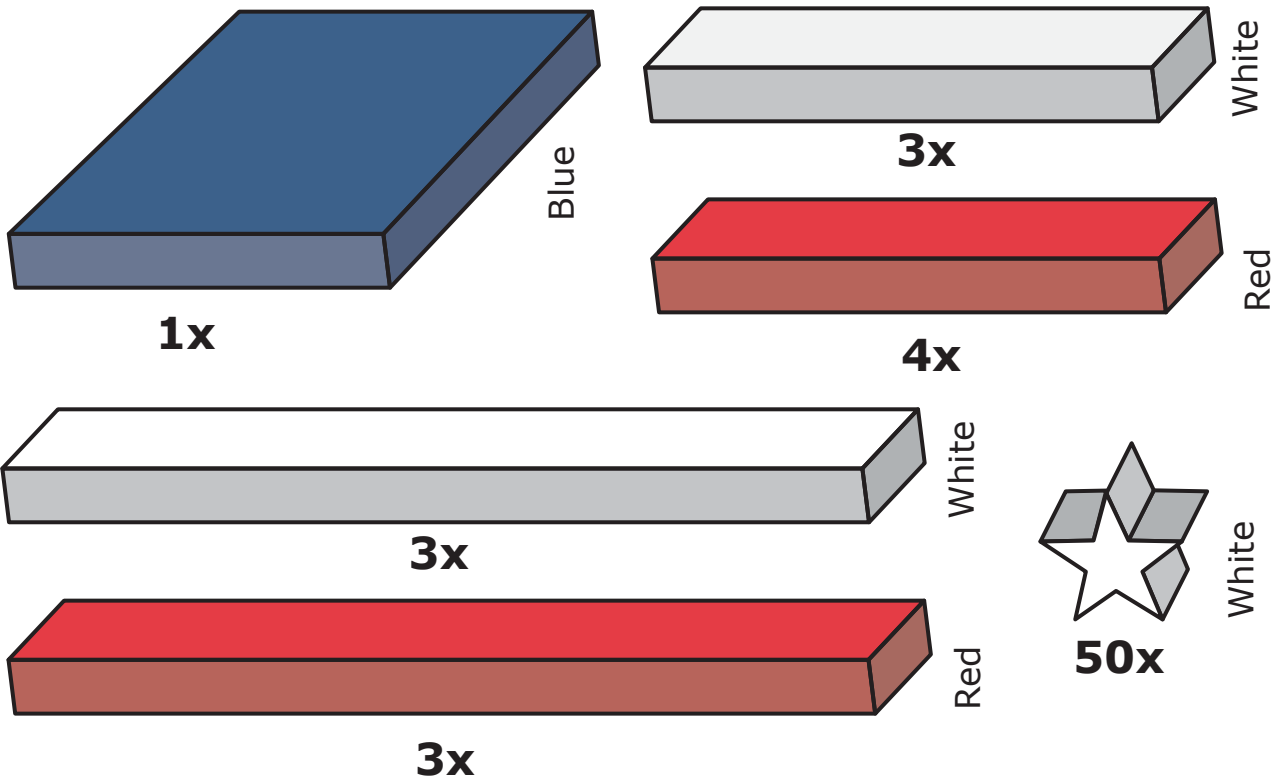


Dialogue

ISSUE VI

1 BUILDING THE NEXT AMERICAN CHAPTER Some Assembly Required



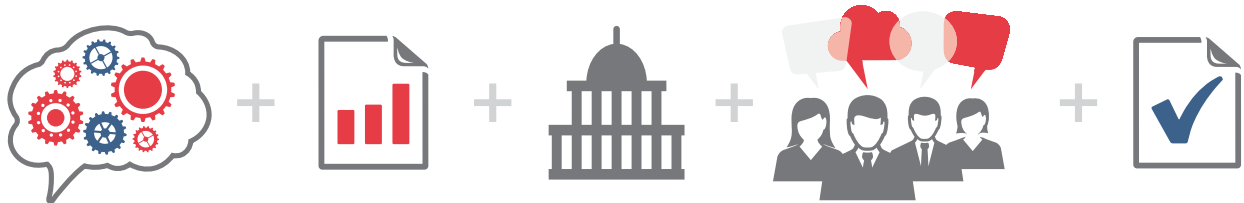
BIPARTISAN POLICY CENTER

JUNE 2016 — JUNE 2017

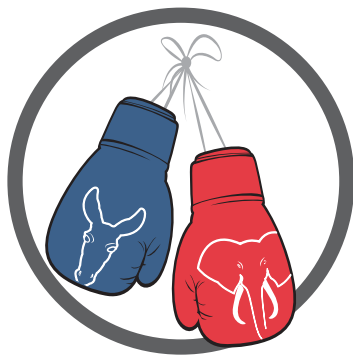


BIPARTISAN POLICY CENTER

At the Bipartisan Policy Center, we are *all talk and all action.*



We are *proud partisans*; Democrats and Republicans *working together* on all sorts of issues...



ECONOMY



FINANCE



ENERGY



GOVERNANCE



HEALTH



HOUSING



IMMIGRATION

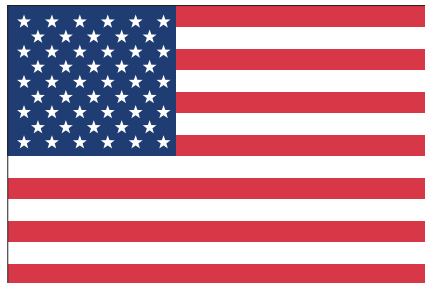


INFRASTRUCTURE



NATIONAL SECURITY

...because we believe that no political party has a monopoly on the *best ideas.*



bipartisanpolicy.org

BPC MAGAZINE STAFF

Editor-at-Large Robert Traynham

Editor Rachael Gresson

Contributors Shai Akabas, Julie Anderson, Theresa Cardinal Brown, John C. Fortier, Jason Grumet, Katherine Hayes, G. William Hoagland, Lisel Loy, Janet M. Marchbroda, Blaise Misztal, Elena Muehlenbeck, Michele Nellenbach, Anand Parekh, Michele Stockwell, and Tracy Terry

Digital Contributors Ashley Swearingen and Gretchem Aikens

Additional Support From Emilee Kim, Joy Hicklin, Erin Karcher, and Tabassum Zakaria

Copy Chief dalecurtiscommunications.com

Magazine Design and Production milksono.com

Dialogue is published quarterly by the Bipartisan Policy Center, located at 1225 Eye Street NW, Suite 1000, Washington D.C., 20005

ISSN 2473-800X (print) ISSN 2473-8018 (digital)

CONTENTS

4	<i>Our Leadership</i>	22	<i>Improving Lives Through Innovation</i>
6	<i>Celebrating 10 Years</i>	26	<i>Restoring Trust in Government</i>
8	<i>Talking Politics with BPC's Board Chair and President</i>	30	<i>By The Numbers</i>
10	<i>What They're Saying...</i>	32	<i>Financial Information</i>
12	<i>Our Impact</i>	34	<i>Philanthropy</i>
15	<i>Expanding Economic Opportunity</i>		
19	<i>Building Foreign Policy Capacity in a Dynamic and Dangerous World</i>		

magazine.bipartisanpolicy.org

For more information please email: magazine@bipartisanpolicy.org

OUR LEADERSHIP

STAFF



Julie Anderson
Senior Vice
President



G. William Hoagland
Senior Vice
President



Jason Grumet
President



Michele Stockwell
Senior Vice
President



Lisel Loy
Vice President
of Programs



Elena Muehlenbeck
Vice President
of Finance and
Administration



Robert Traynham
Vice President of
Communications

BOARD OF DIRECTORS

(Chair) Frank Keating
Former Governor
of Oklahoma

Norman Augustine
Retired Chairman and CEO of the
Lockheed Martin Corporation

Robbie Bach
Former Microsoft Executive
and Chief Xbox Officer

Paul Brest
Professor of Law, Emeritus and
Former Dean of Stanford Law School

Ralph Cavanagh
Co-Director of NRDC's
Energy Program



Henry Cisneros
Former Secretary of
Housing and Urban
Development

Jason Grumet
President of the
Bipartisan Policy
Center

Mark Heising
Managing Director of
Medley Partners

C. Robert Henrikson
Former President and
CEO of MetLife, Inc.

Mariam Noland
President of The
Community Foundation
for Southeast Michigan

Anthony A. Williams
Former Mayor of
Washington, D.C.

Olympia Snowe
Former Senator
from Maine

Susan Story
President and CEO
of American Water

Julie Sweet
Group Chief Executive
North America
at Accenture

Gen. Charles F. Wald (ret.)
Former Deputy Commander
of U.S. European Command

Mark Walsh
Former Executive
Chairman of Homesnap



FOUNDERS

Jason Grumet
President of the Bipartisan Policy Center

George Mitchell
Former Senate Majority Leader

Howard Baker
Former Senate Majority Leader

Tom Daschle
Former Senate Majority Leader

Bob Dole
Former Senate Majority Leader



SENIOR FELLOWS



Pete V. Domenici
Former Senator
from New Mexico



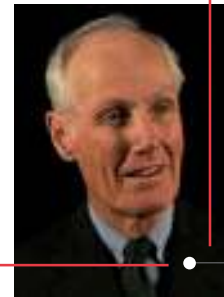
Byron L. Dorgan
Former Senator
from North Dakota



Bill Frist
Former Senate
Majority Leader



Dan Glickman
Former Secretary
of Agriculture



Slade Gorton
Former Senator
from Washington



Gen. James L. Jones (ret.)
Former National
Security Advisor



Trent Lott
Former Senate
Majority Leader



Olympia Snowe
Former Senator
from Maine



Jim Talent
Former Senator
from Missouri



Tommy G. Thompson
Former Governor of
Wisconsin and Secretary
of Health and Human
Services



Antonio R. Villaraigosa
Former Mayor of
Los Angeles



CELEBRATING 10 YEARS

2017 marks the Bipartisan Policy Center's 10th anniversary. For a decade, BPC has worked to find actionable solutions to America's major policy challenges. BPC has debated differences, forged hard-fought compromises, and found consensus on issues critical to all Americans.

The Bipartisan Policy Center was launched on March 6, 2007, at Union Station in Washington, D.C. From the beginning, BPC has been animated by a few core ideas: that America's inspiration flows from our nation's unparalleled political and cultural diversity; that our nation's political stability and resilience depend on engaging and dignifying our differences; and finally, that politics, like all productive human interaction, is about the integrity of ideas, personal connection, and trust.


With just 15 staff and three policy projects—the National Commission on Energy Policy, the National Security Initiative, and the 21st Century Agriculture Policy Project—BPC got to work carving out space for productive partisan dialogue.

A decade later, BPC has 90 staff working to support federal and state leaders who are committed to evidence-based deliberation and pragmatic, collaborative solutions. Despite the polarization in American politics, BPC has had numerous successes over the past decade contributing to bipartisan achievements on issues ranging from accelerating medical cures and energy breakthroughs, to implementing effective financial sector reforms, to reforming the Social Security Disability Insurance program, and avoiding a breach of the national debt limit.



Jason Grumet

President, Bipartisan Policy Center

 @JasonGrumet



^ FORMER DIRECTOR OF THE OFFICE OF MANAGEMENT AND BUDGET ALICE RIVLIN



^ (L-R) FORMER HOMELAND SECURITY SECRETARY JEH CHARLES JOHNSON AND REP. MICHAEL MCCAUL (R-TX)



< BPC BOARD MEMBER AND SENIOR FELLOW OLYMPIA SNOWE



CYBER · SHOCKWAVE

^ BPC'S CYBER SHOCKWAVE EVENT IN 2010



< FORMER HOUSING AND URBAN DEVELOPMENT SECRETARY JULIAN CASTRO

77

The Bipartisan Policy Center was founded under the simple notion that we must work to understand and dignify our differences in order to develop resilient public policy. This view has propelled our organization to generate pragmatic, creative, and durable policy solutions. American democracy is under tremendous strain, but there are real opportunities to make progress and draw strength from our diversity.

— BPC President Jason Grumet



^ BPC CO-FOUNDER GEORGE MITCHELL



> BPC HOUSING COMMISSION CO-CHAIR MEL MARTINEZ

See more at bipartisanpolicy.org/10th-anniversary



^ (L-R) BPC CO-FOUNDER HOWARD BAKER AND FORMER VICE PRESIDENT JOE BIDEN



^ BPC BOARD MEMBER AND SENIOR FELLOW HENRY CISNEROS



< BPC CO-FOUNDER BOB DOLE

WITH BPC'S BOARD CHAIR AND PRESIDENT

BPC Board Chair Frank Keating and BPC President Jason Grumet sat down with *Dialogue* to reflect on the organization's achievements over the past 12 months. In a short Q&A, the duo addressed the tumultuous political environment and whether there is still room for bipartisanship in Washington.

Q. It feels like we can't escape a news cycle without being inundated with partisan squabbles. Is bipartisanship still relevant in this political environment?

Keating: "Conflict and combat sell newspapers. But you have to have Republicans and Democrats at the state legislative level and the U.S. Congress come together and solve problems. Which is why you need a highly credible bipartisan organization like BPC."

Grumet: "It's understandable that many Americans have lost faith in our political process, but the answer to bad politics is good politics. The strength of this country has always been the capacity to reconcile legitimate differences. We need to acknowledge, respect, and engage the sources of our policy disagreements. Bipartisanship isn't simply relevant, it is the only way to govern a free and diverse country."

Q. If we agree that bipartisanship is necessary for our institutions to actually govern, how does BPC help bring these sides together?

Grumet: "What differentiates BPC from many 'good government' organizations is that we are aggressively bipartisan—we like the good fight. Our projects spend a lot of time creating a fact base upon which people can have a constructive disagreement and then we follow through. We actually take these hard-earned ideas and proposals and drive them into the political process."

"We pride ourselves on bringing together people with strong, visceral, and informed views who also have the mutual respect to sit down and listen to each other's opinions. It's the reconciliation of differences that has always given us resilient public policy."

We are aggressively bipartisan—we like the good fight. ”

BPC President Jason Grumet



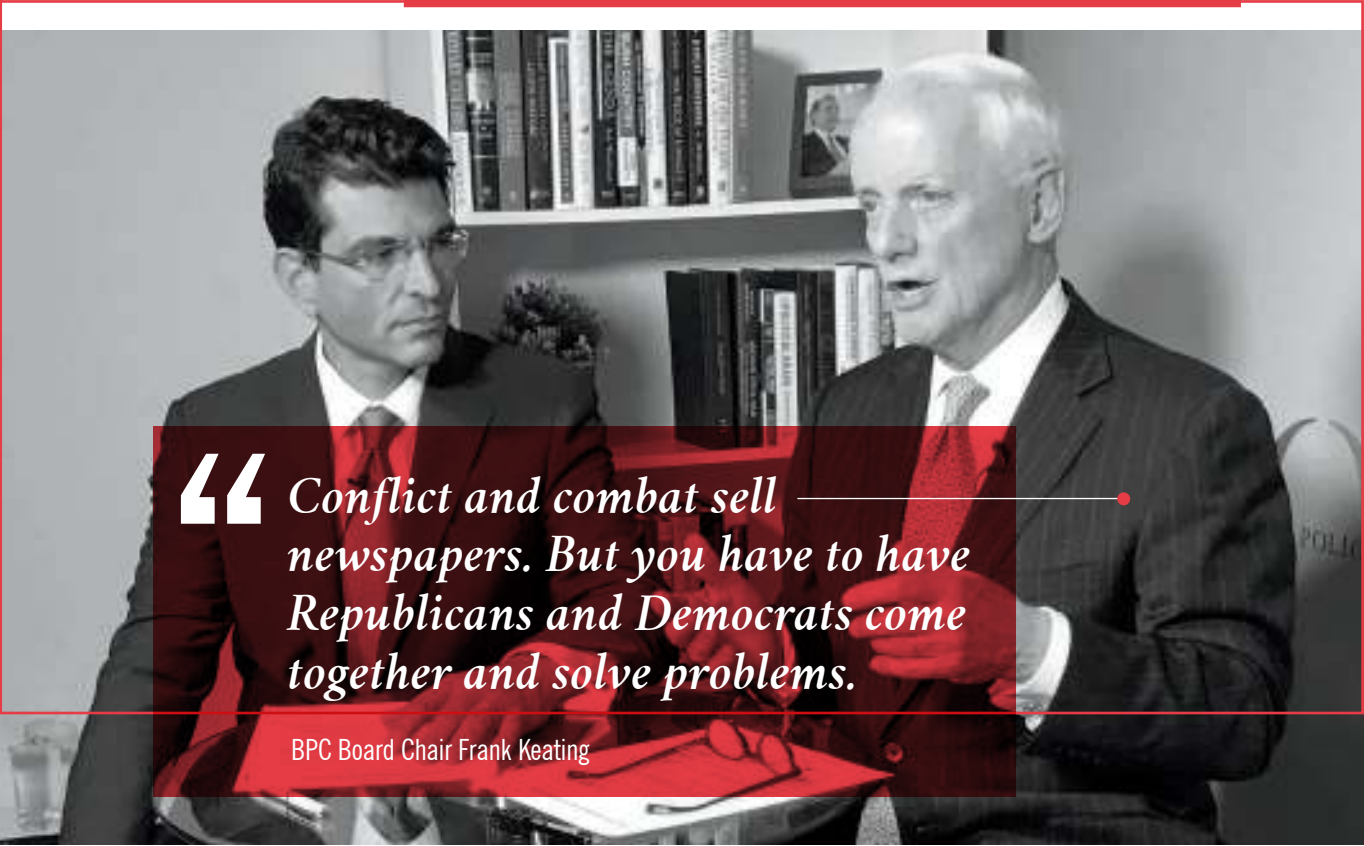
^ BPC BOARD CHAIR
FRANK KEATING

Q. So how is bipartisan policy formed? Has there been any success lately?

Keating: “The legislative process is not making popcorn! It takes time, personal investment, and a lot of gray matter. For example, recently Rep. Jeb Hensarling (R-TX) introduced the Financial CHOICE Act which was an amalgam of reform ideas about what to do about Dodd-Frank. A number of things in there came from the debate and report of BPC’s Financial Regulatory Reform Initiative. So you won’t win everything, but that’s an example of leadership by this organization that will result in very good things.”

Grumet: “Despite the challenges of the last couple of years, Congress actually produced a couple dozen pieces of meaningful legislation and we were delighted to have a role in some of them.

“The 21st Century Cures Act was a bipartisan effort that combined resources for cutting-edge medical research and development with a streamlined Food and Drug Administration approval process so that new breakthroughs can be brought to market and save people’s lives. The act was one of the major achievements of last year and we were proud to work with Sens. Lamar Alexander (R-TN) and Patty Murray (D-WA) to make that happen.”



“ Conflict and combat sell newspapers. But you have to have Republicans and Democrats come together and solve problems.

BPC Board Chair Frank Keating

Q. That sounds promising! What bipartisan opportunities do you think there are under this administration and Congress?

Grumet: “We need Congress to step back and recognize if we want durable public policy we are going to have to take the best ideas from both parties. There are real places where many in Congress and the White House want to make progress: infrastructure investment, early child development, tax policy, and legislation that addresses the aging population and chronic care are just a few examples.”

Q. Are you optimistic about whether bipartisanship will thrive in the coming years?

Keating: “Yes, as a result of the tremendous leadership of those who have gone before us, we have an obligation to continue working together to solve our problems. It’s not supposed to be easy, but compared to the 19th century we are in pretty tall clover.”

WHAT THEY'RE SAYING...

What supporters, members of Congress, donors, and policymakers are **saying about our work:**



As a **10-YEAR SUPPORTER OF THE BIPARTISAN POLICY CENTER**, Chevron has seen firsthand BPC's unique impact on both sides of the political aisle—no matter who's in power. We're proud to work with BPC to advance American energy security and grow our economy.

— **Maria Pica Karp**
Vice President and General Manager of Government Affairs, Chevron



The work that comes out of BPC, because it is **COLLABORATIVE IN NATURE**, leads by example and the policy products show that even when you put different opinions in the room you end up with a stronger and more robust set of solutions than if it was just one side or the other.

— **Capri Cafaro**
Former Democratic State Senator from Ohio



BPC is a vital institution. [It] has done a great number of things in the last 10 years and in their 10th anniversary is doing important work on health care... I couldn't commend you more for taking on that initiative.

— **Dallas Salisbury**
President and CEO, Employee Benefit Research Institute

"I'm excited to affiliate w the great ppl at @BPC_Bipartisan. They are trusted & have a history of caring about real solutions."

— **ANDY SLAVITT @ASLAVITT**
Former Acting Administrator for the Centers for Medicare and Medicaid Services



“

Fake news and a lack of strong cooperation along bipartisan lines make it difficult to follow what is going on. *BPC's programs are essential to me*, so that I keep up to date. Thank you for consistently great work.

— BPC event attendee



“ The 21st Century Cures Act is an important example of bipartisan action spurred in part by recommendations from outside organizations like the Bipartisan Policy Center, and despite the divisiveness of the presidential election, Congress was able to come together and pass **LEGISLATION THAT WILL HELP VIRTUALLY EVERY AMERICAN FAMILY.**

— Sen. Lamar Alexander (R-TN)



“ For those of us disenchanted with the regression of consensus-building politics in Washington, it's important to support groups like BPC [that are] attempting to *move us in a better direction.*

— Keith Wilson
Supporter

“

There are many opinions on how to improve our health system. Regardless of your position, we cannot lose sight of the patient who is at the center of our national debate. **BPC OFFERS AN EXCELLENT FORUM FOR BRINGING ALL PARTIES TOGETHER** to find consensus on how to make America's health system better. BPC's leadership and staff understand this and that is why Dignity Health chose to become a member of the Health System Executive Council.

— Lloyd Dean
CEO, Dignity Health



“Our youth needs a realistic pathway to financial independence. Great to speak at @BPC_Bipartisan's higher education event today.”

— SEN. TIM SCOTT (R-SC)
@SENATORTIMSCOTT



“Tonight was one of inspiration and reflection. @BPC_Bipartisan celebrated 10 years of 'productive partisanship'. An honor to work w you!”

— COLETTE D. HONORABLE @CHONORABLEFERC





OUR IMPACT

The Bipartisan Policy Center enjoys a reputation as a fair arbiter of partisan differences and a promoter of achievable policy solutions. Over the last year, BPC has successfully brought together members from both sides of the aisle to foster collaboration and advance bipartisan debate and solutions, while our affiliated 501(c)(4) organization, BPC Action, has successfully influenced meaningful legislation.

FOSTERING COLLABORATION ON THE HILL

Our regular Senate Legislative Directors series has brought together staff from 52 offices since June 2016—ranging across the political spectrum from the most conservative Republicans to the most liberal Democrats. At the beginning of this Congress, BPC hosted a half-day retreat focused on how to conduct effective congressional oversight, work more effectively with the Congressional Budget Office, and learn from examples of bipartisanship from throughout the history of the Senate.

This year, BPC launched a new series with the House Ways and Means and the Senate Finance Committees. These key committees are responsible for leading the policy development process on health care, tax reform, infrastructure, and trade. The tense atmosphere following the election and partisan health care debate has made it even more important to build relationships, camaraderie, and shared knowledge among key staff.

OUR LEGISLATIVE IMPACT

In the 114th Congress, many BPC policy recommendations were included in legislation:

Six bills were enacted that include significant BPC input:

1. **The 21st Century Cures Act**
2. **The Medicare Access and Children's Health Insurance Program Reauthorization Act**
3. **The Bipartisan Budget Act of 2015**
4. **The Every Student Succeeds Act**
5. **The Highway and Transportation Funding Act**
6. **FY2016 Omnibus Appropriations Package**

The 21st Century Cures Act contained more than a dozen BPC proposals to accelerate the path to new safe and effective treatments and cures for patients. These proposals would:

- Provide clarity around how health information technology is regulated to ensure it promotes innovation while protecting patient safety and data security
- Facilitate the use of new drug development tools at the Food and Drug Administration (FDA), including incorporating evidence from patient experience and clinical settings
- Investing in, and removing regulatory barriers to, precision medicine for more targeted, potentially more effective medical therapies
- Strengthening FDA capacity to carry out its mission and improve operational efficiency and scientific capacity at the agency

The FY2016 Omnibus Appropriations Package also included several substantial BPC proposals, including:

- Lifting the crude oil export ban
- Department of Homeland Security immigration metrics
- Cyber threat information sharing
- National Institute of Health and FDA increased investments for medical treatment delivery
- Permanency of Low Income Housing Tax Credit
- Increased investments in Department of Energy energy efficiency
- Increased investments in clean energy research and development

BPC recommendations were also central in a number of bills introduced and considered in House and Senate Committees including; Retirement Enhancement and Savings Act, Energy Policy Modernization Act, COMPETES Act, Chronic Care Act, LADDER Act, Save our Social Security Act, Senior Home Modification Assistance Initiative Act, Independence at Home Act, and Social Security Reform Act.

RESPONDING TO REQUESTS BY LEGISLATORS

- **Sens. Mark Warner (D-VA), Thom Tillis (R-NC), David Perdue (R-GA), and Joe Manchin (D-WV)** asked BPC to lead an effort exploring key issues challenging communities in Appalachia and develop bipartisan policy recommendations.
- Senate Finance Committee Chairman **Orrin Hatch (R-UT)** and Ranking Member **Ron Wyden (D-OR)** have sought BPC input on chronic care legislation.
- **Sens. Kirsten Gillibrand (D-NY) and Tom Cotton (R-AR)** championed a BPC proposal to give military families with children better support and more flexibility for child care.

More than three dozen influential members of Congress and White House officials have been keynote speakers at BPC events in the last 12 months including...

- Speaker Paul Ryan (R-WI)
- Sen. John McCain (R-AZ)
- Rep. Michael McCaul (R-TX)
- Rep. Will Hurd (R-TX)
- Former Energy Secretary Ernest Moniz
- Sen. Angus King (I-ME)
- Sen. Chris Coons (D-DE)
- Rep. Val Demings (D-FL)
- Rep. Jack Bergman (R-MI)
- Rep. Shelia Jackson Lee (D-TX)
- Rep. Krysten Sinema (D-AZ)
- Rep. Darin LaHood (R-IL)
- Rep. Daniel Lipiniski (D-IL)



12  # of **COMMITTEE CONVENINGS**



^ CO-CHAIR OF BPC'S COMMISSION ON RETIREMENT SECURITY AND PERSONAL SAVINGS KENT CONRAD TESTIFIES BEFORE CONGRESS



6 # of hearings featuring **BPC TESTIMONY**



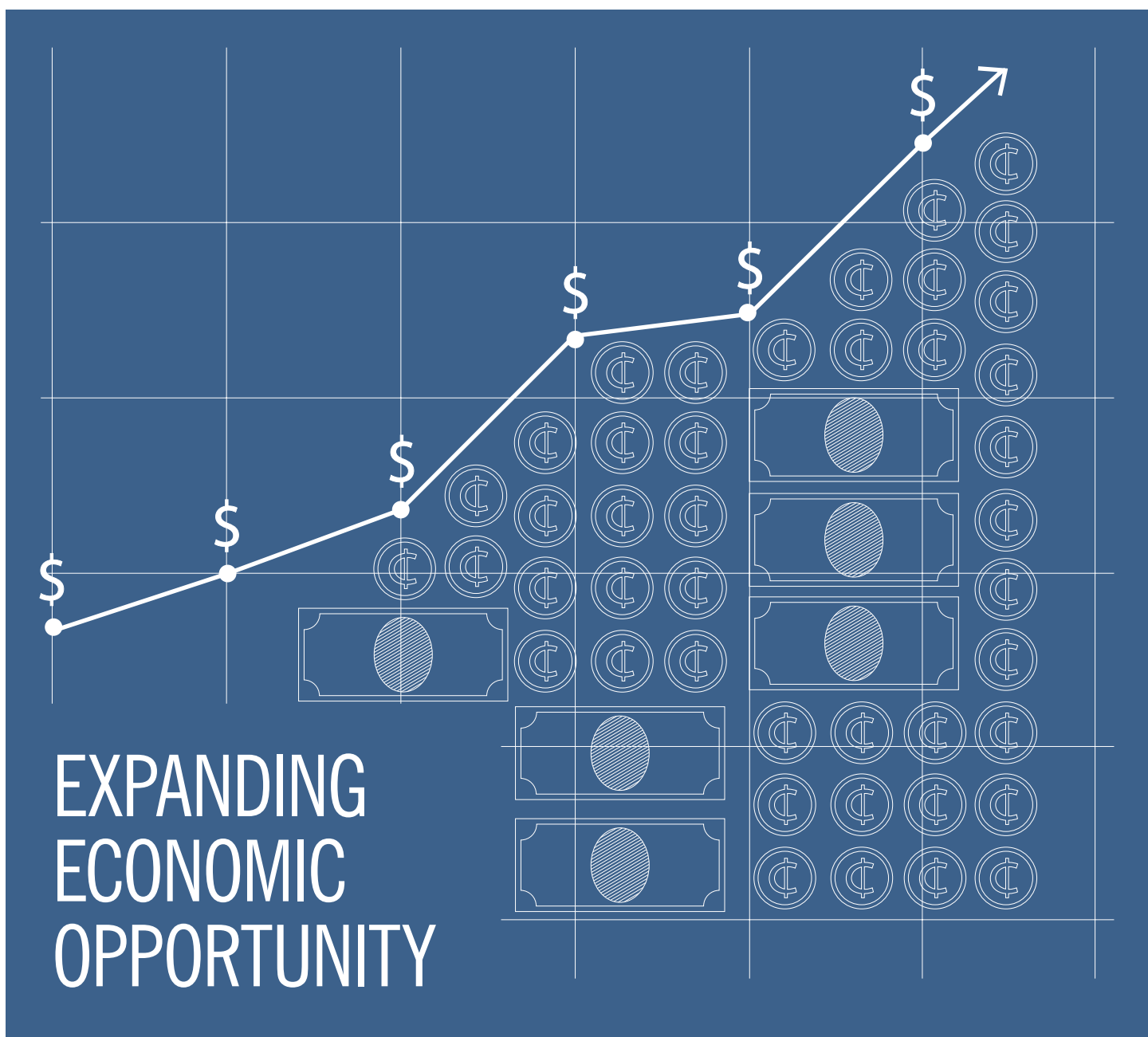
^ ASSISTANT TO THE VICE PRESIDENT AND CHIEF ECONOMIST MARK CALABRIA



^ SECRETARY OF AGRICULTURE AND FORMER MEMBER OF BPC'S GOVERNORS' COUNCIL SONNY PERDUE



100,000 +
of **EMAILS SENT** to the Hill through **BPC Action** outreach



Many American families and businesses still feel economic insecurity and uncertainty.

Our nation has come a long way since the depths of the Great Recession of 2008, but despite a low unemployment rate and a stock market that has reached new heights, many American families and businesses still feel economic insecurity and uncertainty. From millennials worried about crushing college debt to former factory workers who fear that they can no longer afford a mortgage, let alone save for retirement, millions of Americans are losing faith in the ideals of opportunity that define our nation's unique economic history.

ENTREPRENEURSHIP

The hardest hit in the financial crisis were those in middle- and lower-income brackets. BPC interviewed more than 30 current and former regulators, consumer groups, market analysts, bankers, labor advocates, asset managers, and other experts to explore how to encourage economic growth and entrepreneurial opportunities while maintaining the fundamental stability of our financial markets.

In the resulting report, *Did Policymakers Get Post-Crisis Financial Regulation Right?*, BPC concludes that while Americans have a safer financial regulatory system than before the crisis, there are unintended consequences of post-crisis reform that are constraining growth and warrant attention.

INCREASE ECONOMIC GROWTH AND COMPETITIVENESS

Amid the current political divisiveness and polarization lies a note of agreement: the globalized economy is not working for all Americans. Addressing this anxiety requires more than nurturing entrepreneurship. It requires:

- A tax structure that allows U.S. companies to compete globally without shipping jobs overseas
- Responsible fiscal policy
- Long-term investment in the “fundamentals” of the U.S. economy
- An immigration policy that ensures our nation has the workforce and talent it needs to sustain a vibrant, diversified economy for decades to come

> BPC SENIOR VICE PRESIDENT
G. WILLIAM HOAGLAND

^ REP. VERN BUCHANAN (R-FL)



^ FORMER SECRETARY OF HOMELAND SECURITY AND CO-CHAIR OF BPC'S IMMIGRATION TASK FORCE MICHAEL CHERTOFF

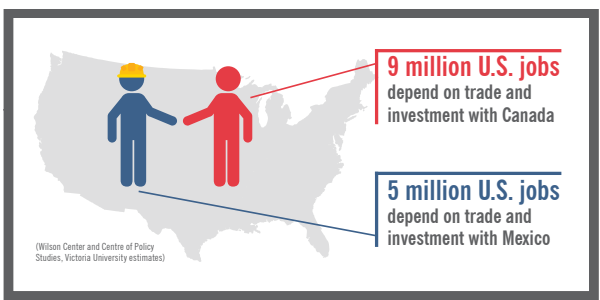
BPC's Immigration Task Force released a new set of policy recommendations in *Still Room for Consensus*. The unanimous recommendations on controversial issues like sanctuary cities, the so-called “Dreamer Program,” and enhanced border enforcement demonstrate the capacity for diverse interests to find common ground in this polarized debate. Over the last 12 months, BPC has drilled down on specific aspects of immigration reform through events, [Facebook Live interviews](#), and blog posts.

REFORM AND STRENGTHEN NAFTA

BPC has drawn from expertise in its energy, agriculture, security, and economic programs to forge **a new effort aimed at securing timely improvements to the North American Free Trade Agreement (NAFTA)**.

NAFTA has enabled tremendous growth in U.S. exports, reduced the costs of consumer goods, and fortified North America's ability to compete in the global economy. Moreover, NAFTA has provided a foundation for improved political relations and close security collaboration among the United States, Canada, and Mexico. A strengthened NAFTA will build on this successful framework to create new U.S. opportunities in energy exports and financial services. The renegotiation process also holds promise to enhance the existing regime for protection of workers, the environment, and intellectual property rights. BPC is working with members of Congress and major employers to bring evidence to bear on these politically freighted questions and to develop policy solutions that create domestic jobs while strengthening North American economic integration.

\$
 \$ **Increased trade increases GDP.** \$
 \$ Based on the trade growth since NAFTA's \$
 \$ adoption, it's estimated that the U.S. is \$
 \$ **\$127 BILLION RICHER** \$
 \$ *annually* \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$



TOP NAFTA FACTS



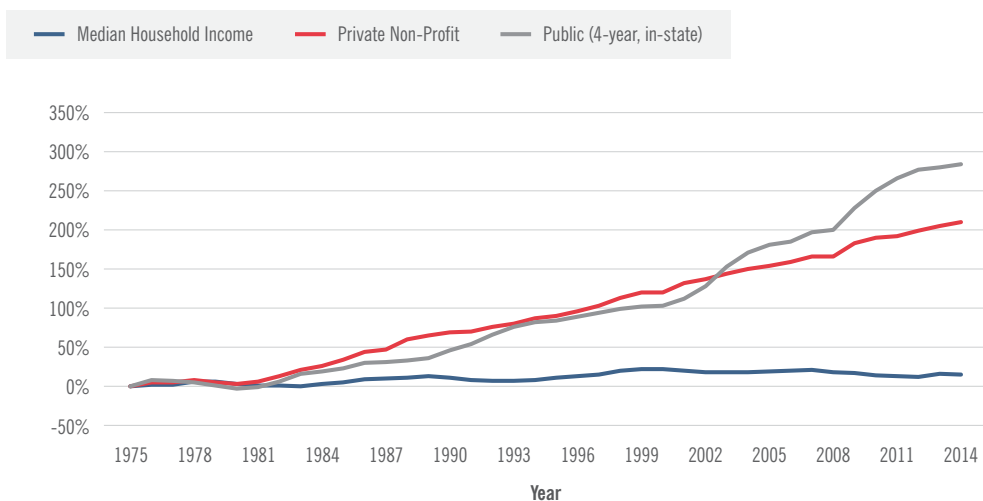
FINANCIAL SECURITY FROM COLLEGE TO RETIREMENT

Many Americans are struggling with student debt, job insecurity, and the growing expectation individuals must now shoulder the burden when planning for their own retirement. BPC's recent work has examined the **barriers to completing higher education** and the solutions for reaching **financial security in retirement**. BPC's Commission on Retirement Security and Personal Savings produced a set of recommendations in the widely commended and comprehensive report, *Securing Our Financial Future*.

Key proposals from the commission include:

- Improving access to workplace retirement savings plans
- Promoting personal savings for short-term needs and preserving retirement savings for older age
- Reducing the risk of outliving savings
- Facilitating the use of home equity for retirement consumption
- Improving financial capability among all Americans
- Strengthening Social Security's finances and modernizing the program

Cumulative Change in Average Tuition and Fees, and Median Household Income



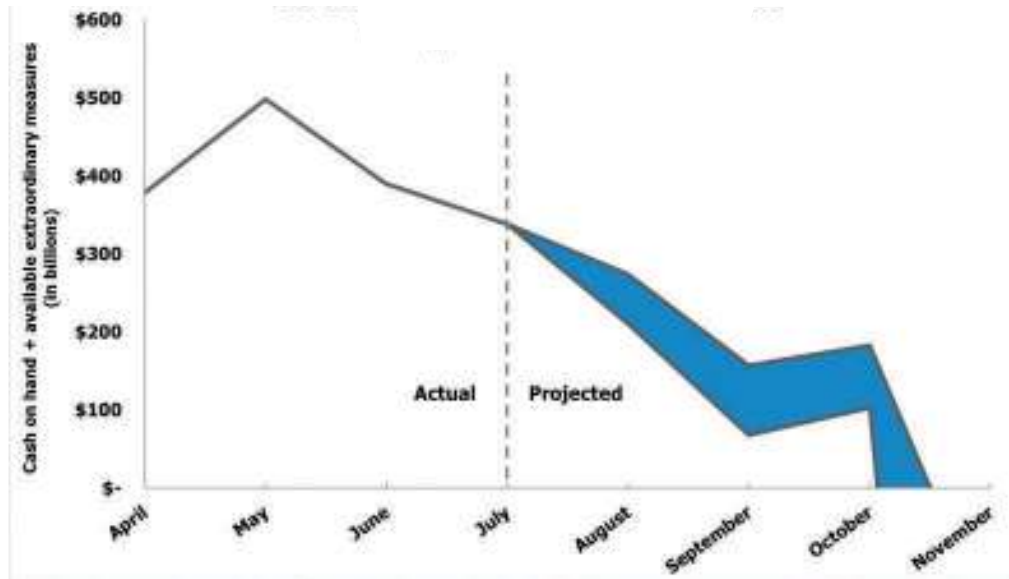
The exponential rise in the cost of higher education is among the most direct factors driving student loan growth. Between 1975 and 2015, real median household income grew by just 20 percent, while college prices more than tripled. Average annual in-state tuition and fees at public, four-year institutions grew by 295 percent over this span, in inflation-adjusted dollars. At private, non-profit universities, these costs grew by 221 percent.

Read the report @ bpcdc.org/2mJfXNQ

Note: Percentage change is measured from 1975 and using 2016 dollars, which were adjusted using the 2016 Consumer Price Index for all Urban Consumers (CPI-U).

Source: Congressional Budget Office.

BPC's Projected "X-Date" Range: Early to Mid-October



The federal debt limit restricts the total amount of money that the Treasury Department can legally borrow at any point in time. On March 16, 2017, the Treasury Department began to implement its so-called "extraordinary measures" to continue meeting all of the federal government's financial obligations. BPC's updated projections show that, absent legislative action, the U.S. will default on its sovereign debt in early to mid-October 2017.

Read the latest analysis
[@bpcdc.org/2tQwkf4](https://bpcdc.org/2tQwkf4)

The Senate Special Committee on Aging invited the commission's co-chairs, **former Senator Kent Conrad and James B. Lockhart III**, to testify on the package of recommendations at a hearing last September. BPC continues to promote a bipartisan conversation that focuses on helping all Americans achieve financial security.

FISCAL POLICY

As a respected source for **debt limit analysis**, BPC's **latest projection** of the "X-Date"—the date when the federal government will no longer be able to pay its bills in full and on time—continues to receive widespread attention.

BPC launched the **Common Cents** podcast series in 2017 to explore the major economic and financial issues of the day. Podcast episodes have covered the debt limit, budget reconciliation, evidence-based budgeting, tax reform, and congressional appropriations.

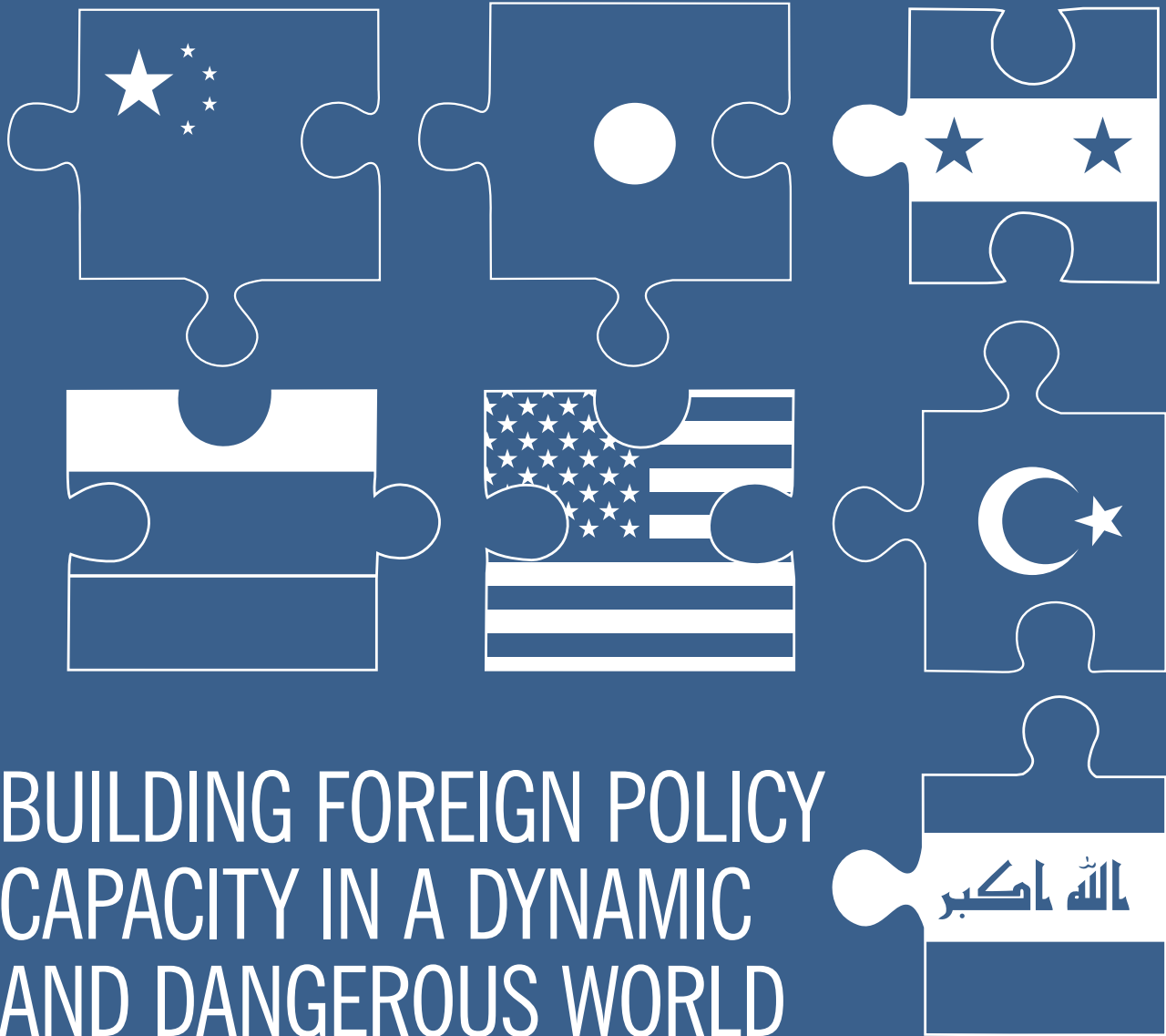


Listen to BPC's economic podcast series, **COMMON CENTS** @: bipartisanpolicy.org/common-cents-podcast-series



"While I don't agree with everything, this report is impressive."

— SEN. CLAIRE MCCASKILL (D-MO) @CLAIRECMC



BUILDING FOREIGN POLICY CAPACITY IN A DYNAMIC AND DANGEROUS WORLD

The U.S. must be prepared to defend against multiple threats and new security challenges.

The United States must be prepared to defend against multiple threats from many directions and nimble enough to counter new security challenges. The growing ambitions of North Korea and Iran and the spread of non-state groups like ISIS are just a few of the foreign policy issues confronting the nation. The strategic role of the U.S. has become even more complicated as the new administration re-evaluates many of the relationships and expectations that have guided U.S. foreign policy since the Cold War.

BUILD THE FORCE FOR THE FUTURE

The foundation of this nation’s strength and prosperity are the men and women who volunteer to serve both in and out of uniform. However, the military was designed to fight the wars of the past. The current force structure and incentives for recruitment and retention are not optimized for the current threat environment or the types of conflicts that may arise in the future. **BPC’s Task Force on Defense Personnel** spent the last 12 months considering these challenges and **issued 39 recommendations** aimed at modernizing the military personnel system.

> FORMER SENATOR AND BPC SENIOR FELLOW
JIM TALENT



< BPC DIRECTOR OF NATIONAL SECURITY
BLAISE MISZTAL

> CEO OF BLUE STAR FAMILIES
KATHY ROTH-DOUQUET



> FORMER SECRETARY OF DEFENSE
LEON PANETTA



^ (L-R) CO-CHAIRS OF BPC’S TASK FORCE ON DEFENSE PERSONNEL KATHY ROTH-DOUQUET, LEON PANETTA, JIM TALENT, AND GEN. JIM JONES (RET.) WITH TASK FORCE MEMBER GILLIAN TURNER

The recommendations call for a **F.A.S.T. force**—a force that is:

- Fully engaged by American society
- Adaptable to new threats as they arise
- Sustainable, both financially and culturally, for long-term success
- Technically proficient

The project has garnered considerable interest from policymakers and the national media and project leaders Kathy Roth-Douquet, former Sen. Jim Talent, and Major Gen. Arnold Punaro (ret.) **headlined a Senate Armed Services Subcommittee hearing focused on the BPC report.**

“Great meeting w/ fmr Sec Panetta, Sen Talent & Kathy Roth-Douquet to discuss imp’t recs by @BPC_Bipartisan Task Force on Defense Personnel”

— SEN. JOHN MCCAIN (R-AZ) @SENJOHNMCCAIN



RESET KEY MIDEAST RELATIONS

BPC has convened a new **Task Force on Managing Disorder in the Middle East**, comprised of former diplomats and senior foreign policy experts. This group is examining U.S. interests and objectives, and taking a fresh look at the new forces shaping this dynamic and troubled region. In its first report, *Seeking Stability at Sustainable Cost: Principles for a New U.S. Strategy in the Middle East*, the group concluded that while the United States has enduring and largely unchanged vital national interests in the Middle East, the strategy for protecting those interests must be updated in light of the complex and pernicious threats emanating from the region and a pragmatic assessment of how they can be mitigated.

Among other things, securing U.S. foreign policy interests will require rebuilding a functioning partnership with Turkey. In its widely viewed report, *Beyond The Myth of Partnership*, BPC called on the incoming administration to recognize the dramatic change underway in Turkey, recalibrate relations to increase U.S. leverage, and focus its energy on the ongoing erosion of Turkish democracy.

Events in Turkey have unfolded swiftly and BPC has kept pace with the volatility in Turkey, producing sharp analyses on the attempted coup and **the referendum vote** that gave Turkish President Erdoğan even more power.

> BPC SENIOR POLICY ANALYST
NICHOLAS DANFORTH



< (L-R) FOUNDING DIRECTOR OF THE MIDDLE EAST INSTITUTE'S CENTER FOR TURKISH STUDIES GÖNÜL TOL AND SENIOR FELLOW AT THE FOUNDATION FOR DEFENSE OF DEMOCRACIES AYKAN ERDEMİR

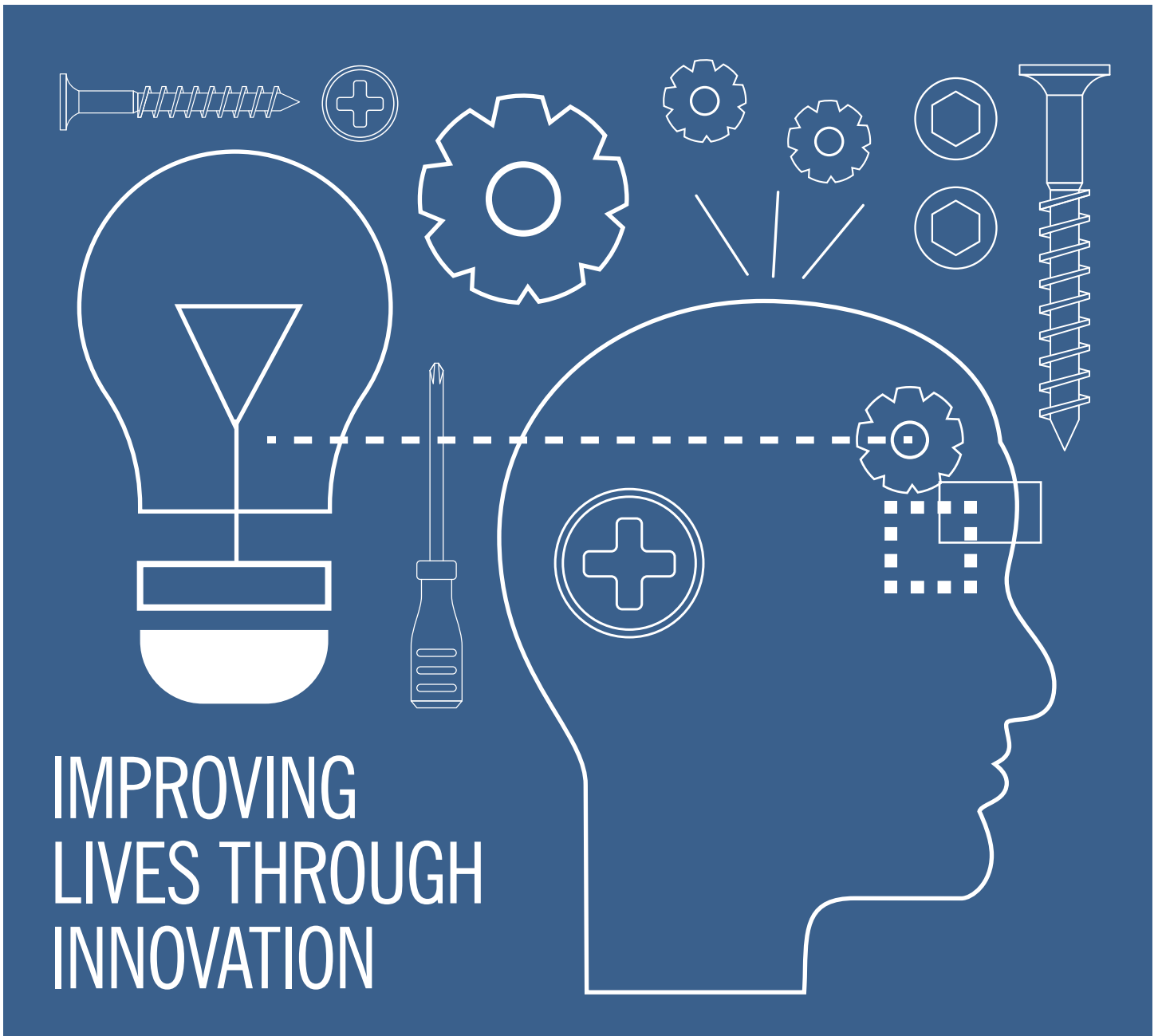
Support and Opposition for the Referendum by Province



Source: Supreme Election Council. Available at: <http://www.yek.gov.tr>

To envision what comes next for Turkish politics, electoral and otherwise, the referendum results can serve as a road map. Opposition remains strongest—as it long has—in the country's western traditionally secular fringe and in the Kurdish southeast, with İzmir and Diyarbakır both registering a similarly high proportion of "no" votes. Moving forward, the question remains: How will this enduring opposition manifest itself in a tightly constrained political environment, and how will Erdoğan, and the wide swaths of the country that still support him, respond?

Read the report @
bpcdc.org/2qJ61a0



IMPROVING LIVES THROUGH INNOVATION

New ideas and technological advances are the key to continuing America's global leadership.

Innovation is the core of America's economic strength and future prosperity. New ideas and technological advances are the key to fostering sustained economic growth, creating jobs in new industries, and continuing America's global leadership.

MODERNIZE INFRASTRUCTURE

Modernizing the nation's infrastructure has clear bipartisan support as an investment that will spur faster economic growth and job creation while building a foundation for long-term prosperity. BPC's work on infrastructure and solutions to infrastructure financing have continued

to garner attention of both policymakers and the private sector. In 2016, BPC's Executive Council on Infrastructure **released consensus recommendations** designed to dramatically increase private sector investment in America's infrastructure.

Among its recommendations, the council proposed:

- Providing stable, long-term sources of federal funding
- Streamlining the permitting process and increasing transparency by implementing and expanding the FAST Act provisions
- Applying full life-cycle cost accounting to project development processes
- Encouraging all levels of government to establish comprehensive inventories of their assets
- Establishing expert offices in each state to provide technical assistance and screen projects for all delivery options
- Requiring all recipients of federal funding to screen projects for the best delivery mechanism, including public-private partnerships
- Addressing the need for technical support with a capacity-building fund for infrastructure modernization

In 2017, BPC launched the **Coalition to Modernize American Infrastructure**, to advocate for federal action to improve national infrastructure policy and dramatically increase investment.



< *BPC DIRECTOR OF INFRASTRUCTURE
MICHELE NELLENBACH*

> *(L-R) REPS. JOHN DELANEY (D-MD)
AND RODNEY DAVIS (R-IL)*



^ *CHIEF OF STAFF AT
NORTH AMERICA'S BUILDING
TRADE UNIONS MIKE MONROE*



> *PRESIDENT AND CEO OF S&P
GLOBAL DOUG PETERSON*

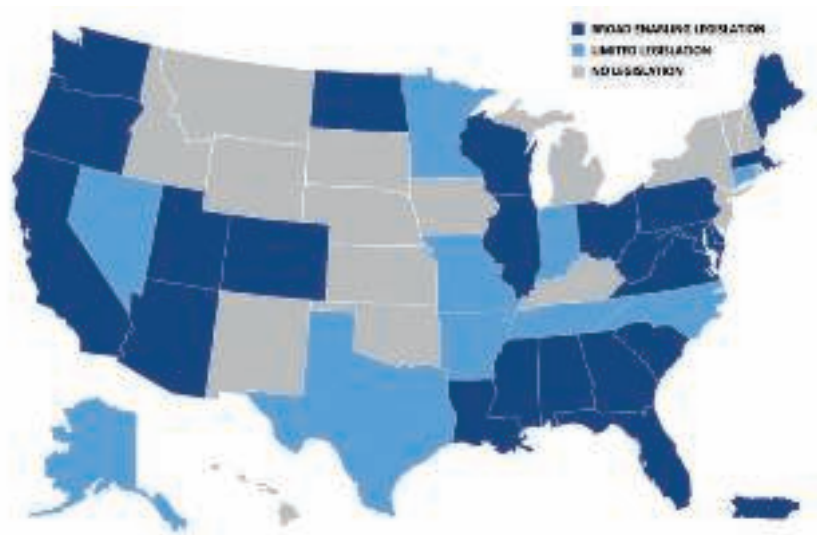
The council is a diverse group of advocates, experts, and businesses led by BPC, the National Governors Association, the U.S. Chamber of Commerce, the Business Roundtable, SIFMA, and North America's Building Trades Unions. The coalition has grown to over 50 partners and is working together to ensure that the president and Congress address the nationwide need for more modern infrastructure.

Additionally, BPC has turned its attention to the specific infrastructure challenges facing **water and wastewater utilities** around the country and is providing specific recommendations to better assist households struggling to afford rising rates and to promote innovation.

COALITION TO MODERNIZE AMERICAN INFRASTRUCTURE

View all of our partners and join the coalition to set a united foundation for the 2017 infrastructure debate @: infrastructurecouncil.org/coalition

States with P3-Enabling Legislation



Public agencies can only consider private-public partnerships (P3s) as financing tools for infrastructure projects if they have been specifically authorized to do so through state law or local ordinance. Currently 17 states do not allow P3s and among those that do, the laws vary in what types of P3s may be undertaken. BPC’s Executive Council recommended that states enact laws which broadly enable P3s for all types of infrastructure, at all levels of government.

[Read more about P3s @ bpcdc.org/2phUzhx](http://bpcdc.org/2phUzhx)

Source: National Conference of State Legislatures. Note: This map refers only to laws enabling transportation P3s.

It will take several trillion dollars of smart investment to upgrade, modernize, and expand our nation’s roads, railways, water systems, airports, energy, and communications systems. The U.S. government simply does not have the resources to rebuild the country **without private sector involvement**. The nation must re-examine longstanding policies that create hurdles to private investment and public-private partnerships.

ENERGY INNOVATION

A combination of fundamental economic trends, technological innovation, and sound policy decisions have substantially strengthened our nation’s energy outlook.

The **American Energy Innovation Council**, is a group of 10 corporate leaders who share a commitment to energy innovation. The leaders, who include former CEO of Lockheed Martin Norman Augustine, CEO of General Atomics Neil Blue, CEO of Southern Company Tom Fanning, Bill Gates, and former CEO and Chairman of DuPont Chad Holliday, offered a series of recommendations

for spurring innovation in the energy sector in their most recent work, *The Power of Innovation*. The council has aggressively and successfully countered recent proposals to eliminate or dramatically weaken important Energy Department programs. Energy politics remain deeply divisive. The Trump administration has proposed to expand fossil fuel and coal production through a reduction in regulation and other market interventions. In contrast, the “keep it in the ground” movement and opponents to energy distribution infrastructure continue to gain momentum on the left.

BPC believes the path forward lies in:

- Accelerating low-carbon technology innovation
- Promoting free trade in energy imports and exports
- Optimizing tax-payer investments in energy production and use
- Developing new approaches to multi-state energy infrastructure siting and permitting
- Continuing the Energy Department’s Mission Innovation

DELIVER BETTER HEALTH CARE AT LOWER COST

The debate to repeal and replace the Affordable Care Act continues to be defined by rigid views and political rancor. The last decade has revealed that America will not have resilient or reliable health care policy until both parties are invested in the adoption and successful implementation of a national strategy.

By working with policy experts inside and outside of Washington, BPC is developing politically viable, fact-based health policy solutions. The bipartisan experts leading BPC's **Future of Health Care** initiative are the prominent faces traveling across the country debating policy proposals, seeking input from stakeholders, and serving as a resource to state and federal decision makers.

The Future of Health Care effort is led by:

- Tom Daschle
- Bill Frist
- Andy Slavitt
- Gail Wilensky
- Sheila Burke
- Jim Capretta
- Chris Jennings
- Cindy Mann
- Alice Rivlin
- Avik Roy

Listen to BPC Action's health care podcast series, **VOICES OF CARE** @: bpcation.org/health/voices-of-care

In an innovative format, the real world policy suggestions from those who provide care, pay for care, and oversee care are presented in BPC Action's **Voices of Care podcast map**. The map showcases a collection of 5 minute stories and highlights diverse perspectives within the health care industry including state leaders, hospital and payor executives, providers, and patients all across the country.



Washington, D.C. - The following is an excerpt from a statement by BPC's Future of Health Care effort:

"The nation deserves a resilient outcome that invests both parties in effective implementation. BPC will continue to promote an approach to health care policy that reflects the best ideas and difficult compromises from both parties."

IMPROVING CARE FOR HIGH-NEED, HIGH-COST INDIVIDUALS

Despite the political polarization, bipartisan collaboration on the CHRONIC Care Act shows that cooperation and leadership remain possible in health care reform. BPC is actively supporting this process and Director of Health Policy Katherine Hayes **testified before the Senate Finance Committee** about caring for patients with chronic conditions as reflected in the recommendations in the Health Project's report **Improving Care for High-Need, High-Cost Medicare Patients**.



< BPC FELLOW AND FOUNDER AND PRESIDENT OF JENNINGS POLICY STRATEGIES CHRIS JENNINGS



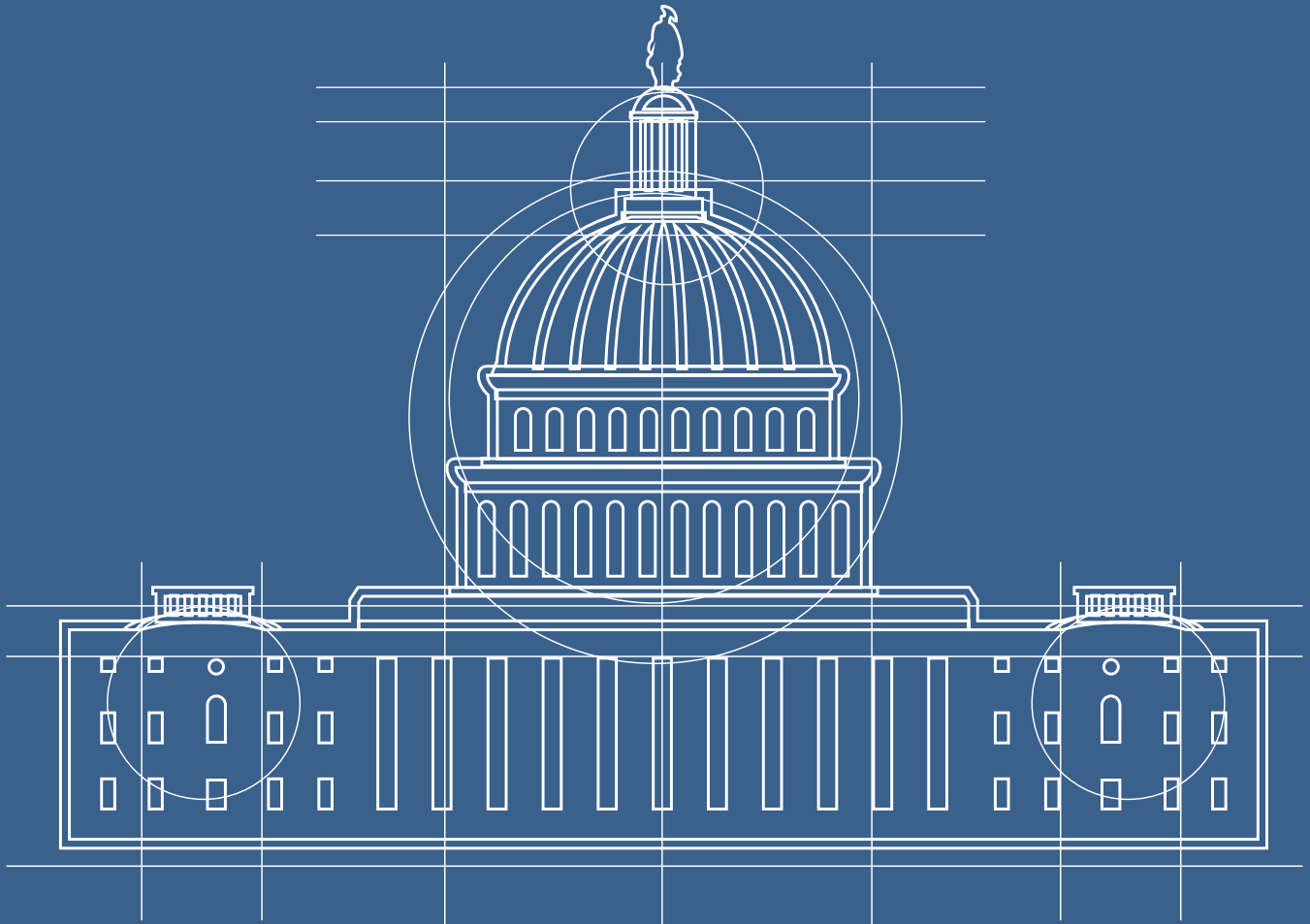
< BPC SENIOR ADVISOR AND PRESIDENT OF THE FOUNDATION FOR RESEARCH ON EQUAL OPPORTUNITY AVIK ROY



^ RESIDENT FELLOW AND MILTON FRIEDMAN CHAIR AT THE AMERICAN ENTERPRISE INSTITUTE JIM CAPRETTA



^ BPC FELLOW AND STRATEGIC ADVISOR AT BAKER DONELSON SHEILA BURKE



RESTORING TRUST IN GOVERNMENT

American democracy can rebound given reasonable incentives for collaboration and deliberation.

We hear all too often that many Americans doubt the basic competence of government to make a positive difference in their lives.

While badly frayed, American democracy can rebound given reasonable incentives for collaboration and deliberation. Our optimism is grounded in years of success in working with political leaders and experts from a wide range of professional and ideological perspectives to find smart, pragmatic, and implementable ideas for tackling our nation's most important challenges.

CREATE A FAIR LEGISLATIVE PROCESS

Vigorous discussion, debate, and dissent are the lifeblood of government by the people. A fair legislative process is the essential means by which the nation resolves legitimate differences and draws strength from its diversity. Far too often, the committee vetting process is cut short, limiting thoughtful deliberation and full participation.

BPC’s **Healthy Congress Index** is a helpful tool for providing metrics to evaluate how Congress is governing. The first six months of the 115th Congress show mostly business as usual in the House and some unusual developments in the Senate. As in recent years, the House has been working fewer days than BPC’s Commission on Political Reform’s recommendation of 45 days per quarter. While House committees continue to report a high number of bills, the amendment process on the floor remains mostly closed to members. The Senate is spending a healthy amount of time working in Washington and its committees are active as well. Unlike in recent years, there have been very few attempts to filibuster legislation in the Senate and very few amendments to legislation. As more controversial and significant legislation comes before the Senate, that is likely to change. The index will continue to track these critical elements of the legislative process throughout the 115th Congress.

RECOMMITING TO CIVILITY

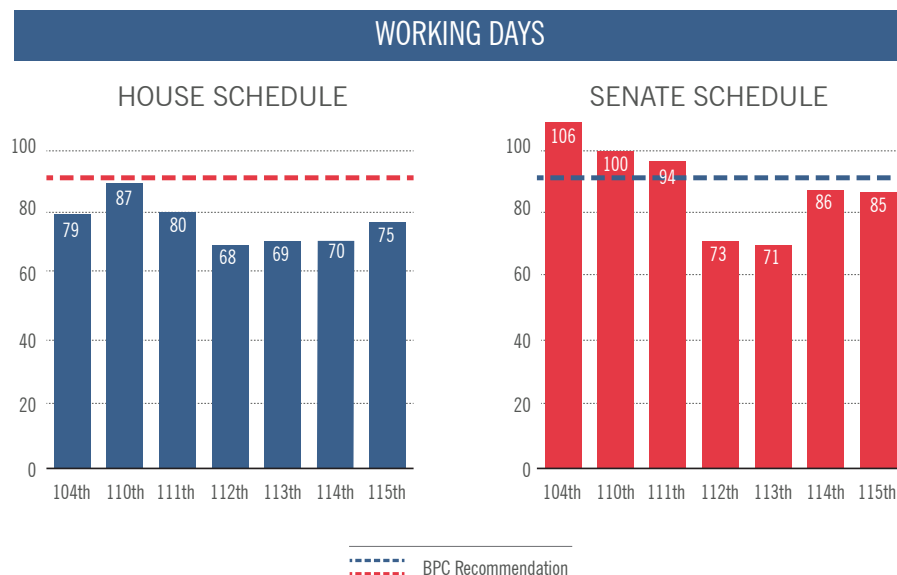
On Wednesday, June 21, 2017, members of Congress recommitted to a pledge of civility in the wake of the shooting at a practice for the GOP congressional baseball team in Alexandria, VA. The co-presidents of the freshman class of the 115th Congress— Reps. Nanette Diaz Barragán (D-CA), Jack Bergman (R-MI), Val Demings (D-FL), and Donald McEachin (D-VA)—hosted the signing with BPC in an effort to rededicate to respect and civility across party lines.

> REP. JACK BERGMAN (R-MI)



< (L-R) REPS. JAMIE RASKIN (D-MD), DON BACON (R-NE), AND RAJA KRISHNAMOORTHY (D-IL)

Healthy Congress Index



Data for each Congress is from January to June

The Bipartisan Policy Center’s Healthy Congress Index provides Americans with crucial metrics for evaluating Congress’ ability to effectively legislate and govern. Halfway through 2017, each chamber should be in the 90 working day range at this point—a benchmark recommended by BPC’s Commission on Political Reform of 45 working days per quarter. The Senate worked 85 days between January and June, almost exactly as many as at this point in the last Congress. However, the House began to slip behind and so far this year has been at work in the Capitol for 75 days.

View the full Healthy Congress Index @ bipartisanpolicy.org/congress



COMMITMENT TO CIVILITY

“...We are dedicated to showing proper respect to one another and all others, encouraging productive dialogue, and modeling civility in our public and private actions. While we may vehemently disagree on matters of law and policy, we will strive at all times to maintain collegiality and the honor of our office...”

“We also believe that maintaining a spirit of mutual understanding and cooperation will help make government work more efficiently and effectively, help build consensus and restore the public trust, and ultimately, serve as a positive influence on society at large...”

Read more about BPC’s Summer of Civility @ bipartisanpolicy.org/summer-of-civility

> REP. DONALD MCEACHIN (D-VA)

∨ (L-R) REPS. CHARLIE CRIST (D-FL) AND LISA BLUNT ROCHESTER (D-DE)

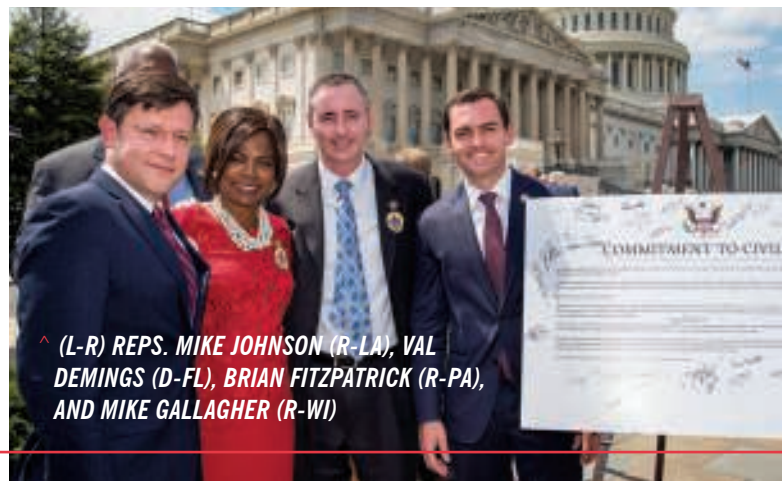


^ REP. JIM COSTA (D-CA)



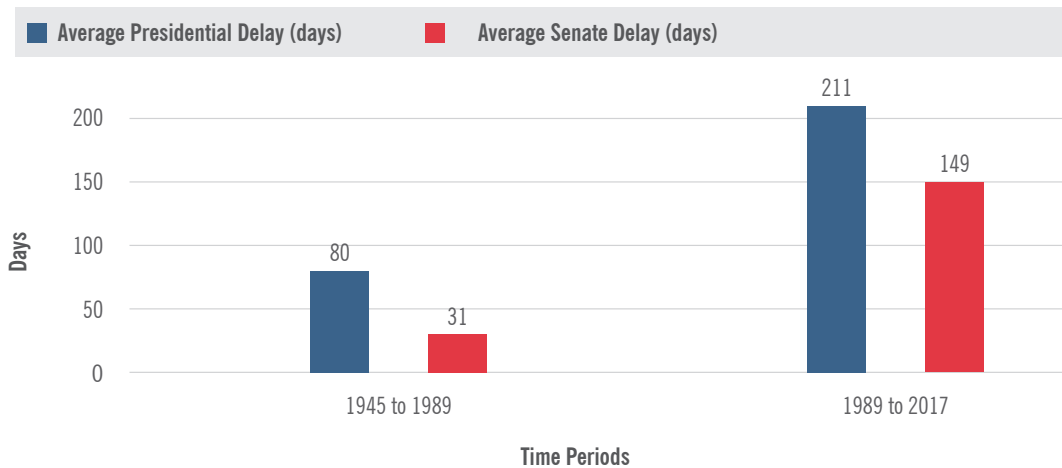
< BPC SENIOR VICE PRESIDENT MICHELE STOCKWELL

The Commitment to Civility Pledge was originally authored by Rep. Mike Johnson (R-LA) in January 2017, and spearheaded, by the freshman class. BPC encourages all members of Congress to join the House freshman class in rising above the fray and committing to treat each other with respect and grace. BPC recognizes that this symbolic action will not overcome the polarization and division that afflicts our democracy, but symbols do matter. It is time for our nation’s leaders to draw strength from their diversity and model the behavior that all Americans should follow.



^ (L-R) REPS. MIKE JOHNSON (R-LA), VAL DEMINGS (D-FL), BRIAN FITZPATRICK (R-PA), AND MIKE GALLAGHER (R-WI)

The Nominations Process Has Bogged Down



History shows us that Congress and the executive branch can work together to fill key positions critical to the financial stability of the country.

Read the full report @ bpcdc.org/2n4dQoY

TAP AMERICA'S TALENT FOR EXECUTIVE BRANCH

BPC has been closely scrutinizing key aspects of the selection and nominations processes. BPC's **Management Excellence Tracker** monitors the progress of filling 50 key Senate confirmable management positions. There have been too many management failures in the executive branch in recent years, including the rollout of the Affordable Care Act and the Veteran's Affairs medical system delays. It is essential that these management positions be filled by qualified individuals and in short order. The tracker highlights these positions and provides a tool for monitoring the administration's progress.

Additionally, BPC's Financial Regulatory Reform Initiative monitors the time it takes for presidents to nominate and the Senate to confirm **select financial regulatory positions**. In the recent report, *Financial Regulators Struggling with Longer Vacancies at the Top*, BPC found that the process for nominating and confirming

presidential appointments continues to slow down. The length of the nominations process has more than tripled since the late 1980s, and that has led to agencies routinely being understaffed at the leadership level. The president and the Senate should commit to ensuring that vacancies are filled in a timely manner.

To achieve an improved appointment process, BPC is focusing on solutions including:

- Requiring fewer appointees to go through Senate confirmation
- Streamlining disclosure forms and vetting processes
- Requiring candidates to show an ability to lead a large bureaucracy or assemble an effective management team

PRESS



—BPC conducted more than

240

radio interviews broadcast across

8,549

stations

BPC EXPERTS WERE FEATURED IN:



The Washington Post

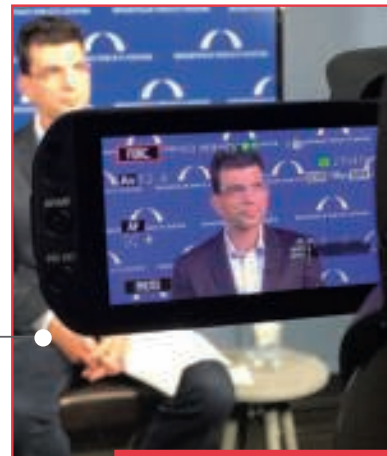
The New York Times



We totaled

368

TELEVISION SEGMENTS



BPC had **3,136** PRESS MENTIONS from June 2016 to June 2017

BPC EXPERTS AUTHORED **83 OP-EDS**

BPC's presence across different platforms and media

resulted in a **TOTAL PUBLICITY VALUE** of:

\$150 MILLION



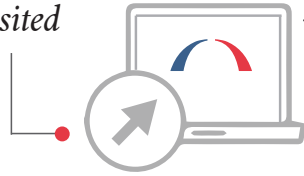
DIGITAL



The BPC website was visited

617,852

times in the last year



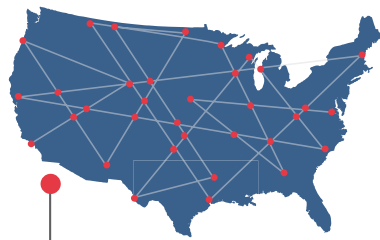
The work of our **COMMISSION ON RETIREMENT SECURITY AND PERSONAL SAVINGS** was some of our most visited content. Nearly 7,000 people visited *Securing our Financial Future*, spending an average of 5 minutes each on the report page.

We went LIVE on



24x reaching
< 76,304

people with our content



We have **email subscribers** in all 50 states

< 255,000

people came to our website through **organic searching** which means our content is highly searchable, relevant, and engaging.



BPC released
16 PODCAST EPISODES

EVENTS

WE HELD

72 events from June 2016 to June 2017



The **10TH ANNIVERSARY PARTY** was the most well attended—registering **1,190 GUESTS**—followed by events at both the *Democratic* and the *Republican National Conventions*.

< 5,917 PEOPLE

have attended events hosted by BPC *this past year*



BPC has partnered with other organizations

15X THIS YEAR

OUR PARTNERS HAVE INCLUDED:



FINANCIAL INFORMATION: 10-YEAR SNAPSHOT

Since its founding in 2007, BPC has grown in size, prominence, and its ability to deliver on its mission of finding bipartisan solutions to key challenges facing the nation. This 10-year snapshot gives the numbers behind the organization's growth.

2007 – 2016

Cumulative Revenue
\$211.5 MILLION

Cumulative Expense
\$195.8 MILLION

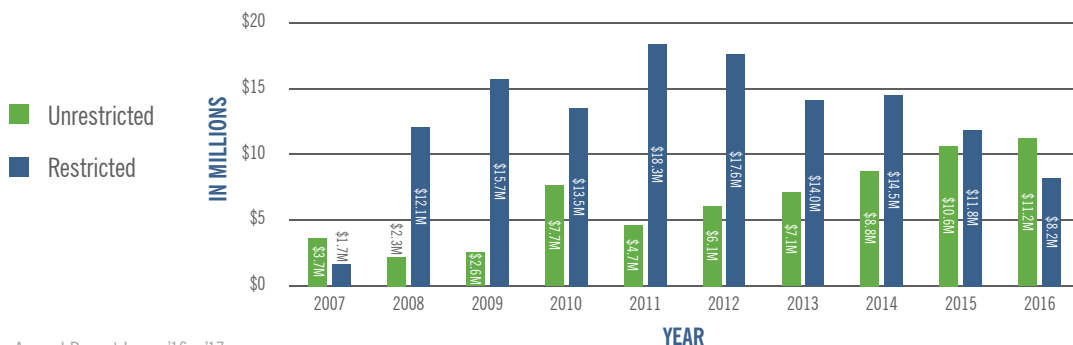
NUMBER OF FUNDERS



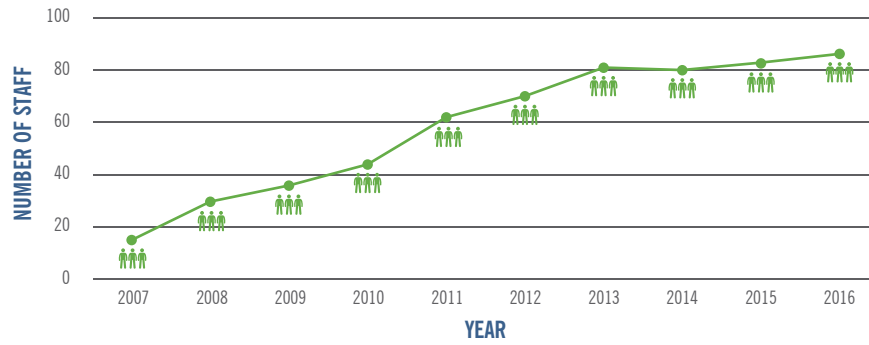
REVENUE VS. EXPENSE



RESTRICTED VS. UNRESTRICTED NET ASSETS

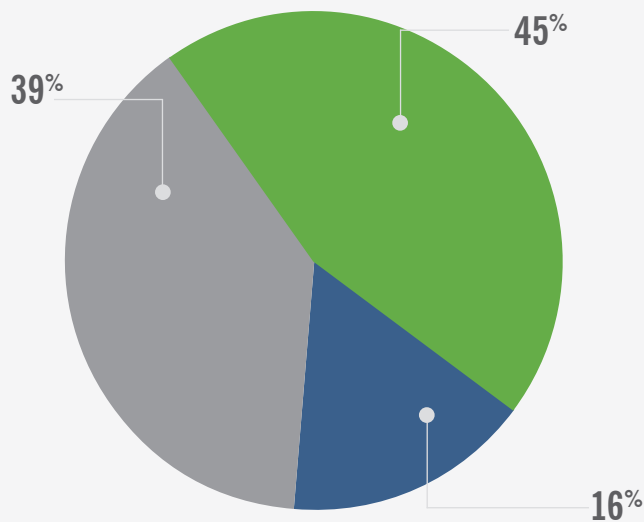


STAFF



FINANCIAL INFORMATION: 2016

JANUARY – DECEMBER 2016

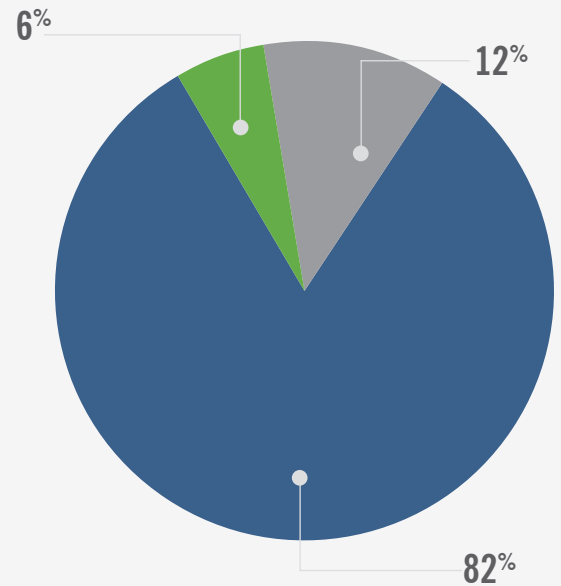


REVENUE

- Corporate and Other
- Institutional Foundations
- Individual and Family Foundations

EXPENSES

- Development
- Management and General
- Program



PHILANTHROPY: 2016

The Bipartisan Policy Center relies on the philanthropic support of a diverse group of foundations, corporations, and individuals that invest in our programs and core operations each year.

To learn more about how you can become involved in our mission to advance bipartisan solutions, please contact Ann Schumacher at aschumacher@bipartisanpolicy.org or (202) 204-2418.

We are grateful for the following donors who have supported BPC in 2016 with a gift of \$1,000 or more.

Abbott
Accountable Health Solutions
Sheppie and Morton Abramowitz
Aetna
Air Liquide USA
Alliance for Aging Research
Alliance for Cellular Therapy Now
American Council of Life Insurers
American Express Company
American Gas Association
Anheuser-Busch
Annie E. Casey Foundation
Laura and John Arnold Foundation
Ascension Health
Astellas Pharma
AT&T
Mr. and Mrs. Norman R. Augustine
Robert and Pauline Bach
Bavarian Nordic
Beal Bank
BNSF Railway
Paul Brest
Business Roundtable
Carnegie Corporation of New York
Ralph Cavanagh
Cerner Corporation
Chevron Corporation
Chubb & Son
Henry Cisneros
Citigroup
Clean Line Energy
The Clearing House
ClimateWorks Foundation
Comcast Corporation

Commonwealth Fund
Connect Health Solutions
ConocoPhillips
CMS Energy
Cultivian Sandbox Venture Management
CUNA Mutual Group
CVS Health
DaVita
Democracy Fund
Democracy Works
Denver Foundation
Dominion Energy
Edison Electric Institute
Education Finance Council
Eli Lilly & Company
Encana Oil & Gas (USA)
EY
Ewing Marion Kauffman Foundation
Exelon Corporation
Exxon Mobil Corporation
Fidelity Investments
Financial Services Roundtable
Jane and Robert Garvey
GE Foundation
General Atomics
Georgescu Family Foundation
Jayne Koskinas Ted Giovanis Foundation
for Health and Policy
Gilead Sciences
Stephanie and Jason Grumet
Mark Heising and Liz Simons
Rob Henrikson
The William and Flora Hewlett Foundation
Huntington Ingalls Industries





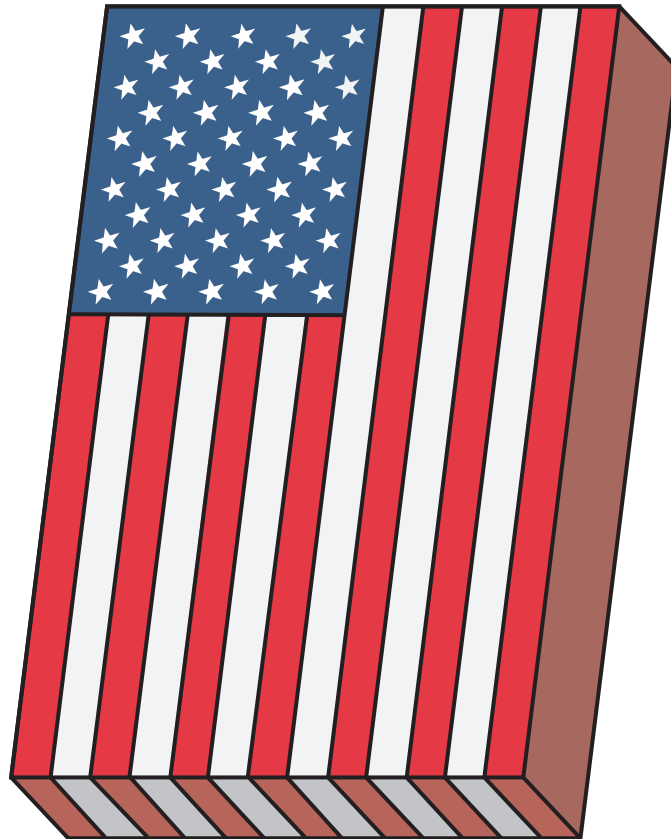
Intel Corporation
JCT Foundation
Johnson & Johnson
Joyce Foundation
Kaiser Permanente
Frank Keating
W. K. Kellogg Foundation
KPMG
Kresge Foundation
Linden Trust for Conservation
Lumina Foundation
John D. and Catherine T. MacArthur Foundation
Michele Manatt and Wolfram Anders
McCombs Foundation
McKnight Foundation
Meridiam
MetLife
Gordon and Betty Moore Foundation
National Grid USA
Mariam Noland and James Kelley
Charles Stewart Mott Foundation
Novo Nordisk
Nuclear Energy Institute (NEI)
Open Society Foundations
Bill and Susan Oberndorf Foundation
David and Lucile Packard Foundation
Palantir Technologies
Patient Centered Outcomes Research Institute
Parekh-Vora Charitable Foundation
Peter G. Peterson Foundation
Pfizer
Pioneer Natural Resources
Principal to Principal

Prudential Financial
Robertson Family Foundation
Arthur and Toni Rembe Rock
RPT Legal Strategies, PC
David Rubenstein
S&P Global
Vicki and Roger Sant
SCAN Foundation
Shell Oil Company
Siebert Cisneros Shank & Co.
Smith Richardson Foundation
Olympia J. Snowe and John R. McKernan Jr.
Southern Company
Speyer Family Foundation
Starbucks Corporation
State Farm Mutual Automobile Insurance Company
State Street Global Advisors
Susan and Joseph Story
Stuart Family Foundation
Julie Sweet
Tenet Healthcare Corporation
Trident Capital
United Services Automobile Association (USAA)
United Surgical Partners International, Inc. (USPI)
U.S. Chamber of Commerce
Charles and Marilyn Wald
Mark Walsh and Polly Vail
Daniel Weiss
Williams & Jensen, PLLC
Diane and Anthony A. Williams
Diane B. Wilsey
Xylem
Anonymous

THE ANNUAL REPORT ISSUE

AMERICA

Final Product Below



1225 Eye Street NW | Suite 1000
Washington, D.C. 20005

202-204-2400
bipartisanpolicy.org



BIPARTISAN POLICY CENTER

The Bipartisan Policy Center is a non-profit organization that combines the best ideas from both parties to promote health, security, and opportunity for all Americans.