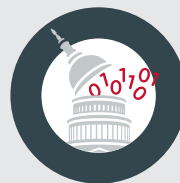


Center for American Progress



doing what works

FEBRUARY 2011
ANNUAL REPORT



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Members of the advisory board do not necessarily share all the views expressed in this document.

February 2011 Annual Report

CAP’s Doing What Works project launched in February 2010. This annual report provides a sampling of our accomplishments and a preview of what’s ahead.



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To view all our work, please visit www.americanprogress.org/projects/doing_what_works

The Center for American Progress’s Doing What Works project advances government reform to more efficiently allocate scarce resources and achieve greater results for the American people. Doing What Works has three key objectives: (1) eliminating or redesigning misguided spending programs and tax expenditures in areas where well-executed investments are a priority, such as health care, energy, infrastructure, and education; (2) improving government’s ability to execute by streamlining management and strengthening operations in the areas of human resources, information technology, and procurement; (3) building a foundation for smarter decision making by enhancing transparency, performance measurement, and evaluation. This project is undertaken in partnership with the Rockefeller Foundation’s Campaign for American Workers.



A letter from John Podesta

Dear friends,

A year ago the Center for American Progress launched the Doing What Works project to help uncover wasteful spending, boost government productivity, and improve results for the American people.

The White House and Congress have since adopted key elements of our agenda (see box), and we have completed other work that should bear fruit over the coming year, such as a groundbreaking website that maps return-on-investment data for every school district in the country.

We are proud of these accomplishments, but we can't let up now. I believe this effort is more important than ever as we face the twin challenges of a record-high deficit and a recovering but still fragile economy. Congress and the executive branch will have to make smart decisions about where to cut spending, so that we continue to see growth and job creation while bringing down our long-term deficits. That will require, as President Obama has said, a scalpel, not a hatchet.

We should invest in government programs that work well, that increase American competitiveness and create jobs, and help us reach our goals on critical priorities such as education, health care, infrastructure, and energy. But we should cut programs and efforts that are ineffective, redundant, or low priorities. And we must build a more efficient government by streamlining bureaucracy, reforming procurement, and harnessing information technology. These steps will deliver bigger bang for the buck, precisely what's needed in a time of constrained resources.

That's the Doing What Works agenda, set forth in a paper I co-authored one year ago with Reece Rushing, CAP's Director of Government Reform. Our annual report is organized around the same themes as that paper. It describes the work we've done and the progress we've made toward our original vision.

We are on our way to building a more effective and efficient federal government. The Doing What Works project is determined to keep the momentum going.

Sincerely,

John Podesta
President & CEO
Center for American Progress

DOING WHAT WORKS HIGHLIGHTS

Among the accomplishments described in this report:

- Congress enacted government performance legislation that follows recommendations we made in a series of reports and articles.
- President Obama in the State of the Union echoed our proposal to reorganize and modernize government to eliminate unnecessary overlap and boost American competitiveness.
- President Obama's 2012 budget embraces CAP recommendations for "social impact bonds," a public-private financing innovation that will ensure taxpayers only pay for social programs that meet performance targets and generate good outcomes. The administration plans to test these bonds in seven areas, including education, job training, and juvenile justice.
- CAP launched a groundbreaking new website that provides return-on-investment data for nearly every school district in the country, driving a conversation about public sector productivity. School districts are beginning to respond to our findings.
- The Doing What Works team released a report estimating the federal government could save \$400 billion over 10 years by reforming the way it buys goods and services. The Obama administration has taken steps that mirror our recommendations.
- CAP commissioned major new public opinion research that examined attitudes on government waste and performance. The public enthusiastically supports the Doing What Works agenda and seems likely to reward political leaders who advance it. Our results were studied within the administration and on the Hill.
- CAP convened in July a Doing What Works conference attended by more than 200 government performance leaders and featuring an all-star lineup, including Cabinet secretaries Shaun Donovan and Gary Locke, Federal Chief Performance Officer Jeffrey Zients, Sen. Mark Warner, and former D.C. Schools Chancellor Michelle Rhee, among others. Vice President Biden also provided a video address for the conference.



Challenge the status quo

OUR VISION

Doing What Works means a government that delivers bang for the buck—whether spending comes in the form of direct outlays or tax expenditures. Programs and initiatives that work well should be replicated. Those that perform poorly should be redesigned to boost results. And those that are redundant or misguided should be eliminated.

OUR WORK

President Obama promises to freeze nonsecurity, nonentitlement spending over the next five years. That means we must get bigger bang for the buck to meet major challenges in education, energy, infrastructure, and other priorities. Accordingly, our work focused on identifying ineffective and low-priority spending.

We recommended reshaping budget priorities in areas such as education and U.S. foreign aid. We targeted misguided tax expenditures, including billions in subsidies to the oil and gas industries. And we put forward a plan to bring federal spending (excluding interest on the debt) in line with revenues by 2015. This plan for achieving “primary balance” includes nearly \$130 billion in spending cuts.

“We’re making great strides and we’re delighted that the Center for American Progress and the Doing What Works project are working right alongside us. Together we can make sure we have a government that people can trust, a government that people can rely on, and a government that can actually get things done effectively and efficiently...”

—Vice President Joe Biden, video address to CAP’s Doing What Works conference, July 27, 2010

OUR IMPACT

In his budget message to Congress, President Obama indicated that his 2012 proposal reflects the Doing What Works philosophy: “Tough choices that get America’s fiscal house in order [by] investing in what works, cutting what doesn’t, and changing the way Washington does business.” The Department of Education’s budget, for example, incorporates many of our recommendations to eliminate or reform programs that are not effectively closing minority student achievement gaps.

The president also proposed in his State of the Union address to eliminate special-interest tax expenditures, including those for oil and gas companies, and use the savings to lower the corporate tax rate. Major media outlets such as MSNBC and *The New York Times* have cited our tax expenditure work, and Congress began questioning the effectiveness of longstanding tax expenditures that until now have largely escaped scrutiny.



Commerce Secretary Gary Locke speaks at a panel discussion titled “Doing More With Less,” part of an all-day Doing What Works conference on July 27, 2010. HUD Secretary Shaun Donovan looks on in the background. Education Deputy Secretary Tony Miller is in the foreground.

HIGHLIGHTS

Report: U.S. Foreign Aid Reform Meets the Tea Party

By John Norris • November 22, 2010



A new direction for foreign aid. The report recommends focusing aid on fewer countries—those with capable leaders and supportive governing structures. This approach should win backing from both the left and the right.

Report: Government Spending Undercover

By Lily Batchelder and Eric Toder • April 13, 2010



A primer on tax expenditures explaining what IRS-administered spending programs are and why they’re viewed differently than spending by other agencies. The report lays out a practical foundation for implementing IRS spending programs in the budget process.

WHAT’S AHEAD

The debate over how to contend with the budget deficit will dominate Washington in the coming year. House Republicans are proposing \$100 billion in deep cuts to nonsecurity, nonentitlement spending in the current budget year. President Obama would focus cuts for next year’s budget on programs and efforts the administration sees as ineffective and inefficient. Congress may also need the president’s call to reform the tax code, which would put tax expenditures on the table.

CAP, which has a detailed plan for restoring long-term fiscal health, is well positioned to contribute to the coming budget and tax debates. We will build on last year’s work and evaluate where spending cuts make sense—both in direct outlays and tax expenditures—and where it’s possible to boost return on investment.



Measure what works

OUR VISION

Doing What Works means a government that uses rigorous performance measurement and evaluation to guide policy and management choices. Officials should set ambitious high-priority goals, track progress toward achieving them, and make decisions based on data and evidence.

OUR WORK

The Doing What Works team has pushed agencies to measure performance and focus on what matters most. This requires policymakers to have a clear idea of what they're trying to achieve for the American people, develop a plan for getting there, and establish ways to identify what's working and what's not.

In reports, columns, and briefings we've demonstrated the power of outcome-based priority goals, helped agencies set meaningful targets, and promoted the use of data to keep programs on target. We've also developed tools and processes to guide funding decisions, with the aim of framing budget debates around concrete questions of program impact, cost efficiency, and implementation.

"I want to commend CAP on their work here. Some of these questions [in the "Secret to Programs that Work" report] are pretty basic, but...I would...give you 10-to-1 odds that most of these questions have never been asked in a comprehensive way on any new government program. I think there will be particular use as we evaluate existing government programs."

—Virginia Sen. Mark Warner, speaking at the Center for American Progress on the future of government performance, February 2, 2011

OUR IMPACT

President Obama in January signed the GPRA Modernization Act, the first major government performance reform in 17 years. The law, which updates the 1993 Government Performance and Results Act, mirrors the Doing What Works team's model for goal-driven performance management, as laid out in Jitinder Kohli's "From Setting Goals to Achieving Them." Before final passage, Kohli and a group of former Reagan, Clinton, and Bush administration senior staffers published specific recommendations for the bill, many of which Congress adopted.

The president's budget proposal also incorporates our approach to educational return on investment. More funding would be devoted to evaluating the returns on education spending achieved by states and local school districts, providing crucial data for smart budgeting. The administration intends to use such information to help implement "pay for success bonds" that CAP has also advocated. (See page 8 for more information)

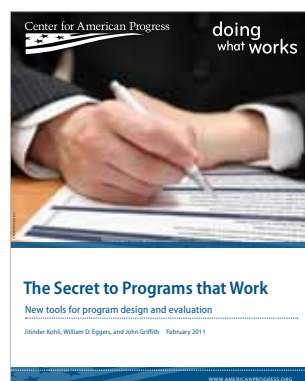


Senator Mark Warner (D-VA) speaks at a CAP event Feb. 2, 2011 about implementation of a new government performance law and the importance of data-driven performance measurement.

HIGHLIGHTS

Report: The Secret to Programs that Work

By Jitinder Kohli, William D. Eggers, and John Griffith • February 2, 2011



Checklists for decision making. The report presents a series of checklist-inspired tools, developed through consultation with more than 200 experts, to both design new government programs and evaluate whether existing programs achieve their goals.

Interactive Tool and Report: Return on Educational Investment

By Ulrich Boser • January 19, 2011



School district comparisons on educational return on investment. This interactive website and report are the culmination of a year-long effort to study the efficiency of the nation's public education system. It includes the first-ever attempt to evaluate the productivity of almost every major school district in the country.

WHAT'S AHEAD

The so-called GPRA Modernization Act puts in place a strong foundation for more performance-based, data-driven government. But there are still many implementation challenges ahead. For the new law to be a success, federal agencies must set meaningful goals, work collaboratively to achieve cross-agency goals, and use regular performance reviews to track progress and make adjustments when needed. The Doing What Works project will work with agencies to help make sure this happens.

We will also urge Congress and the White House to use performance information for budget decisions, drawing from our "Reviewing What Works" tools. Policymakers need tools like these to determine what's working and what isn't, especially as they debate how to bring down the deficit.



Experiment and innovate

OUR VISION

Doing What Works means developing innovative solutions to persistent social problems. Government should experiment with new ideas on a small scale, carefully monitor impact, and scale up proven innovations.

OUR WORK

The Doing What Works team has published three major reports to promote innovation in the public sector. These publications detail ways government can cultivate and test new ideas, scale up those that are effective, and establish funding mechanisms that inspire innovation while limiting taxpayer exposure to risk.

Our work has spotlighted promising initiatives to foster innovation throughout government, including funding the expansion of successful pilot programs, awarding seed money to promising new education programs, “crowd-sourcing” new solutions to housing and transportation problems, and soliciting creative ways to reduce fraud and abuse.

“The biggest obstacle [to social innovation] in both America and Britain is likely to be the inertia of the bureaucratic, rule-bound public sector... Every government agency should be required to put 1% of its budget into innovation funds, argues the Center for American Progress, a think-tank with strong ties to the Obama administration.”

– *The Economist*, “Let’s hear those ideas,” referencing the “Capital Ideas” report, August 12, 2010

OUR IMPACT

President Obama in his 2012 budget proposed a \$100 million pilot of social impact bonds, echoing recommendations made weeks earlier by the Doing What Works team. The administration benefited from Jeffrey Liebman’s detailed report on the new funding mechanism and from Jitinder Kohli’s piece on the U.K. experience. Previously, CAP convened experts, innovators, and administration officials to explore the opportunities and challenges of social impact bonds.

The Doing What Works team has advised the Obama administration’s innovation efforts, working with the Office of Social Innovation and Civic Participation, the Social Innovation Fund, and the Partnership Fund for Program Integrity Innovation.



Judith Rodin, president of the Rockefeller Foundation, speaks at a CAP event, held July 1, 2010, on public-sector innovation. The Rockefeller Foundation supports the Doing What Works project.

HIGHLIGHTS

Report: Social Impact Bonds

By Jeffrey B. Liebman • February 9, 2011



A new pay-for-success financing model. The report describes how “social impact bonds” can overcome barriers to social innovation while increasing returns on risky government investments by linking government payments directly to proven outcomes.

Reports: Capital Ideas and Scaling New Heights

By Geoff Mulgan and Jitinder Kohli • July 1, 2010



A blueprint for innovation in government. These companion reports show how to stimulate innovation within government agencies, spotlighting 24 success stories, and how the public sector can turn small innovations into large-scale initiatives.

WHAT’S AHEAD

The Obama administration’s innovation initiatives are welcome, but more can be done. Only a handful of agencies currently set aside funds for fostering innovation, and even fewer have established ways of identifying and implementing creative ideas from their staff and the general public.

As innovation programs grow across government, agencies will learn which new policies work and which ones don’t. The Doing What Works team will direct policymaker attention to these experiments, helping them funnel resources to interventions most likely to achieve real results.



Coordinate and consolidate

OUR VISION

Doing What Works means a federal government whose agencies and programs are logically organized and well coordinated. Washington must consolidate overlapping efforts and break down government silos to synchronize strategies, focus resources, and improve services for the American people.

OUR WORK

Different federal agencies and programs often perform similar functions, serve the same people, or have resources that could help other programs achieve better results. Nonetheless, they don't always communicate or work collaboratively with one another.

The Doing What Works project has recommended setting cross-agency goals to encourage collaboration and integrating related agencies and programs to cut costs and boost results. In particular, we recommended consolidating business- and trade-related agencies as well as federal nutrition programs. We also offered plans to coordinate the multiple federal agencies working to curb obesity, and to link Medicare and Medicaid to deal with the 8.8 million "dual eligible" Americans who use both programs.

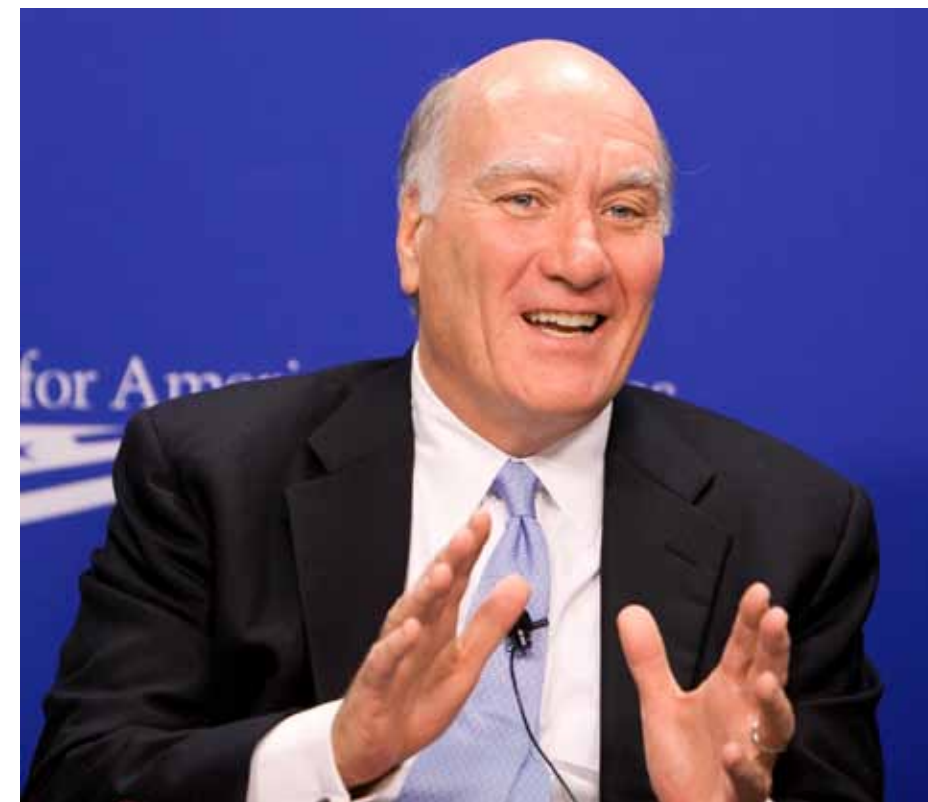
"This month, Mr. Obama hired William Daley, a longtime proponent of government reorganization and former commerce secretary, as his new chief of staff. Mr. Daley has consulted with the Center for American Progress on its government reorganization work."

— Laura Meckler, *The Wall Street Journal*, January 29, 2011

OUR IMPACT

President Obama in the State of the Union echoed our proposal to reorganize government to eliminate unnecessary overlap and advance American competitiveness. *The Washington Post* and *The Wall Street Journal* highlighted our role in shaping the president's plan.

Likewise, the recently enacted GPRA Modernization Act of 2010 incorporates our recommendations to revamp government performance measurement, including our recommendations to improve cross-agency collaboration. Specifically, the act requires agencies to work together to set and achieve shared goals.



William Daley speaks at a CAP event shortly before being named White House chief of staff. The event explored how to reorganize government to advance American competitiveness.

HIGHLIGHTS

Report: A Focus on Competitiveness

By John Podesta, Sarah Rosen Wartell, and Jitinder Kohli • December 1, 2010



A plan for reorganizing government to advance American competitiveness. The report offers ways to consolidate and coordinate the federal government's fragmented economic policymaking apparatus.

Reports: Poverty Solutions That Work

By Joel Berg • March 26, 2010

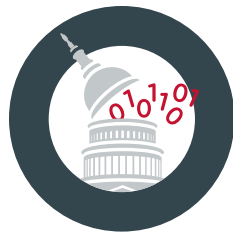


A streamlined approach to combating hunger. The report recommends ways to integrate the confusing array of federal nutrition assistance programs to better serve needy families and save billions in administrative costs.

WHAT'S AHEAD

President Obama's State of the Union announcement committed the administration to developing a plan for reorganization. As this plan is developed, the Doing What Works team will offer ideas to Federal Chief Performance Officer Jeffrey Zients, who is leading the effort, and others in the administration.

The administration will also be implementing the GPRA Modernization Act's requirement for cross-agency goals. This provides an opportunity to coordinate action across government, but it is a difficult assignment. CAP will work to ensure that cross-agency goals are ambitious, results focused, and lead to real collaboration.



Enlist the public

OUR VISION

Doing What Works means a government that harnesses the collective wisdom of the general public. Officials should embrace technologies that allow people to gather, verify, share, and interpret information on important social issues.

OUR WORK

The Doing What Works team in January launched a groundbreaking website and interactive map that provides return-on-investment data for nearly every school district in the country. We built this tool to empower the American people with easy-to-understand information about educational productivity where they live. It also serves as a demonstration for government about how to package data to engage the public.

In addition, our research has explored how government can tap into the talents, resources, and ingenuity of the American people. We published a roadmap for the Obama administration to execute its plan to publicly disseminate government datasets, and spotlighted promising initiatives that gather public input for new agency policies and cost-saving practices.

“[The Return on Educational Investment] report, hopefully, will push people to ask the right questions about how do we actually decide and understand better what educational productivity looks like. How do we build the capacity in our states and districts and schools for them to make good decisions about resource allocation?”

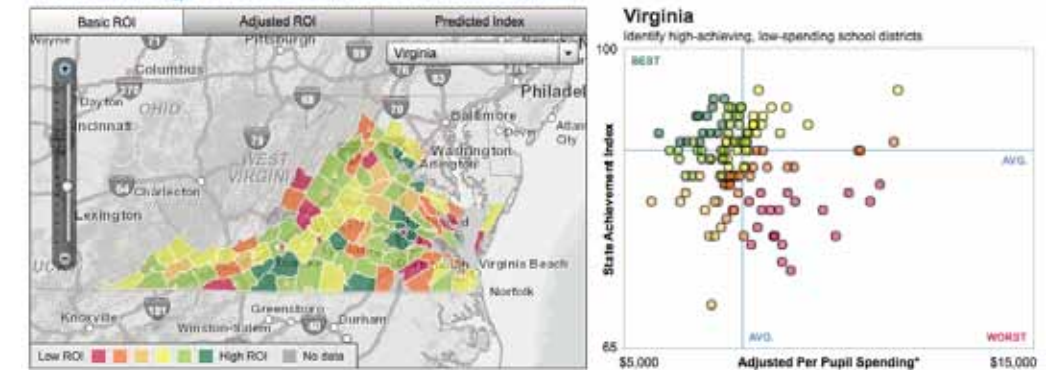
– Jim Shelton, assistant deputy secretary for innovation and improvement at the U.S. Education Department, speaking at the Center for American Progress about educational productivity, January 18, 2011

OUR IMPACT

The Doing What Works team ignited a nationwide conversation about educational productivity through our “Return on Educational Investment” report and interactive tool. Local school districts, state and federal education officials, and everyday American citizens are using the interactive map to better understand the impact of government dollars in education. Our analysis has identified information gaps in the public education system and drawn attention to districts that have been able to “do more with less.”

The image to the right is a screenshot of CAP’s education return-on-investment website, located at http://www.americanprogress.org/issues/2011/01/educational_productivity/. The website allows users to compare school districts within states.

Return on Educational Investment: A district-by-district evaluation of educational productivity
To spark a national dialogue about educational productivity, we’ve attempted to evaluate the return on investment (ROI) of almost every major school district in the country. By productivity, we mean how much learning a district produces for every dollar spent, after controlling for factors such as cost of living and students in poverty. Use the map to see how each district performs and click on the tabs to toggle between our three different approaches. We call them Basic ROI, Adjusted ROI, and Predicted Index. Click here for our methodology and here for additional instructions on how best to use the site.

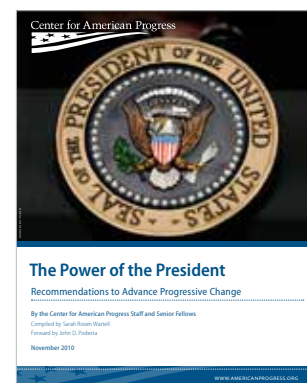


School District	Basic ROI	State Achievement Index	Adj. Per Pupil Spending	Percent Low Income	Enrollment	Urbanicity
Accomack County Public Schools		89	\$7,718	61%	5,206	Rural: Remote
Albemarle County Public Schools		91	\$9,555	20%	12,793	Rural: Fringe
Alexandria City Public Schools		78	\$10,225	46%	10,570	City: Mid-size
Amelia County Public Schools		85	\$6,732	40%	1,880	Rural: Distant
Amherst County Public Schools		85	\$7,731	42%	4,704	Rural: Fringe
Appomattox County Public Schools		93	\$7,218	40%	2,317	Rural: Distant
Arlington County Public Schools		88	\$10,829	30%	18,736	City: Mid-size
Augusta County Public Schools		89	\$7,950	31%	11,040	Rural: Fringe
Bath County Public Schools		89	\$11,659	30%	747	Rural: Remote
Bedford County Public Schools		87	\$7,560	30%	11,032	Rural: Fringe

HIGHLIGHTS

Report: The Power of the President

By the Center for American Progress Staff and Senior Fellows, Compiled by Sarah



Rosen Wartell • November 16, 2010
Executive actions for President Obama. The report recommends using presidential powers to advance open government, among other priorities. It recommends building the next generation Recovery.gov as well as a housing web portal, using information technology to improve freedom of information, and creating a virtual U.S. statistical agency.

Column: Delegating Up: Crowd-Sourcing Innovation in the Federal Government



By Jitinder Kohli and John Griffith
September 3, 2010

A guide to “crowd-sourcing” in government. Several government agencies have developed tools to generate new ideas by enlisting the intuition and intelligence of the American public. Crowd-sourcing initiatives at HUD, DOT, and DHS help everyday people engage department leadership on how to streamline day-to-day operations, develop policy strategies, and improve government services.

WHAT’S AHEAD

The administration is disclosing more government data through new web-based tools such as Recovery.gov and Data.gov. Now that this information is being disclosed, the next step is to make it meaningful, useful, and engaging to the public, following the example of our education return-on-investment website.

We will explore with the administration new ways to present information and build more interactive tools to measure government productivity in other policy areas. These tools can serve as models for where government should go.



Be ready to execute

OUR VISION

Doing What Works means a government that squeezes out operational waste and effectively implements policy directives. The public sector can dramatically boost productivity if political leaders prioritize management and operational issues such as federal contracting, information technology, and human resources.

OUR WORK

Addressing government's operational problems promises a win-win: We can enhance government's ability to serve the American people and save billions in the process. Our work has focused on identifying these opportunities.

In partnership with McKinsey & Co., we interviewed leaders and personnel across a range of federal agencies to identify best practices in management, information technology, and human resources. We also published several major reports that suggested ways to rein in widespread waste in federal contracting. And we produced a host of papers and articles on other operational issues such as cloud computing, improper payments in programs such as Medicare, and lengthy vacancies in agency leadership positions.

"Unfortunately, most calls for leadership skip the paragraphs on what the president might actually do to ease the public's angst about the recent meltdowns across government. Not so for the Center for American Progress... [CAP's report, "A \$400 Billion Opportunity,"] provides a detailed roadmap for a 10-year effort to streamline the procurement process and make better decisions."

— New York University professor and government performance expert Paul Light, *The Washington Post*, November 19, 2010.

OUR IMPACT

Operational issues historically do not get much attention—outside or even inside government. The myriad problems in federal procurement, information technology, and human resources are little surprise given this neglect. The Doing What Works project challenged political leaders and senior managers to focus on these issues, and we are starting to see results, both in the administration and in Congress.

The administration halted at least \$20 billion worth of struggling IT projects, saved an estimated \$40 billion through contracting reforms, started a shift to cloud computing, and cut the time it takes to hire federal personnel, to list a few examples. And the newly enacted GPRA Modernization Act codifies President Clinton's designation of deputy agency heads as chief operating officers, who are responsible for providing essential leadership on performance and operational issues.



Ashton Carter, under secretary of defense for acquisition, technology, and logistics, speaks at the Center for American Progress about his efforts to reform Defense Department contracting practices.

HIGHLIGHTS

Report: A \$400 Billion Opportunity

By Raj Sharma • November 16, 2010



Ten strategies to cut the fat out of federal contracting. The report estimates that the federal government could save between \$25 billion and \$54 billion a year—or roughly \$400 billion over 10 years—just by reforming how it buys goods and services.

Reports: Making it Work in Government

By McKinsey & Co. for the Doing What Works project • July 27, 2010



Best practices in management, human resources, and information technology. The Doing What Works project worked with McKinsey & Co. to interview agency leaders and personnel across a range of agencies. The report identifies success stories and offers recommendations for improving agency operations.

WHAT'S AHEAD

The GPRA Modernization Act's statutory designation of deputy agency heads as chief operating officers should help focus attention on nuts-and-bolts operations just when it is needed most. President Obama and House Republicans are both, to varying degrees, proposing to cut agency budgets. Clearly, reducing budgets through savings in contracting, information technology, and other operations is preferable to cuts that reduce benefits and services for the American people.

The Doing What Works project will work to ensure that deputy agency heads, as chief operating officers, are responsible and accountable for achieving operational savings. And we will spotlight those who are able to achieve savings to make sure agencies learn from each other.



America is ready

DOING WHAT WORKS A WINNER WITH AMERICANS

A government that delivers results is not only the priority of CAP's Doing What Works project, it's the agenda of the American people. Our nationwide poll last summer found that Americans want a government that is better, not smaller. By a decisive margin of 62 percent to 36 percent, poll respondents said their priority is making government more efficient and effective over reducing its size.

The May survey of 2,523 adults conducted by Hart Research Associates gauged public reaction to the Doing What Works policy agenda and found an overwhelmingly receptive public. Respondents across the political spectrum said they want Washington to rigorously evaluate the performance of government programs and agencies, eliminate the ones that don't work, and apply modern management methods and technologies to boost efficiency.

The key lesson embedded in these results is that a better-run government will increase public confidence in public institutions, now at an all-time low. The Doing What Works agenda provides a path forward.

"A lack of confidence in government is not the same as believing that government is too big...[CAP's "Better, Not Smaller"] report identified five areas where Americans want more government involvement: developing new energy sources, improving public schools, making college education affordable, reducing poverty and ensuring affordable health care."

— The Washington Post, July 27, 2010

SURVEY RESULTS

Americans overwhelmingly support the three core components of CAP's Doing What Works program for government reform.



Report: Better, Not Smaller

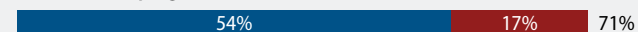
By Guy Molyneux and Ruy Teixeira, with John Whaley • November 16, 2010

CAP's Doing What Works agenda garners strong majority support

Americans overwhelmingly support the three core components of CAP's Doing What Works program for government reform

- Would be very effective in making federal government better
- Would be fairly effective

Eliminate inefficient government programs and redirect support to the most cost-effective programs



Carefully evaluate the performance of government programs and agencies and make this information available to the public



Have the government use the most modern management methods and information technologies



Source: Hart Research Associates/Center for American Progress Doing What Works survey.

Doing What Works: Our Team



SARAH ROSEN WARTELL
Executive Vice President



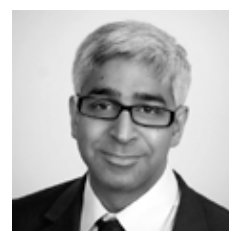
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This project is undertaken in partnership with the Rockefeller Foundation's Campaign for American Workers.

Center for American Progress



doing
what works

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