FREQUENTLY ASKED QUESTIONS

1) What is Moneyball for Government?

Billy Beane famously transformed baseball when he took his data-driven Oakland A's to the playoffs and went head-to-head with the big-spending teams. Moneyball for Government calls for applying the same data-driven approach to government – ensuring that we spend scarce taxpayer dollars on the most effective and efficient solutions to address the great challenges facing our nation.

2) What is the book about and why was it written?

Moneyball for Government includes 25 solutions that work for kids, families and communities, 14 high profile Republican and Democratic leaders supporting the use of data and evidence in policymaking, 6 interviews with leaders who have driven this change, more than 2 dozen policy recommendations for how to make this happen, and many other ideas to make this possible in today's challenging environment.

The book provides a roadmap for bipartisan cooperation and improved outcomes. It comes at a time when both sides are looking for ideas that can work.

The book calls for Moneyball to be used to change the way our government operates – so that policy and funding decisions by governments at all levels are informed by the best possible data, evidence and evaluation about what works. It describes how Moneyball is currently being used, how it could be expanded, and why it would be a win for both political parties and the country.

3) Who are the authors?

The book's contributing authors are prominent current and former government officials and advisors from across the political spectrum. These leaders have implemented evidence-based policies at the highest levels with government and have experience overcoming obstacles to playing Moneyball. The authors include:

- Michele Jolin, Co-Founder and Managing Partner of Results for America
- Peter Orszag, former White House OMB Director (Obama) and CBO Director
- Jim Nussle, former White House OMB Director (G.W. Bush) & U.S. House Budget Committee Chairman
- Glenn Hubbard, former White House Council of Economic Advisers Chairman (G.W. Bush)
- Gene Sperling, former White House National Economic Council Director (Clinton and Obama)
- Melody Barnes, former White House Domestic Policy Council Director (Obama)
- John Bridgeland, former White House Domestic Policy Council Director (G.W. Bush)
- Kevin Madden, former Romney 2012 presidential campaign senior advisor
- Howard Wolfson, former Clinton 2008 presidential co-chief strategist and communications director
- Michael Gerson, former Assistant to the President for Policy and Strategic Planning (G.W. Bush)
- Raj Shah, former USAID Administrator (Obama)
- U.S. Senator Mark Warner (D-VA)
- U.S. Senator Kelly Ayotte (R-NH)
- Robert Gordon, former White House OMB Acting Deputy Director (Obama)
- Ron Haskins, former White House senior adviser for welfare policy (G.W. Bush)

The book also contains interviews with leaders from around the country who have been leveraging data, evidence, and evaluation to do their jobs better and to make sure the missions of the organizations they lead are met.

The book also features profiles with more than 20 of America's most-innovative and highest-impact social programs and initiatives from around the country, demonstrating how these organizations have used data, evidence, and evaluation to improve results.

4) What is Results for America?

Results for America was founded in 2012 with the mission of promoting the use of data, evidence, and evaluation at all levels of government to improve outcomes for young people, their families, and communities. The Moneyball for Government campaign and book are projects of Results for America.

5) Why isn't government already doing this now?

There are pockets where government, including at the federal and local levels, is using data, evidence, and evaluation, but to improve outcomes, we need to scale these efforts and expand into other areas.

6) Are there examples of these policies in action already?

The book describes several examples of Moneyball in action and policy areas where investing in what works would make a greater impact. The book's appendix includes profiles of six current and former government and non-profit leaders who have used evidence to improve the impact of their organizations, including: Rajiv Shah, Administrator of the U.S. Agency for International Development; Linda Gibbs, former Deputy Mayor of New York City for Health and Human Services; Tiffany Cooper Gueye, CEO of Building Educated Leaders for Life (BELL); Dan Cardinali, President of Communities in Schools; Yvette Sanchez Fuentes, former Director of the Office of Head Start; and Jim Shelton, Deputy Secretary of the U.S. Department of Education.

The appendix also describes more than 20 organizations across the country that are successfully using evidence to improve outcomes, such as: Nurse-Family Partnership; Appletree; the Knowledge Is Power Program (KIPP); Communities in Schools; the Center for Employment Opportunities; YouthBuild; and the National Guard Youth ChalleNGe Program, to name just a few. These organizations illustrate that the type of change described throughout the book is indeed possible and is already making a difference in the lives of young people, their families, and their communities today.

7) What are steps we can take at the federal level to make Moneyball a reality?

In the book, Jim Nussle and Peter Orszag, along with Melody Barnes and John Bridgeland describe the three key principles to successfully applying Moneyball to government – and outline how they could be implemented:
- Build evidence about the practices, policies, and programs that will achieve the most effective and efficient results;
- Invest limited taxpayer dollars in practices, policies, and programs that use evidence and evaluation to demonstrate that they work; and
- Direct funds away from practices, policies, and programs that consistently fail to achieve measurable outcomes.

And in their chapter, Robert Gordon and Ron Haskins further outline 13 specific recommendations, including:
- creating a chief evaluation officer of the United States and for every federal agency;
- setting aside up to 1 percent of each agency's discretionary funds for program evaluation;
- creating cross government prizes for innovative approaches to evaluation;
- creating comprehensive, easy-to-use "what works" databases at each agency; and

- protecting, improving, and growing tiered-evidence and Pay for Success programs.

8) How can we get members of Congress to overcome partisan differences to support investing in evidence?

As Kevin Madden and Howard Wolfson describe in their chapter, playing Moneyball can be a win for both Republicans and Democrats. Republicans can demonstrate their commitment for responsible spending of taxpayer dollars and show where wasteful spending can be cut. And Democrats can demonstrate that government can be effective at improving the lives of the American people and show where successful programs can be scaled to help even more people.

9) What else is happening in the Moneyball for Government campaign?

Since its launch in October 2013, the Moneyball for Government campaign has already enlisted more than 120 influential national leaders as Moneyball for Government "All-Stars," including current and former federal officials, nonprofit leaders and more than a dozen mayors as "Local All-Stars" from Albuquerque, Atlanta, Baltimore, Denver, Los Angeles, Louisville, New Orleans, New York, Philadelphia, Providence, Salt Lake County, Seattle and Tulsa. These leaders have signed the Moneyball principles and are committed to advancing the Moneyball agenda across the country.

Results for America also launched a Local Moneyball for Government Fellowship Program and named an inaugural class of fellows from 11 cities. These local fellows, who were chosen through a competitive national process, are participating in a rigorous 18-month initiative designed to help them develop and operate the local government infrastructure necessary to use data, evidence, and evaluation to improve outcomes.

10) Where can people buy the book?

The book can be ordered online through Amazon. It is available in hard copy or can be downloaded to an e-reader.

11) Where can people learn more about the Moneyball for Government campaign?

Information on both the book and the Moneyball for Government campaign can be found on the Results for America website at www.results4america.org and on the Moneyball for Government website at www.moneyballforgov.com. The Moneyball for Government website includes videos on how Moneyball works and stories about those leaders who are blazing a trail that others can and should follow.

12) How can people get involved with the Moneyball for Government campaign?

After reading the book, people can go to our website, www.moneyballforgov.com and sign the Moneyball principles just like our bipartisan Moneyball All-Stars. There they can sign up for email updates. They can also engage with the campaign on Twitter @Moneyball4Gov and on Facebook.