, the project defines intricate terms and makes complex topics comprehensible to a lay audience. In 2012, the project analyzed budget recommendations by President Obama and four budget submissions by members of the House of Representatives; it also publicly shared analysis on the impacts of the sequester and the breach of the debt ceiling, which were widely used by the media and policymakers.

COMING UP IN 2013

The Economic Policy Project aims to: promote and enact a comprehensive debt stabilization plan; influence the fiscal policy of Congress and the administration; help the country avoid another debt ceiling debacle; continue to serve as an analytical and political resource on budget, fiscal, and debt issues; and influence the public- and private-sector debate on system-wide health care transformation.

“[H]ow could you possibly get a sweeping plan to reform spending, taxes, and entitlement through a paralyzed Congress that has already failed so many times to come to an agreement? The Bipartisan Policy Center thinks it has the answer.”

— *The Washington Post*

“I’ve often thought nothing of consequence is ever accomplished by doing something alone. You’ve got to work with people. It’s working together—and certainly the Bipartisan Policy Center has done that.”

— **Senate Finance Committee Chairman Max Baucus (D-MT) speaking at BPC**



FINANCIAL REGULATORY REFORM INITIATIVE

2012 ACCOMPLISHMENTS

LEADERSHIP



Martin Baily
Former Chairman
of the Council of
Economic Advisers



Phillip Swagel
Former Assistant
Secretary for
Economic Policy

STAFF



Aaron Klein
Director

Shaun Kern
Policy Analyst

Taking Perspective on Financial Regulatory Reform

Led by Co-chairs **Martin Baily**, former chairman of the Council of Economic Advisers under President Bill Clinton, and **Phillip Swagel**, former assistant secretary for economic policy at the Treasury Department, the initiative brings together a bipartisan group of former regulators, policy advocates, academics, and practitioners. They are focusing on ways to improve existing regulatory practices and achieve better outcomes for end-users of financial services and the economy as a whole.

“Looking back historically at any major piece of legislation, regardless of which party is in power, Congress never gets it right when you’re looking at massive reform legislation the first time through,” said Senator **Mark Warner** (D-VA) on the importance of the Financial Regulatory Reform Initiative in front of a standing-room-only crowd at the initiative’s formal launch.

At the event, the initiative released a white paper outlining the criteria by which it will examine financial regulation and identifying five central areas of focus: systemic risk, failure resolution, capital markets, consumer financial protection, and regulatory architecture. The discussion and paper were covered by numerous media outlets, including *American Banker*, *The Hill*, *National Journal*, Fox News, and *POLITICO*.

COMING UP IN 2013

The Financial Regulatory Reform Initiative will continue its work to ensure that the response to our financial crisis furthers taxpayer and consumer protections, credit availability, economic recovery, and the competitive posture of U.S. financial institutions. The initiative will develop, release, and advocate for recommendations on the key areas of reform.

“Clearly, a global shift is underway. Central banks are operating under an additional mandate beyond that of setting monetary policy: to regulate the largest, systemically important institutions.”

— **Financial Regulatory Reform Initiative Director Aaron Klein in *American Banker***



1. Lots to Lose: How America’s Health and Obesity Crisis Threatens our Economic Future
2. Indefensible: The Sequester’s Mechanics and Adverse Effects on National and Economic Security
3. What Is Driving U.S. Health Care Spending? America’s Unsustainable Health Care Cost Growth
4. Meeting the Challenge: Stopping the Clock
5. Transforming Health Care: The Role of Health IT
6. 2012 Voter Turnout
7. Demographic Challenges and Opportunities for U.S. Housing Markets
8. The Price of Inaction: An Analysis of Energy and Economic Effects of a Nuclear Iran
9. Accelerating Electronic Information Sharing to Improve Quality and Reduce Costs in Health Care
10. Framework for a Grand Bargain to Avoid the “Fiscal Cliff” and Potential Down-Payment Package



Financial Regulatory Reform Initiative Co-chair Martin Baily



Senator Mark Warner (D-VA) speaks at the Financial Regulatory Reform Initiative launch



Financial Regulatory Reform Initiative Member Eric Rodriguez



Financial Regulatory Reform Initiative Co-chair Phillip Swagel



BPC Senior Vice President Julie Anderson

HOUSING COMMISSION

2012 ACCOMPLISHMENTS

LEADERSHIP



Christopher S. "Kit" Bond
Former Senator



Henry Cisneros
Former Housing and Urban Development Secretary



Mel Martinez
Former Senator and former Housing and Urban Development Secretary



George Mitchell
Former Senate Majority Leader and BPC Co-founder

Housing has been an important driver of America's national, regional, and local economies, and the collapse of the housing finance system played a significant role in one of the worst recessions the nation has experienced. BPC's Housing Commission launched in 2011 to reform this system and to help create a healthy, stable housing market.

Co-chaired by former Department of Housing and Urban Development Secretaries **Henry Cisneros** and **Mel Martinez**, former Senate Majority Leader and BPC Co-founder **George Mitchell**, and former Senator **Christopher S. "Kit" Bond**, the commission comprises business and civic leaders, key housing stakeholders, academics, and former senior political figures from both parties.

The Housing Commission is dedicated to five critical principles: federal housing policy should help those most in need, a healthy housing market is essential for a robust economy, there should be a balance between homeownership and rental subsidies, the housing finance system should promote the availability of affordable credit investment, and the United States should reaffirm a commitment to securing decent homes for American families.

STAFF



Pamela Hughes Patenaude
Director

Nikki Rudnick
Associate Director

Rebecca Cohen
Senior Policy Analyst

Grace Champion
Policy Analyst

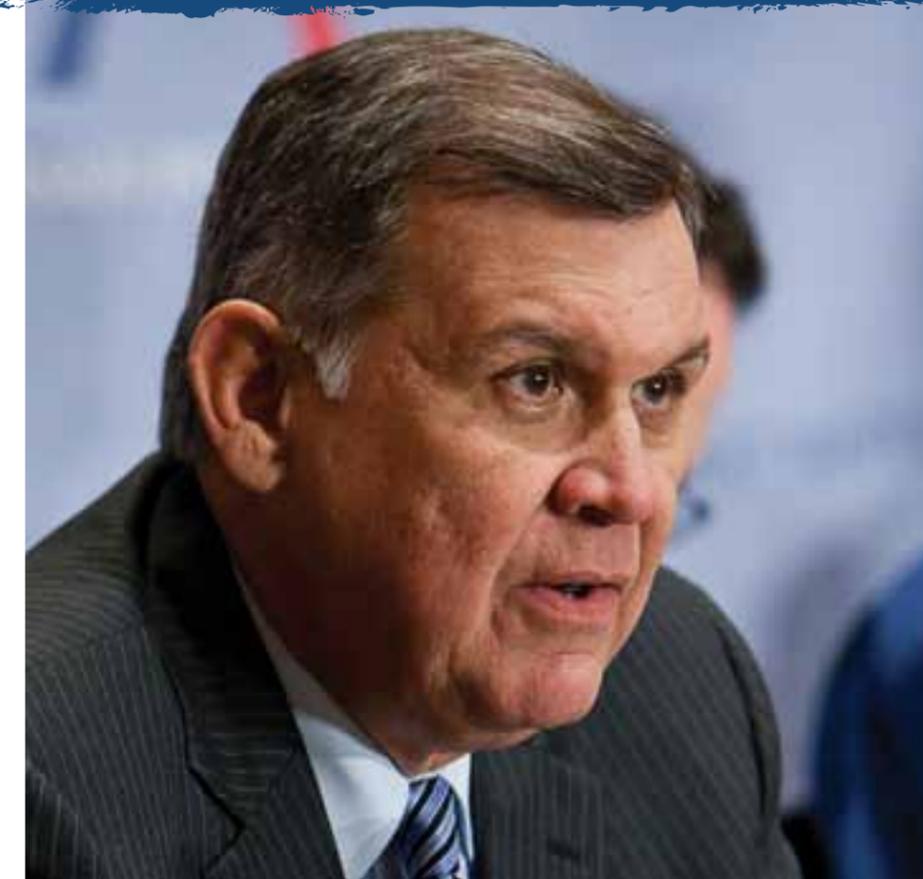
Hope Richardson
Project Assistant

"The Bipartisan Policy Center estimates that a housing market simply operating at historical averages could double the U.S. economic growth rate and create nearly three million jobs."

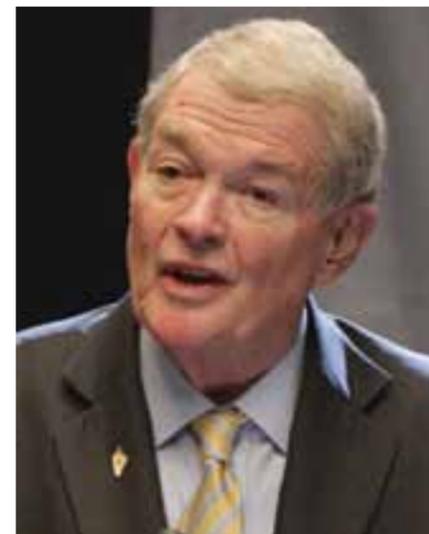
— *Mortgage News Daily*

"This week the Housing Commission at the Bipartisan Policy Center issued a report suggesting that there is a growing mismatch between where houses are supplied and where future demand will be."

— *The Daily Beast*



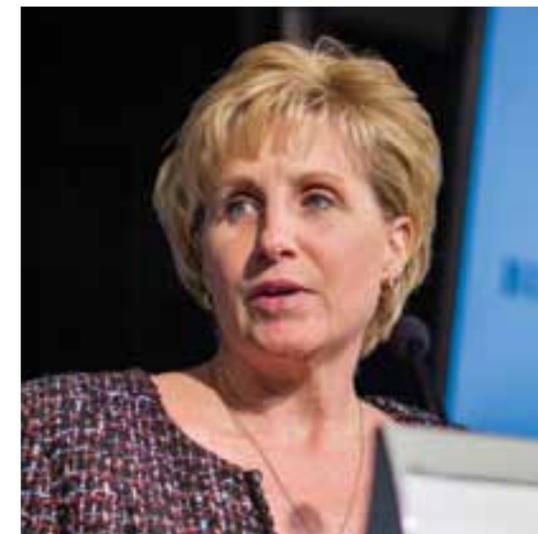
Housing Commission Co-chair Mel Martinez



Housing Commission Co-chair Kit Bond



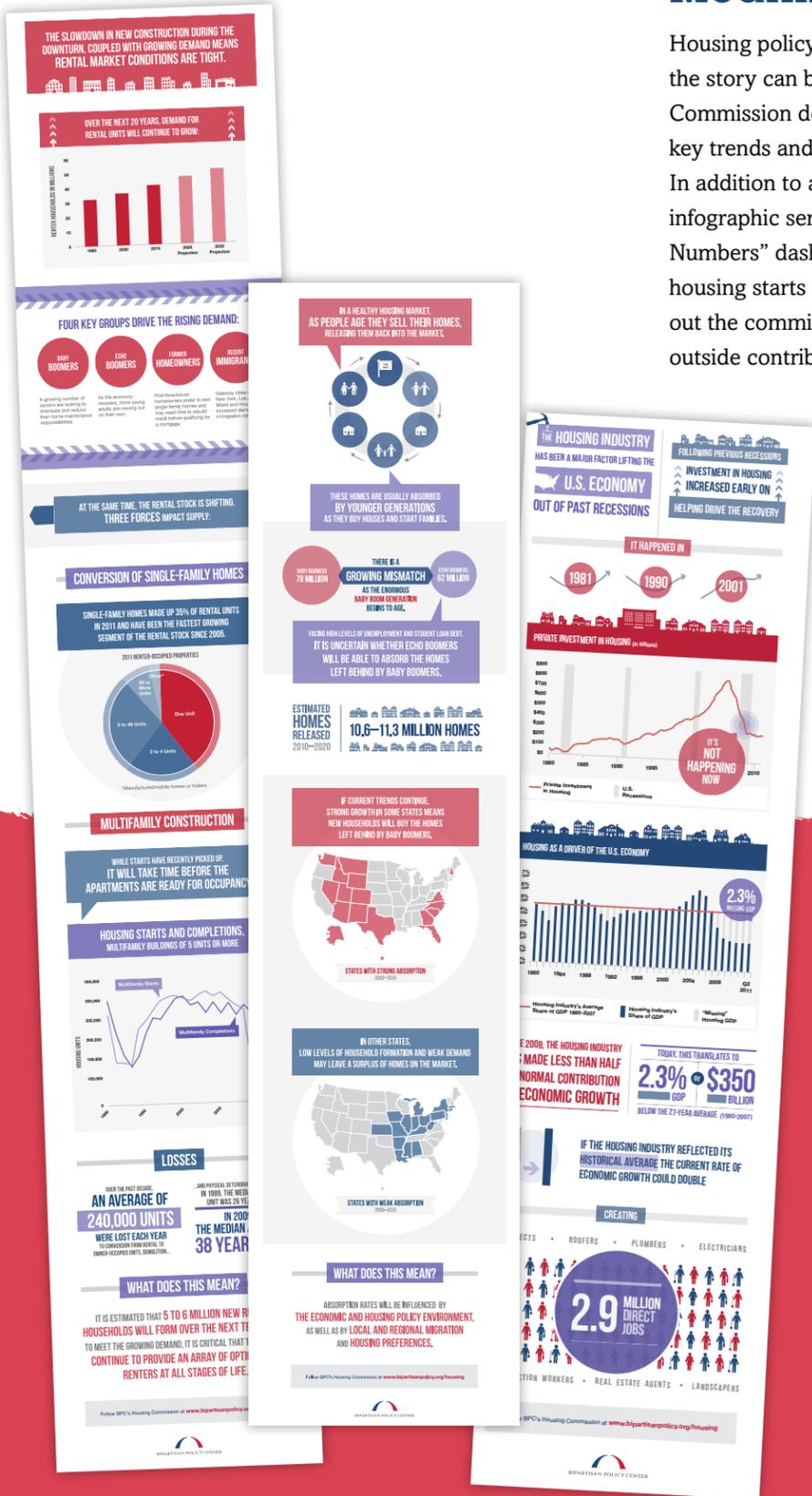
Housing Commission Co-chair Henry Cisneros



BPC Director of Housing Policy Pamela Hughes Patenaude

Data Vision: Making Numbers Meaningful

Housing policy is a complex issue, and the numbers behind the story can be difficult to interpret. That's why the Housing Commission developed a set of online tools to illustrate key trends and concepts for experts and non-experts alike. In addition to a housing news aggregator and an ongoing infographic series, the commission hosts a "Housing by the Numbers" dashboard of dynamic housing indicators, like housing starts and foreclosure rates. Visitors can also check out the commission's expert forum, where more than a dozen outside contributors add perspective to housing questions.



Housing Commission Infographics

“The next 10 years may bring five to six million new renter households. Or at least that’s what a recent infographic by the Bipartisan Policy Center is saying. So in the midst of a recovering housing market, why the shift toward a rise in rentals?”

— *Housing Wire Magazine*

From Construction to Market, Housing Commission Focuses on Solutions

Throughout 2012, the commission released a series of papers to inform its deliberations and to help encourage a national conversation about getting the U.S. housing industry back on track. The papers focused on the demographics of the housing market, the state of the residential construction industry, how U.S. housing markets compare with those in other countries, and how the U.S. government can most effectively support affordable housing and community development. The papers and data have been widely cited by the media.

COMING UP IN 2013

The Housing Commission will release its comprehensive recommendations focused on a new housing finance system, improved affordability and supply of rental housing, and dramatic demographic changes, such as a burgeoning senior population, that will present new challenges and opportunities for housing providers. The commission will then engage with policymakers, stakeholders, and industry to advocate for its recommendations. Throughout the year, the commission will refine its policies, conduct additional in-depth analysis, and continue to host forums around the country to highlight solutions and gather input from folks on the ground.

Housing Commission Co-chair and BPC Co-founder George Mitchell



SPOTLIGHT

HOUSING COMMISSION

In 2012, the Housing Commission hosted four regional forums across the country in San Antonio, Texas; Orlando, Florida; St. Louis, Missouri; and Bar Harbor, Maine. Gathering perspectives from local communities and regional partners, the public forums helped showcase the effects of housing policy and put faces and places to raw statistics.

St. Louis, Missouri:

“Too many Americans remain trapped in unaffordable or unsafe housing, yet with scarce federal resources and partisan gridlock in Washington, any real solution may seem impossible. That is why I am so proud to showcase St. Louis’ many success stories, proving that bipartisan, innovative partnerships between the public and private sectors can transform neighborhoods and revitalize our communities,” said former Senator and BPC Housing Commission Co-chair **Kit Bond** at the regional forum in St. Louis. This forum focused on the vital role of community lending and small banks; panelists encouraged more robust homebuyer education programs to help low-to-moderate-income individuals make better decisions about purchasing homes and to make homeownership more sustainable.

Bond led his fellow commissioners on a tour of three mixed-income housing developments that provide affordable housing and an array of services for seniors and families, showcasing the impact of a comprehensive, coordinated approach to delivering housing and related services.

“By 2030, some 26 million baby boomer households expect to sell their homes and retire, according to a recent Bipartisan Policy Center report.”

— *The Fiscal Times*

San Antonio, Texas:

The Housing Commission examined shifting demographics and their impacts on U.S. housing markets, recognizing a tension between the realities of U.S. housing markets and the American dream itself. Many cities, like San Antonio, are expecting explosive population growth in the near future and will face the challenge of having enough affordable housing to accommodate that growth.

“The nation’s housing system should enable individuals and families to exercise choice in their living situations,” says Housing Commission Director **Pamela Patenaude**. In a nation where for the first time more people are living in cities than in rural areas, where the barriers to credit for home financing have changed radically in just the last few years, and where close to one-in-ten residential units is in foreclosure or past due, options like “rental housing should be a viable, suitable alternative.”

“Housing plays a larger and larger role in the economy of cities and their competitiveness in this 21st-century global economy.”

— **San Antonio Mayor Julian Castro**

Bar Harbor, Maine:

Participants in the Maine forum encouraged more public-private partnerships and highlighted innovative models for financing affordable rental housing and homeownership.

“Too many of Maine’s senior citizens struggle to pay their rent or make their mortgage payments,” said former Senate Majority Leader and BPC Co-founder **George Mitchell**, co-chair of the commission. “We need to develop innovative strategies to lessen the financial burden on those with fixed incomes.” According to a recent study by the Urban Institute, one-third of Maine’s senior homeowners, and two-thirds of its senior renters had incomes below 50 percent of the median. Additionally, about half of seniors who rented and a third of seniors who owned homes in Maine in 2010 could not comfortably afford their housing.

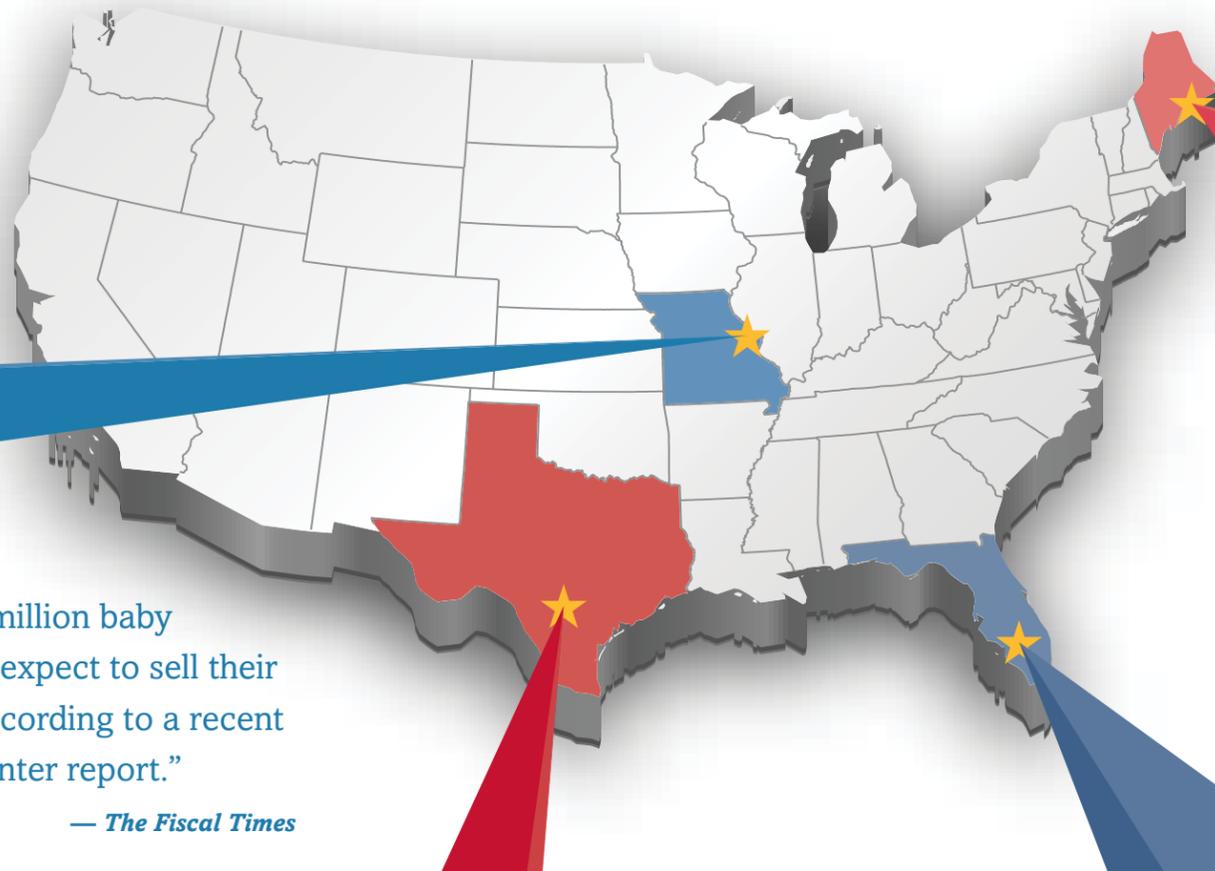
The Housing Commission and local and regional housing experts examined the need for improved housing in America’s small and rural communities.

Orlando, Florida:

The commission addressed the state’s response to pressures on Florida’s housing market, where foreclosures are nearly double the national average. In addition, the commission released new research comparing the U.S. housing finance system to that of other countries.

“By studying both the real-world effects of this nation’s financial crisis on regional housing markets and how other countries handled similar crises, we can examine ways to spur our own economic recovery and learn effective strategies to better handle the temptations of another hot housing market in the future,” said former Senator and Department of Housing and Urban Development Secretary **Mel Martinez**, co-chair of the commission.

The commission visited The Villas at Carver Park, a once-distressed public-housing development that has been transformed into an affordable senior-living facility that is reinvigorating the surrounding neighborhood.

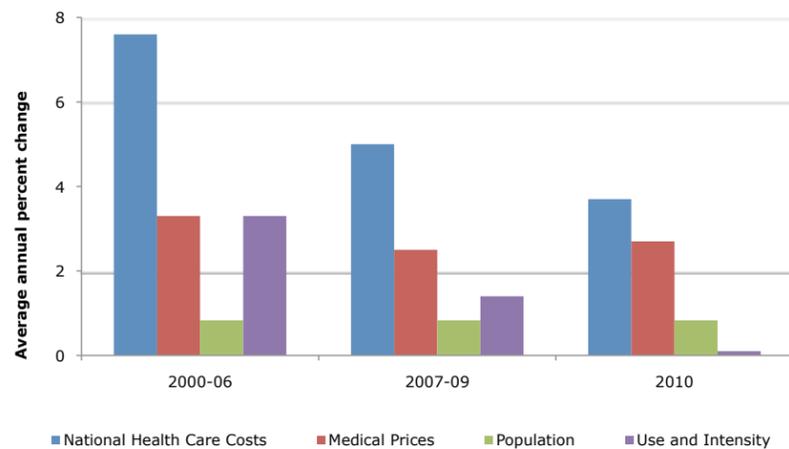


JOINING FORCES: THE ECONOMIC POLICY PROJECT AND THE HEALTH PROJECT

Economic Health

BPC's Health Care Cost Containment Initiative was launched in 2012. Led by former Senate Majority Leaders **Tom Daschle** and **Bill Frist**, former Senator and BPC Senior Fellow **Pete Domenici**, and former OMB and CBO Director **Dr. Alice Rivlin**. The joint effort between BPC's Economic Policy Project and Health Project recognizes that controlling cost growth in the health care sector while ensuring quality care is imperative to addressing the nation's long-term fiscal challenges. "It is in the long-term interest of every American to begin now to work together and forge consensus-based solutions for our nation's most critical healthcare challenges," wrote Daschle and Frist in an op-ed for *The Hill*.

Factors Accounting for Growth in Health Care Costs, Selected Periods 2000–2010



Health Care Cost Containment Initiative analysis of cost drivers

“Luckily, improving America’s health isn’t a partisan issue. It’s political common ground. Take for example, the Bipartisan Policy Center (BPC), which recently came out with a paper by its new Health Care Cost Containment Initiative, led by former Senate Majority Leaders Tom Daschle (D-S.D.) and Bill Frist (R-Tenn), former Senator Pete Domenici (R-N.M.), and former Congressional Budget Office Director Alice Rivlin.”

— *The Hill*

Recommendations by the Health Project on accelerating electronic information sharing amassed more than 3,000 views on the website.



The initiative has released two widely cited pieces of analysis: the first explains in detail what the Supreme Court decision on the constitutionality of the Patient Protection and Affordable Care Act means for both individuals and the federal budget, and the second focuses on the drivers most responsible for America’s high and rising health care costs.

In 2013, the initiative will release a consensus report packaging a set of sound, bipartisan, politically viable policies for constraining health care cost growth by proposing fundamental changes to both the current payment delivery system and tax code, which are major drivers of health care cost increases. At the same time, the changes will be designed to protect vulnerable populations while enhancing the quality and value of benefits delivered to the patient. The consensus package and resulting cost estimates will be grounded in careful analytical work using extensive modeling with real-world data secured from the Centers for Medicare and Medicaid Services.

“We are committed to an important goal and that goal is to create an economically sustainable health system that achieves better quality at lower cost.”

— Former Senate Majority Leader and BPC Co-founder Tom Daschle



Former Senator and BPC Senior Fellow Pete Domenici



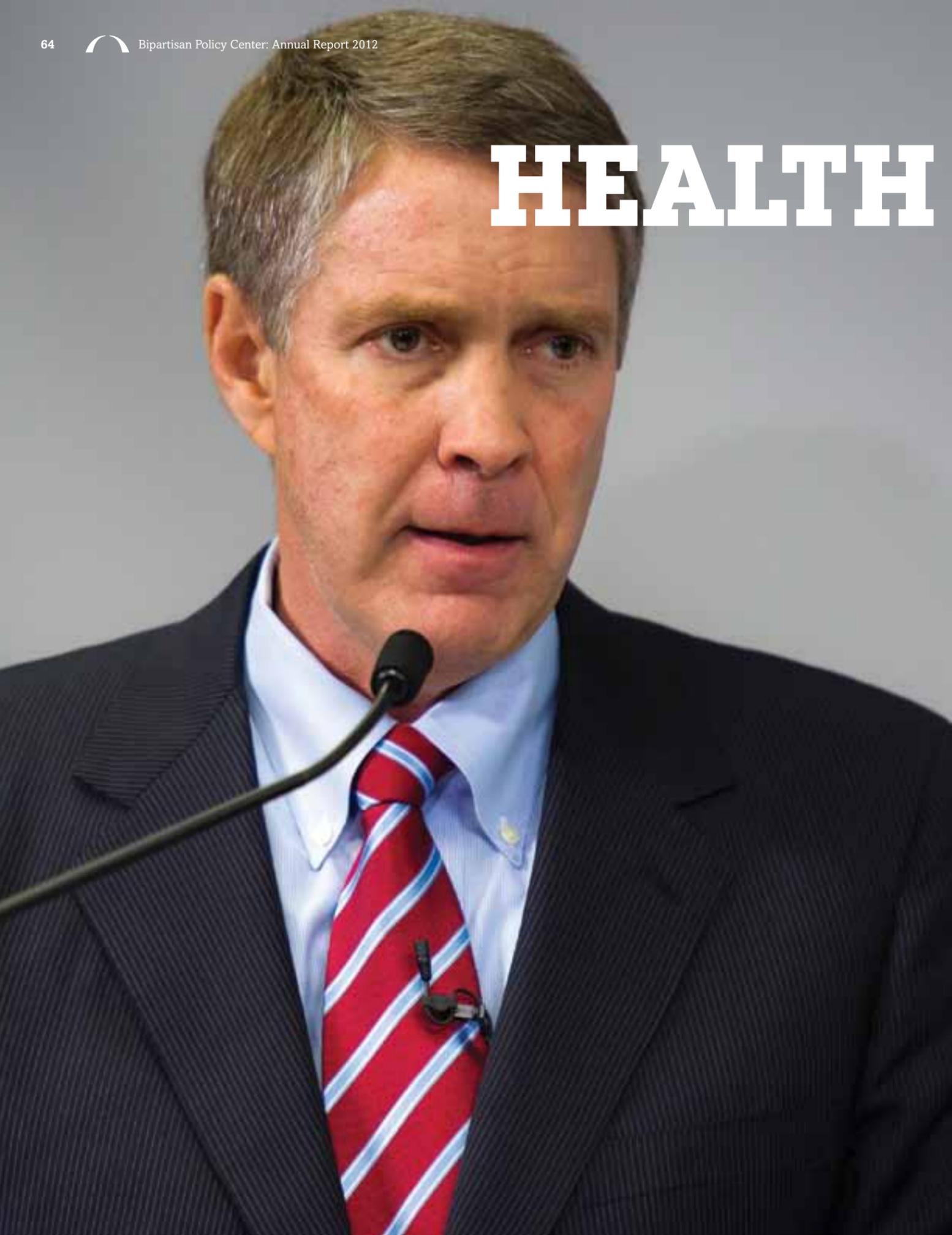
Former Senate Majority Leader and BPC Co-founder Tom Daschle



Former Senate Majority Leader and BPC Senior Fellow Bill Frist



Former OMB and CBO Director Dr. Alice Rivlin



HEALTH PROGRAM

The 2012 Supreme Court decision on the constitutionality of the Patient Protection and Affordable Care Act may have put some health care reform controversy to rest, but the debate over how to contain health care costs rages on. It remains a transformative time for America's health care system.

“To help stem the tide of the nation's escalating obesity epidemic, a nonprofit think tank is calling for improved training in nutrition and physical activity for health professionals.”

— *American Medical News*

HEALTH PROJECT

Originally launched to help reform national health care policy, BPC's Health Project now develops bipartisan approaches to help states meet ongoing budgetary, demographic, and health reform challenges. The Health Project is developing policies and strategies to improve quality, reduce costs, and increase access to health care—exploring issues like insurance market reforms, health information technology, workforce development, and health care delivery system reform.

Building on earlier work, the Health Innovation Initiative conducts research and collaborates with experts and stakeholders to develop recommendations that promote innovation as well as the use of IT to drive improvements in the cost, quality, and patient experience of care.

NUTRITION AND PHYSICAL ACTIVITY INITIATIVE

According to the Red Cross, the obese now outnumber the hungry globally. And the United States is a big part of the reason why. One-third of American children and nearly two-thirds of American adults are overweight or obese. The consequences of this epidemic are significant, affecting everything from children's academic performances to military readiness and the overall health of the economy. BPC's Nutrition and Physical Activity Initiative is a bipartisan effort to enhance physical activity and nutritional opportunities for all Americans. The initiative brings together key experts, policymakers, and stakeholders to identify opportunities for collaborative action in four priority areas: investing in children's health, creating healthy schools, improving the health of communities, and developing healthy institutions.

HEALTH PROJECT 2012 ACCOMPLISHMENTS

LEADERSHIP



Tom Daschle
Former Senate Majority Leader
and BPC Co-founder



Bill Frist
Former Senate Majority Leader
and BPC Senior Fellow

PROJECT STAFF



Julie Barnes
Director



Janet Marchibroda
Director of Health
Innovation

Leah Ralph
Senior Policy Analyst

Katie Golden
Policy Analyst

Meredith Hughes
Policy Analyst/Writer

Allison Levy
Policy Analyst

Sara Friedman
Project Assistant

Sheila Burke
Senior Advisor

Chris Jennings
Senior Advisor

After Reform

“As befits one of the most important constitutional cases in some 223 years of our republic, the Patient Protection and Affordable Care Act ruling has profound political, policy, and constitutional implications,” said legal expert **David B. Rivkin Jr.** at the Health Project’s forum “Our Health Care Future: What’s Next After the Supreme Court Decision?” In the wake of the landmark Supreme Court decision, the Health Project convened a day of panel discussions and speakers, including former Senate Majority Leader and BPC Co-founder **Tom Daschle**—who co-chairs the Health Project—and former Senator and BPC Senior Fellow **Bob Bennett**, and high-level administration officials, such as **Cindy Mann**, deputy administrator and director of the Center for Medicaid and CHIP Services at the Centers for Medicare & Medicaid Services, and **Mike Hash**, director of the Office of Health Reform in the Office of the Deputy Secretary at the Department of Health and Human Services. The forum explored the areas most impacted by the outcome of the decision—the future of insurance market reforms and the Medicaid program—as well as the consequences of the decision in the context of the nation’s current political landscape and the then-upcoming presidential election.



- 1. July 2011: 268,236
- 2. November 2012: 122,339
- 3. October 2012: 117,590
- 4. June 2012: 93,750
- 5. August 2012: 92,905

*Data available from July 2009 through December 2012



Health Project Director Julie Barnes with former Senate Majority Leader and BPC Co-founder Tom Daschle

“[Frist] is standing shoulder to shoulder with Daschle in search of a bipartisan way to tackle one of the thorniest problems around: how to get control of health care costs before they sink the economy.”

— *POLITICO*



Health Innovation Director Janet Marchibroda



Baker & Hostetler Partner David B. Rivkin Jr. discusses the Supreme Court decision on the Patient Protection and Affordable Care Act



Health Project Senior Advisor Sheila Burke



Health Project Senior Advisor Chris Jennings



“Most years, medical spending rises faster than inflation and the economy as a whole. Many factors—and nearly everyone—contribute to those increases. Here are seven ways you or your medical providers play a role, based on a recent report from the Bipartisan Policy Center.”

— *Kaiser Health News*

21st-Century Health Information

The Health Project’s Health Innovation Initiative helps health care leaders bring complex and detailed data into the 21st century. The initiative’s work is at the forefront of health IT policy, making recommendations on everything from mobilizing electronic information to support delivery system reforms to engaging consumers to take a more active role in their health and health care through the use of electronic tools. In 2012, the initiative released five papers on the transformative effects of health IT, which were regularly cited by media outlets, including *POLITICO*, *Modern Healthcare*, *CQ*, *Health IT News*, *Information Week*, and *Inside Washington*.

“The intersection of policy and technology will very much center on information and the way we use technology in health care,” said former Senate Majority Leader and BPC Senior Fellow **Bill Frist**, a co-chair of the Health Project, at an event with the Nashville Health Care Council. “For markets to work, for partnerships to work,” Frist added, “it demands transparency and accountability.” The event focused on the critical role of information technology in health care and showcased local health care innovations. Health care leaders agree that health IT will help address the most pressing challenges confronting the U.S. health care system—rising costs, eroding coverage, and inconsistent quality.

COMING UP IN 2013

The Health Care Cost Containment Initiative—a collaboration with BPC’s Economic Policy Project—will analyze data from the Centers for Medicare and Medicaid Services and release consensus recommendations for constraining health care cost growth through changes to the current payment delivery system and the tax code.

The Health Innovation Initiative will promote effective, secure use of health data for care coordination, performance measurement and improvement, and more effective treatment through individualized medicine.

Health and Human Services National Coordinator for Health Information Technology Farzad Mostashari

NUTRITION AND PHYSICAL ACTIVITY INITIATIVE

2012 ACCOMPLISHMENTS

LEADERSHIP



Dan Glickman
Former Agriculture Secretary and BPC Senior Fellow



Mike Leavitt
Former Governor of Utah and former Health and Human Services Secretary



Donna E. Shalala
Former Health and Human Services Secretary



Ann M. Veneman
Former Agriculture Secretary and Executive Director of UNICEF

STAFF



Lisel Loy
Director

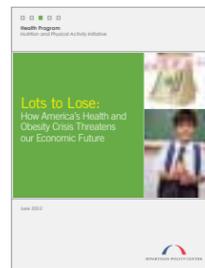
Laura Zatz
Policy Analyst

Priya Bettadapur
Administrative Assistant

Bruce I. Knight
Senior Advisor

Robin Schepper
Senior Advisor

Physically and Fiscally Fit



“We Americans are an overweight and unhealthy group of people and as a nation we spend \$2.6 trillion on health care costs,” said former Agriculture Secretary and BPC Senior Fellow **Dan Glickman** at the release of the BPC Nutrition and Physical Activity Initiative’s report *Lots to Lose: How America’s Health and Obesity Crisis Threatens our Economic Future*. “Diet is not the only thing that needs to change,” added

former Health and Human Services Secretary **Mike Leavitt**. “Learning to be active early on, and staying active throughout our lifetimes, is critical to reducing obesity and chronic disease.”

The initiative calls needed attention to the nation’s mounting health care spending, which is expected to reach \$4.6 trillion annually by 2020 and consume 19.8 percent of GDP. The report focuses on options to reduce obesity and chronic disease that could save the United States billions of dollars. For example, the United States could save nearly \$550 billion over the next two decades just by stabilizing obesity rates at 2010 levels. Some strategies recommended in the report include new dietary and physical activity guidelines for children, including integrating 60 minutes of physical activity into the school day.

The report was featured by *The Wall Street Journal*, *The Washington Post*, *USA TODAY*, MSNBC’s “Morning Joe” and “Andrea Mitchell Reports,” NPR, Fox Business, *Bloomberg BusinessWeek*, *The Atlantic*, *The Hill*, *Kaiser Health News*, *American Medical News Education Week*, and more.

“Obesity epidemic threatens to bankrupt the nation. Bipartisan effort needed to curb crisis.”

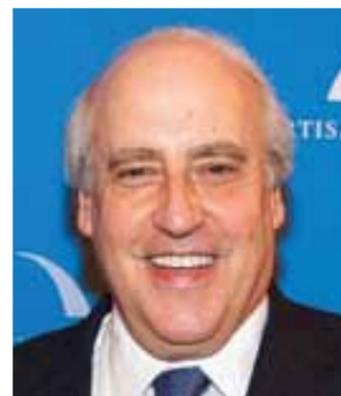
— *Healthcare Finance News*

COMING UP IN 2013

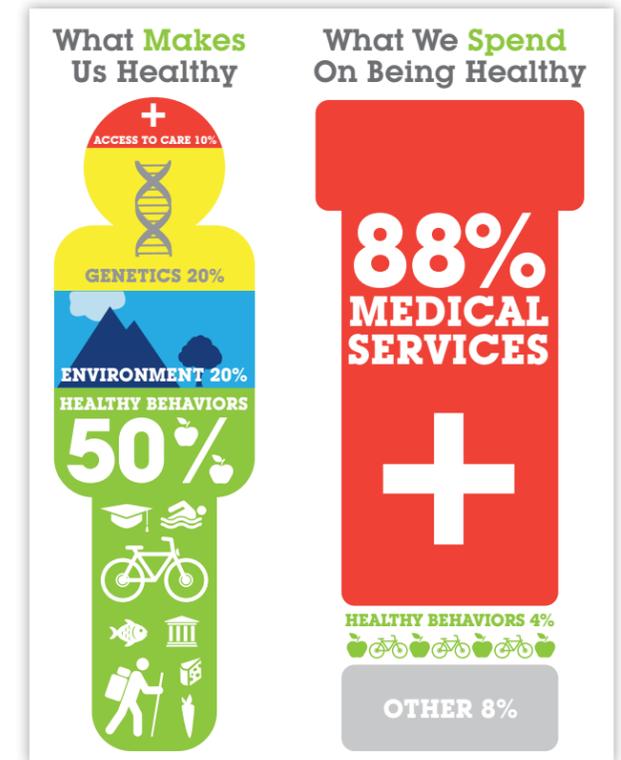
The Nutrition and Physical Activity Initiative will focus on implementing its 2012 recommendations, in particular increasing and improving nutrition and physical activity education for health care providers, providing healthier food options at large institutions, and analyzing the economic benefits of preventive health care.

“First, the Bipartisan Policy Center’s new report, *Lots to Lose: How America’s Health and Obesity Crisis Threatens our Economic Future*, repeats the warning that growing obesity rates are a serious problem that extends to not only the well-being of our children but also to our economic security, because of health care costs.”

— *The Atlantic*



Co-chairs of BPC’s Nutrition and Physical Activity Initiative and former Secretaries Dan Glickman, Ann M. Veneman, Donna E. Shalala and Mike Leavitt



Nutrition and Physical Activity Initiative infographic breaking down what makes Americans healthy and how much Americans spend on being healthy

GOVERNANCE PROGRAM



The 2012 presidential election put many of America's democratic institutions front and center. From campaigns to redistricting, voting mechanisms to the Electoral College—the Governance Program tackles the systems that make a democracy thrive and supports the leaders who endeavor to make government work more effectively for the American people.

DEMOCRACY PROJECT

The Democracy Project is a bipartisan initiative that analyzes and advocates for improvements to U.S. democratic institutions. From the tenor of the current political discourse to the disappearance of moderate congressional seats, from examinations of leadership to election reform, the project recognizes the importance of government institutions that work effectively.

GOVERNORS' COUNCIL

America's 50 states are on the ground floor of democracy, test-driving the programs and initiatives that often become federal laws of the land. As incubators of democracy, the states have valuable local perspectives to offer legislators in Washington. The Governors' Council brings together a bipartisan group of former state executives with proven track records to discuss what's working at the local level and how the federal-state relationship can be improved in these times of fiscal austerity.

“Leadership is not something you just are born with. ... It also is something that you can learn. You can learn from others. And if you study history and you study the leadership of men and women, you can learn a lot of techniques that will help you as a leader.”

— Former Senate Majority Leader and BPC Senior Fellow Trent Lott

DEMOCRACY PROJECT 2012 ACCOMPLISHMENTS

LEADERSHIP



Dan Glickman
Former Agriculture Secretary and BPC Senior Fellow



Dirk Kempthorne
Former Governor of Idaho, Senator, and Secretary of the Interior



Steve Case
AOL Co-founder

STAFF AND ADVISORS



John C. Fortier
Director

Alex Gray
Policy Analyst

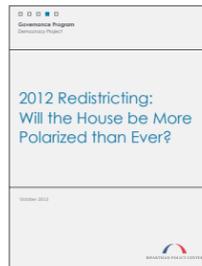
Eric Larson
Policy Analyst

Don Wolfensberger
Resident Scholar

Elections Unplugged

“Every White House has a different process. But I don’t think the State of the Union is the kind of address where you typically see the rhetoric that ends up engraved in marble,” said **Vinca LaFleur**, a partner at West Wing Writers and a former speechwriter to President Bill Clinton, at the first event of the Democracy Project’s yearlong Election Series. The series gathered political leaders, political scientists, and journalists to examine key milestones over the election year and to explore solutions for improving the process. The series continued with deep dives into the primary system, vanishing moderate voices, campaign financing, and new voting laws—as well as a post-election look at the demographics of the electorate.

The project also conducted a number of in-depth analyses:



Redistricting: The project’s report *2012 Redistricting: Will the House be More Polarized than Ever?* examined the most recent redrawing of congressional district lines and its effect on political polarization. The report found that over the next decade there will likely be increased polarization of votes along party lines, and there will be fewer House seats that turn over from one party to the other. The report’s assessment of the perils of redistricting was featured in *U.S. News & World Report*, *National Journal*, *The Boston Globe*, NPR, and *The Washington Times*.

Voting: With the Center for the Study of the American Electorate’s **Curtis Gans**, the Democracy Project released four timely analyses of voter registration, primary turnout, and general election turnout. The reports were cited by numerous media outlets, including *The New York Times*, *USA TODAY*, *U.S. News & World Report*, *Bloomberg*, *Detroit News*, and *National Review*.



MSNBC’s Richard Wolffe and West Wing Writers’ Vinca LaFleur



National Journal’s Ron Brownstein



Former Senator Blanche Lincoln



Cook Political Report’s David Wasserman

“On Leadership” Series

The Democracy Project’s “On Leadership” speaker series explores how to bolster the leadership of political institutions in order to improve the nation’s democracy. After all, reforming laws and rules is an important endeavor, but leaders are needed in government, business, philanthropy, and other institutions to truly tackle the difficult issues facing the country.

“A leader must first and foremost always remember the state that elected him and to reflect the concerns, the interests, the values of his state,” said former Senate Majority Leader and BPC Co-founder **Tom Daschle**, who joined former Senate Majority Leader and BPC Senior Fellow **Trent Lott** to reflect on the challenges of leading the Senate in an increasingly polarized Washington.

The “On Leadership” series also hosted **Jon Huntsman**—former presidential candidate, governor of Utah, and ambassador to both China and Singapore—who said, “Everyone is divided, and we have to get the system back to where we actually champion and respect solutions and problem solving.”

TIME’s **Michael Duffy** appeared at the series to discuss his best-selling book *The Presidents Club: Inside the World’s Most Exclusive Fraternity*. “A distinct pattern is that presidents from different parties get along better than those of the same,” said Duffy. “Inside individual parties, as you would predict, maybe not so much—they’re still rivals for things.”



Former Ambassador and Governor
John Huntsman



BPC Resident Scholar Don Wolfensberger



TIME’s Michael Duffy

“Study by Bipartisan Policy Center Shows More Polarization in New Congress.”

— *National Journal*

Culture Shift

“The Congress I came to in 1975 bears no resemblance to the Congress I see today,” said former Representative **Tom Downey** at an April 2012 roundtable discussion on the “Culture of Congress, Yesterday and Today,” co-sponsored by BPC and the Woodrow Wilson Center. The Democracy Project convened an outstanding group of political scientists, congressional scholars, former congressional staffers, and former elected officials for a series of meetings to examine this cultural shift in Congress and its impacts. The “How to Fix Congress” series revealed plenty of agreement on how much the culture of Congress has deteriorated over the last four decades.

The meetings also identified solutions for improving the culture of Congress. Resident Scholar **Don Wolfensberger** produced a report on behalf of BPC and the Wilson Center, *Getting Back to Legislating: Reflections of a Congressional Working Group*. Intended for the incoming 113th Congress, the report included recommendations for five-day workweeks, biennial budget resolutions restoring the authorization process to committees, a more open amendment process, and abolishing leadership PACs.

COMING UP IN 2013

In 2013, the Democracy Project will build on what it has learned from this election year as it launches a Commission on Political Reform to push for real changes to the nation’s most important institutions. The commission will gather national, state, and local elected officials, volunteer and religious leaders, business executives, academics, and journalists to develop recommendations for congressional reform, electoral reform, and increasing public service.

“It takes people of good will working together in a bipartisan way to get things done. It doesn’t mean that people have to give up on their partisan differences, but it does mean that they have to come to grips that the public’s will needs to be served which means they have to, at some point, reach compromise and consensus.”

— Former Agriculture Secretary and BPC Senior Fellow Dan Glickman, *C-SPAN’s Washington Journal*



Reaching Outside the Beltway: Two-thirds of website visits in 2012 came from beyond the Washington, D.C. metro region, a reflection of BPC’s success in fostering partnerships and hosting policy events across the country.

GOVERNORS' COUNCIL

2012 ACCOMPLISHMENTS

LEADERSHIP



Phil Bredesen
Former Governor
of Tennessee



Jim Douglas
Former Governor
of Vermont



Brad Henry
Former Governor
of Oklahoma



Linda Lingle
Former Governor
of Hawaii



Sonny Perdue
Former Governor
of Georgia



Mike Rounds
Former Governor
of South Dakota



Ted Strickland
Former Governor
of Ohio

PROJECT STAFF



Michele Nellenbach
Director

Many of today's most complex and pressing challenges, from reviving the economy to controlling health care costs, are deeply entangled in the interplay between federal and state roles and responsibilities. BPC's Governors' Council provides a forum for state-based perspectives from former governors.

Internet Sales Tax

"The state of Oklahoma alone annually loses in the neighborhood of \$200 million in sales-tax revenues from online purchases," said former Oklahoma Governor **Brad Henry**. "This creates a terrible, unfair playing field for our local businesses, who do have to hire people to collect those taxes and fill out those compliance forms." In fact, Henry said, losses incurred as a result of people buying products online without being charged sales taxes could be more like *\$500 million*. Henry spoke at a BPC Governors' Council panel discussion at Oklahoma City University, where he and other experts addressed a Supreme Court ruling that prohibits states from requiring e-commerce companies to collect state sales taxes unless they have a physical presence in the state. The Governors' Council encouraged Congress to address this issue to level the playing field and help states tackle fiscally tough times.



Governors' Council Member Brad Henry

"Former Gov. Brad Henry said Friday that Oklahoma loses an estimated \$200 million a year via people who buy products online and don't pay the required sales tax."

— *Tulsa World*

"Can the federal government make it easier for states to adapt their Medicaid programs to ever-changing circumstances? That is the core question addressed by the Bipartisan Policy Center's Governors' Council in a new paper recommending reforms to Medicaid waivers."

— *Governing Magazine*

Medicaid Waivers

"We believe the Medicaid waiver process can and should be improved," said former Vermont Governor **Jim Douglas**. "It has become clear that states need more flexibility to meet their coverage and benefit goals." As current state leaders struggle with budget deficits and reduced revenue, the need for additional flexibility in the Medicaid program is great—particularly since Medicaid is the nation's largest state-federal program. That's why the Governors' Council asserts that the Medicaid waiver process must allow states to test new strategies that could improve care and lower costs for taxpayers. The group released a series of recommendations for the administration to consider. "Our recommendations for improving the current waiver process will not only allow states to innovate but also foster a more effective state-federal partnership," said former Tennessee Governor **Phil Bredesen**. The council members advocated for the ability of states to better manage Medicaid with fewer federal restrictions. It worked: the Department of Health and Human Services announced it will now put forward templates of waivers to make them easier for other states to copy.

COMING UP IN 2013

In 2013, the Governors' Council will continue to tackle federalism issues in this era of fiscal austerity. With the sequester taking effect and Congress and the White House continuing to discuss entitlement and tax reform, a reevaluation of the state/federal balance is timely. Specifically, the council will be examining the appropriate state and federal roles as they relate to infrastructure financing, workforce development programs, and disaster assistance/preparedness needs. In each of these areas, there is great need coupled with limited resources. The council will develop recommendations for reforming the state/federal balance to more cost effectively meet those needs. Finally, the governors will also continue to develop recommendations for improving the Medicaid program—the single largest cost in most state budgets.

2012 REPORTS AND PUBLICATIONS



A Bull in Bear's Clothing: Russia, WTO and Jackson-Vanik



Countering Online Radicalization in America



Meeting the Challenge: Stopping the Clock



Shale Gas: New Opportunities, New Challenges



The Executive Branch and National Energy Policy: Time for Renewal



Demographic Challenges and Opportunities for U.S. Housing Markets



Indefensible: The Sequester's Mechanics and Adverse Effects on National and Economic Security



Domenici-Rivlin Debt Reduction Task Force Plan 2.0



What Is Driving U.S. Health Care Spending? America's Unsustainable Health Care Cost Growth



Lots to Lose: How America's Health and Obesity Crisis Threatens our Economic Future



Primer: Understanding the Effect of the Supreme Court Ruling on the Patient Protection and Affordable Care Act



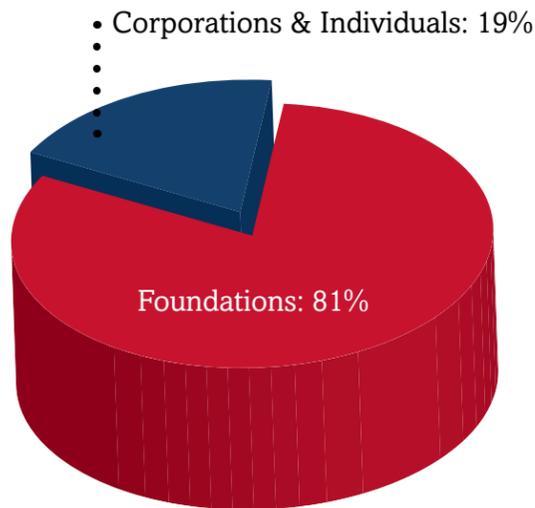
Transforming Health Care: The Role of Health IT

- ★ 112th Congress: House Rules Data
- ★ 2012 GOP Primary Turnout
- ★ 2012 Redistricting: Will the House be More Polarized than Ever?
- ★ 2012 Voter Registration
- ★ 2012 Voter Turnout
- ★ A Comparative Context for U.S. Housing Policy: Housing Markets and the Financial Crisis in Europe, Asia, and Beyond
- ★ Accelerating Electronic Information Sharing to Improve Quality and Reduce Costs in Health Care
- ★ Assessing the Effectiveness of Sanctions on Iran: A Call for Independent Review
- ★ Assessment of Proposed Rules for Stage 2 of "Meaningful Use" in Light of Bipartisan Policy Center's Report "Transforming Health Care: The Role of Health IT"
- ★ BPC Modeling Results: Projected Impact of Changing Conditions on the Power Sector
- ★ Challenges and Strategies for Accurately Matching Patients to Their Health Data
- ★ Clinician Perspectives on Electronic Health Information Sharing for Transitions of Care
- ★ Cyber Security Legislation Privacy Protections are Substantially Similar
- ★ Cyber Security Task Force: Public-Private Information Sharing
- ★ Energy Innovation at the Department of Defense: Assessing the Opportunities
- ★ Establishing a Credible Threat Against Iran's Nuclear Program
- ★ Framework for a Grand Bargain to Avoid the "Fiscal Cliff" and Potential Down-Payment Package
- ★ Getting Back to Legislating: Reflections of a Congressional Working Group

- ★ Housing Programs in the United States: Responding to Current and Future Challenges
- ★ Improving Quality and Reducing Costs in Health Care: Engaging Consumers Using Electronic Tools
- ★ Maintaining U.S. Leadership in Global Nuclear Energy Markets
- ★ National Primary Turnout Hits New Record Low
- ★ Principles for Negotiating With Iran
- ★ Promoting Financial Stability and Economic Growth: An Introduction to the Bipartisan Policy Center's Financial Regulatory Reform Initiative
- ★ Reforming Medicaid Waivers: The Governors' Council Perspective on Federalism Today
- ★ Strategies for Defining the Core Federal Role in Surface Transportation
- ★ The 12 Takeaways from CBO's 2012 Budget and Economic Outlook
- ★ The Consequences of Reduced Federal Transportation Investment
- ★ The Price of Inaction: An Analysis of Energy and Economic Effects of a Nuclear Iran
- ★ The State of the Residential Construction Industry

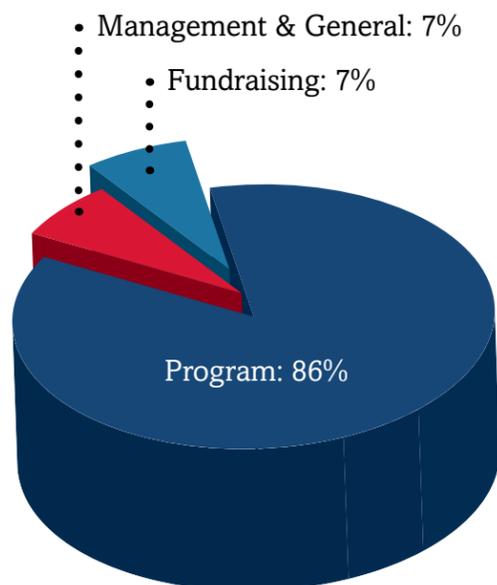
FINANCIALS

SUPPORTERS



Fiscal Year 2012 Grants & Contributions

Foundations.....	\$16,866,820
Corporations & Individuals.....	\$4,060,250
Total	\$20,927,070



Fiscal Year 2012 Expenses

Program	\$17,618,642
Management & General	\$1,379,545
Fundraising.....	\$1,540,801
Total	\$20,538,988

The Bipartisan Policy Center (BPC) wishes to recognize and thank the diverse group of foundations, individuals, and corporations for their investment in our five programs and core operations. The past year has seen significant expansion of support, allowing for a broadening in the size and scope of BPC's work to promote bipartisanship and find creative, effective solutions to the nation's challenges. BPC is proud of the new and continued support it receives, particularly that of its Leaders Council members.

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 BP America Inc.
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Vice President of Public Policy and Executive Director, BPCAN

“These are difficult times, obviously, and everybody’s trying to figure out how we do something about being more bipartisan and getting things done. That’s why I’m so pleased to be a part of the Bipartisan Policy Center.”

— Former Senate Majority Leader and BPC Senior Fellow Trent Lott

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Loren Adler
Senior Policy Analyst

Shai Akabas
Senior Policy Analyst

Brian Collins
Policy Analyst

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Resident Scholar

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