

June 3, 2015

Presidential elections are fundamentally about the future. That's why a winning presidential campaign should have a clear, optimistic vision for the future that includes credible, realistic solutions for increasing social and economic mobility and policies that will create opportunities for all Americans. To help campaigns in this effort, Results for America created a 2016 Policy Playbook: "[Invest In What Works: How To Solve Our Nation's Great Challenges](#)." This playbook shows how the next President can make progress in improving the lives of the American people by developing and implementing solutions backed by data and evidence of impact – and how presidential campaigns can win on these issues.

Some of the central questions for the 2016 campaign will be: Can America become a land of opportunity for all? And, what can government actually do to foster greater mobility in an America that is experiencing growing economic inequality?

The 2016 Policy Playbook, developed by Results for America in consultation with leaders from both parties, provides a guide for answering these questions.

Where We Are

Americans have always been innovative and entrepreneurial in solving challenges. But increasingly, Americans are pessimistic about the ability of their *government* to help solve public problems. To address that growing frustration, government should reflect what business and families are already doing across the country: using data more effectively. Our concept of "Moneyball for Government"—building a strong evidence base of what works; using limited resources to invest in what works; and redirecting funds away from what is clearly ineffective—will do just that. It is a common-sense approach that would help strengthen and improve communities.

Where We're Going: An Invest in What Works Approach

The next president will inherit an economy and a political system that demand greater opportunity for all, but present numerous obstacles to achieving it. To thrive in this environment – to win the 2016 election and solve our nation's great challenges – he or she will need to help government achieve more with less. We believe a promising way to accomplish this goal and to improve outcomes for millions of Americans is to increase the use of data and evidence in decision-making, especially when public resources are at stake.

How Do We Get There?

The next president has a powerful opportunity to lead a national conversation and grow a bipartisan movement founded on the importance of using data and evidence to improve economic opportunity. Specifically, we believe the next president should:

Start with a compelling vision for the future and define success in terms of a measurable impact on people. To address long-term problems like economic inequality, we need to know what works and what doesn't. Data and evidence are the tools we should use to achieve our vision – and to get better results. The use of data by itself is not the goal; it is a means to an ends.

Gather the evidence and get the facts right. To make better decisions, policymakers need data and evidence that allows them to make apples-to-apples comparisons. The first step is gathering data and building the evidence base about where and when government is working well, for whom, why, and how.

Open the data and share the facts. Data sitting in protected silos does little good; transparency and accessibility of data is critical to building knowledge and to fostering greater trust in government. The

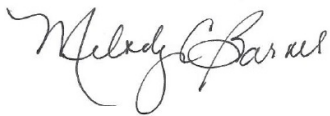
next president can make history by evaluating whether government interventions are meeting their intended purposes, and sharing that information broadly. This sharing of results will help create a culture of acceptance of data that leads to continuous improvement and the courage to make changes when programs are not leading to positive outcomes.

Take action based on facts. Analysis needs to lead to action. When policies don't work, policymakers should take action to develop and refine the approach. Our limited resources need to be devoted to programs that actually make a difference in people's lives.

Take on the status quo. Dealing with the political reality of entrenched interests is not easy, but doing so can yield big gains. An approach based on what works requires a clear-eyed realization that some constituencies and politicians are invested in lackluster, legacy systems. To overcome this source of inertia, the next president must build a constituency for facts and evangelize data driven successes. We didn't land on the moon based on guesswork. We built a knowledge base; we invested in what we knew worked; and when we fell short, we changed our approach and redirected resources accordingly.

The 2016 Playbook from Results for America is an attempt to present innovative, bipartisan ideas in an actionable format. Some ideas in the playbook are based on our work. Others are new. But they are all grounded in the simple idea that better evidence can lead to better results. That is what is required to ensure that all Americans have the opportunity to build a better life for themselves and for their children. We hope you will carefully read this playbook and use it as a resource going forward.

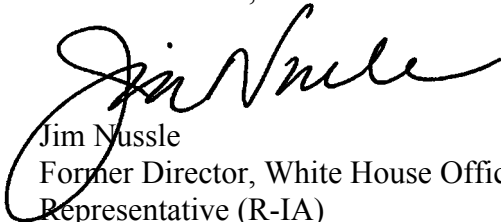
Sincerely,



Melody Barnes
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