

POOGO

20th anniversary

project on government oversight
watchdog since 1981

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Twenty years ago I started POGO with just a borrowed phone and desk, motivated by the idea that our government should work for us, not special interests. I had a great deal of help from honest people in the government, like my mentor Ernie Fitzgerald, and government contractors who risked their careers to get out the stories of fraud and waste. I am proud that POGO has lasted twenty years and kept true to its original principles. I am also proud to be on the Board of Directors of this vibrant organization. POGO has stayed lean and effective and continues to be a beacon for those inside the system who want to do the right thing but are unable to do it from within. Danielle Brian has kept the spirit of the organization alive. POGO is still “the memo of last resort” to those who want our government to work well.



Dina Rasor

FOUNDER AND BOARD TREASURER

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"I wish we had a few more POGO's around here that were watchdogs on the bureaucracy."

REPRESENTATIVE STEVE HORN (R-CA)

"I am an enthusiastic supporter of POGO's work, since it speaks for the public interest to the public's representatives."

HODDING CARTER, III
PRESIDENT & CEO, JOHN S. AND JAMES L.
KNIGHT FOUNDATION

Over the past 20 years, the Project On Government Oversight (POGO) progressed from a glint in Dina Rasor's eye to a dynamic organization recognized as a leader in uncovering fraud, waste, and corruption. Now led by our exceptional Executive Director, Danielle Brian, the talented POGO staff has exposed the truth and pushed for broad policy reform throughout the government. POGO's efforts have led to critical changes in such areas as defense spending, public lands and resources, health care policy, and environmental cleanup. In the process, POGO saved the taxpayers literally billions of dollars in unnecessary projects, bloated budgets, and fraudulent practices.

POGO's activities are more than just about saving taxpayer money however; POGO makes sure government works for the people. Powerful interests working with captured agencies can and do distort our government processes for private gain. I am reminded of this every time one of POGO's hard-hitting and well-researched reports is released. Often as not, powerful interests go on the attack to discredit both POGO and our recommendations. But because we get the facts right, POGO is vindicated and the truth can indeed win out.

I joined the POGO Board and became its Chair because after years of working in the former Soviet Union and in developing countries, I became convinced that effective watchdog organizations – organizations like POGO – are fundamental to maintaining a strong and functioning democracy. With every investigation over the past twenty years, POGO has strengthened our government. We can expect more of the same from POGO over the next twenty years, and we are all better off for it.

Sincerely,

David Hunter
CHAIRMAN OF THE BOARD

POGO'S MISSION

The Project On Government Oversight (POGO) is a non-partisan, non-profit government watchdog. POGO's mission is to investigate, expose, and remedy abuses of power, mismanagement, and subservience to powerful special interests by the federal government.

▼ **1981** Project on Military Procurement founded by Dina Rasor with the mission of exposing waste, fraud, and abuse in the defense budget.

▼ **1981** The Project exposes first operational test failures of the M-1 tank and challenges the effectiveness of several weapons including Air Force AWACS and terrain-guided cruise missiles.

▼ **1982** The first of several appearances by Dina Rasor on the *Phil Donahue Show* exposing the Pentagon's outrageously overpriced spare parts.

▼ **1983** Dina Rasor publishes *More Bucks, Less Bang* as a collection of investigative articles illustrating the failures of the weapons bureaucracy.

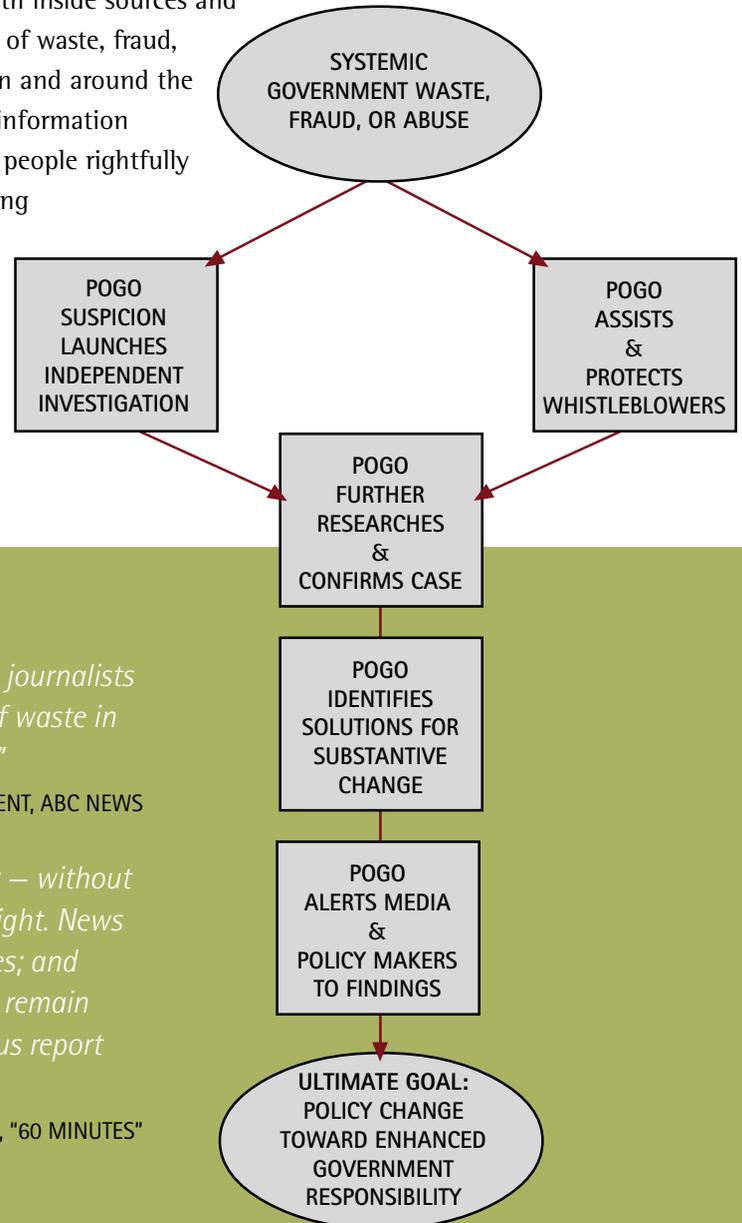
▼ **1983** Congress forms the Pentagon Operational Test and Evaluation Office after the Project advocates the need for this office.

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POGO's Methodology

POGO chooses cases that illustrate systemic problems in the federal government to further its goal of improving public policy. Using a results-oriented approach, over the years POGO has been responsible for billions in saved tax dollars and for major policy reforms affecting millions of Americans. While some groups are staffed with scientists or experts who focus on a single issue, POGO is a multi-issue organization with an expertise in working with inside sources and whistleblowers to provide irrefutable evidence of waste, fraud, or abuse. There are many people who work in and around the federal government who come across inside information revealing serious misconduct. Many of these people rightfully believe that, at the least, they would risk losing their job if they "blew the whistle."

POGO provides an alternative to this scenario. POGO takes the information, verifies it through investigations, and then works through its well-established bipartisan network of contacts in Congress, federal agencies, the media, and public interest



"[POGO] is vital as a clearing house for information on government waste. You are especially skilled at helping journalists and other non-specialists understand complex issues of waste in complicated programs. Please keep up the good work..."

JOHN MARTIN, NATIONAL CORRESPONDENT, ABC NEWS

"... As in the past you shared the product of your labor – without public recognition – for the good of government oversight. News producers like me benefit from the work that POGO does; and although we often are unable to credit you publicly we remain very mindful of the important role you play in helping us report our stories."

RICHARD BONIN, PRODUCER, "60 MINUTES"

▼ **1983** The Project's release of the C-5B \$500 million cost overrun results in a market selling frenzy and the closing of the trading board for Lockheed stock.

▼ **1983** In a television profile, Bill Moyers compares Dina Rasor and the Project's ability to get inside Pentagon information to that of Defense Secretary Caspar Weinberger.

▼ **1984** The Project exposes purchases by the Department of Defense such as the \$7,600 coffee makers and \$436 ham-mers, outraging the American people.

▼ **1985** Department of Defense cancels Sgt. York Divisional Air Defense (DIVAD) gun after the Project documents the systematic downgrading of DIVAD's requirements due to the contractor's failure to meet Army promises.

groups to get the information out. At the same time, we protect the source's identity. In this way, attention is not focused on the personality of the whistleblower, as is usually the case – but instead, it is focused on the information itself.

Brief History of POGO

POGO, originally named the Project on Military Procurement (The Project), came into being on February 2, 1981. Dina Rasor, the founder, focused the work of the Project on government waste within the Defense Department. As a result of the organization's work, outrageously overpriced spare parts, such as the \$7,600 coffee maker and the \$436 hammer, became part of the American consciousness.

In 1990, the Project expanded its purview to include other examples of systemic waste, fraud, and abuse in all federal agencies, subsequently changing its name to the Project On Government Oversight.

POGO's investigations helped improve policy making and accountability at the Department of Defense, the Department of Energy, the Environmental Protection Agency, the Federal Election Commission, the Department of Health and Human Services, the Department of Interior, the Department of Transportation, and the United States Congress.

Presently, POGO has 10 staff members and several interns. Despite its small size, POGO is stronger and better equipped to ferret out examples of waste, fraud, and abuse today than ever before.

"The Project and I began our work together in the 1980's to expose wasteful and abusive spending by the Defense Department, including \$7,600 coffee makers and \$1,000 pairs of pliers. Since that time, each of our efforts to seek accountability from federal government programs, agencies and officials has expanded. We share a commitment to working for the public's interest over special interest. I appreciate the tenacity, integrity and standard of excellence that The Project demands in its investigative work."

SENATOR CHARLES GRASSLEY (R-IA)

"Attempts to bury me silently might have worked if it hadn't been for the dedicated young people at the Project on Military Procurement."

A. ERNEST FITZGERALD, LEGENDARY PENTAGON WHISTLEBLOWER

▼ **1985** The Project raises awareness of the "revolving door" policies within the Pentagon, leading to the passage of legislation prohibiting government employees from going to work for the companies they oversee.

▼ **1985** Dina Rasor publishes the *Pentagon Underground*, chronicling the creation of the Project and its work.

▼ **1986** The Project champions Senator Grassley's legislation which makes the False Claims Act the most effective tool to fight fraud against the government.

▼ **1987** The Project helps defend Air Force whistleblower A. Ernest Fitzgerald's assertion of his First Amendment rights when he refuses to sign a government-wide nondisclosure form or "gag order."

Program Areas

DEFENSE INVESTIGATIONS

POGO continues to work toward the original goals of the Project on Military Procurement by exposing faulty and overpriced weapons systems and their spare parts while spotlighting voices of reason from within the Pentagon. Past and present Administrations and Congresses continue to fund outdated and overpriced weapons. POGO's defense investigations seek to bring accountability to defense spending.

ENERGY AND ENVIRONMENT INVESTIGATIONS

The government often makes the best interest of its citizens secondary and fails to uphold its duty to clean up past mistakes. These problems cost taxpayers immensely and often produce devastating environmental cleanup legacies requiring government intervention. As a result of POGO's investigations, the public has enjoyed the recovery of millions of dollars for the U.S. Treasury and a cleaner environment.

"The Project became a conduit, or clearing house, for unclassified information from closet patriots concerned about waste, fraud, and abuse and "cheap hawks," people who thought a better defense could be built for less money...Dina [Rasor] rapidly moved to the top of the Pentagon's most hated list. In essence, she became the press agent for the Reform Movement."

COL. JAMES G. BURTON, MILITARY REFORMER

"Just when elected officials and others turned their backs on me, POGO provided much needed support for my case. POGO also helped get my case exposed through the national media and stuck up for me while I was trying to do the right thing."

LEON BARD, NAVY SHIPBUILDING WHISTLEBLOWER
AND RECIPIENT OF CAVALLO FOUNDATION AWARD, 1998

▼ **1989** POGO and the Government Accountability Project publish *Courage Without Martyrdom: A Survival Guide for Whistleblowers*.

▼ **1990** The Project expands mission to include all federal agencies and changes its name to the Project On Government Oversight (POGO).

▼ **1991** A major government contractor, SAIC, receives the highest fine for environmental clean-up fraud to date after POGO helps expose the contractor's efforts to use its political connections with the Justice Department to escape prosecution.

▼ **1992** POGO exposes lavish Congressional junkets leading to fewer taxpayer-sponsored Congressional vacations.

▼ **1993** POGO receives credit for the cancellation of the wasteful \$11 billion Superconducting Super Collider project, the largest government program ever canceled.

GOOD GOVERNMENT

The very health of our democracy depends upon laws and systems that root out and expose fraud, waste, abuse, and corruption. POGO advocates for fraud-fighting whistleblower protection laws and improved citizen and journalist access to government information.

PUBLIC WELFARE

POGO sometimes comes across examples of waste and fraud which do not naturally fall into its larger investigative areas. The common theme throughout these investigations remains enabling whistleblowers to come forward, exposing complacent bureaucracies and fraudulent contractors, and developing other systemic reforms that bring increased accountability to the public.

"Thanks to the persistence of POGO the public now can see for itself how oil companies ... cheat the American people and California school children out of nearly half a billion dollars in unpaid royalties."

REPRESENTATIVE GEORGE MILLER (D-CA)

"I would like to express my deep gratitude to the Project On Government Oversight for your efforts to help me relocate the uranium tailings in Moab, Utah. Moving the pile will be a great victory for all Americans."

BILL RICHARDSON, FORMER SECRETARY OF ENERGY

"Your organization has provided the key link that enabled regional conservation groups, like the Grand Canyon Trust, to bring the problem of the Atlas uranium tailings pile to the attention of Congress in Washington.... We are extremely glad, and somewhat amazed, that you were able to continue your invaluable work on this issue despite the ongoing congressional investigation and harassment over your equally important work on oil royalties."

BILL HEDDEN, GRAND CANYON TRUST

▼ **1993** Then-Secretary of Energy Hazel O'Leary dispatches Inspector General agents to POGO's offices in an attempt to uncover its sources of Supercollider document leaks.

▼ **1994** POGO's first victory defending the False Claims Act, a key government anti-fraud law, from defense industry attacks.

▼ **1995** POGO helps stop \$700 million appropriation by Congress for the Boston Harbor Tunnel Project which was 400% over budget and six years behind schedule.

▼ **1995** Air Force retroactively classifies Area 51 document obtained by POGO and threatens to confiscate POGO's files.



Past & Present Major Contributors

* DENOTES MAJOR CONTRIBUTORS SINCE 1999

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|--|--------------------------------------|
| Angelina Fund | Geraldine R. Dodge Foundation |
| * Arca Foundation | * Educational Foundation of America |
| Mary Reynolds Babcock Foundation | Field Foundation |
| * Francis Beidler Charitable Trust | * Fund for Constitutional Government |
| Beldon Fund | Richard and Rhoda Goldman Fund |
| * Ben & Jerry's Foundation | George Gund Foundation |
| CarEth Foundation | John A. (Jay) Harris IV |
| Cavallo Foundation | * Robert and Ardis James Foundation |
| * Colombe Foundation | * Janelia Foundation |
| * Compton Foundation | * W. Alton Jones Foundation |
| * DJB Foundation (W. H. and Carol Bernstein Ferry) | * Joyce Foundation |
| * Deer Creek Foundation | Henry P. Kendall Foundation |
| | Max and Anna Levinson Foundation |

"As a long-time supporter of POGO, I am proud of the tenacity of its staff and their willingness to take on formidable opponents. POGO is a wise investment for those of us who are concerned about stopping corruption and fraud in the federal government."

DONALD K. ROSS, FORMER DIRECTOR, ROCKEFELLER FAMILY FUND
AND PHILANTHROPIC ADVISOR WITH LORD, ROSS, LTD.

"POGO has shown that a tiny but determined staff with a few small foundation grants can best huge opponents."

COX NEWS SERVICE

▼ **1996** POGO-generated media attention forces Department of Interior to bill oil industry for \$385 million in unpaid royalties.

▼ **1996** POGO wins battle enforcing EPA standards at the super-secret Area 51 where the illegal burning of hazardous wastes caused worker deaths. The military signs an EPA agreement ensuring that all "black facilities" comply with environmental laws.

▼ **1997** The General Accounting Office affirms POGO's 1991 report criticizing the over-hyped results of high tech weapons in the Gulf War.

▼ **1998** The Department of Health and Human Services changes guidelines for ear infections in children from antibiotic use (pushed by pharmaceutical companies) to watchful waiting after POGO's investigation and work with HHS.

▼ **1998** POGO's second victory defending the False Claims Act after POGO report showed \$2 billion recovered from health care fraud because of the Act.

- J. Roderick MacArthur Foundation
- * McCutchen Foundation
- John Merck Fund
- Joyce Mertz-Gilmore Foundation
- Ruth Mott Fund
- Stewart R. Mott Charitable Trust
- * Ken Mountcastle
- * New-Land Foundation
- New World Foundation
- * Newman's Own Foundation
- Norcross Foundation
- * Norman Foundation
- Ottinger Foundation
- Patagonia
- Public Welfare Foundation
- Reed Foundation
- * Alida Rockefeller Messinger
- * Rockefeller Financial Services
- * Rockefeller Family Fund
- Samuel Rubin Foundation
- * Scherman Foundation
- * Florence and John Schumann Foundation
- Jerry Sherman
- Stern Family Fund
- Barbra Streisand Foundation
- Threshold Foundation
- Tides Foundation
- * Town Creek Foundation
- Unitarian Universalist Social Concerns Grants Panel
- Unitarian Universalist Veatch Program

"POGO reinstated my belief in freedom and democracy where the good guys win. Within a matter of weeks POGO developed a complete study on wiring on commercial and military aircraft that was useful in the final realization in laying the groundwork for the White House acknowledgment that wiring was a matter of national concern. As a result of POGO's efforts I am now a member of the FAA committee on wiring."

EDWARD BLOCK, FAULTY AIRCRAFT WIRING WHISTLEBLOWER

"Your report, as it turns out, caused quite a fuss around here."

FAA HEADQUARTERS OFFICIAL ON POGO *TRIPWIRED?* REPORT REGARDING THE GOVERNMENT'S INADEQUATE RESPONSE TO FAULTY AIRCRAFT WIRING

"I have been a long-time supporter of POGO because of its strong analytical work and its even-handedness, qualities which are especially important but sometimes lacking in the non-profit world."

REAR ADMIRAL ROBERT JAMES, ROBERT AND ARDIS JAMES FOUNDATION

▼ **1998** POGO report reveals Federal Aviation Administration failed to address faulty wiring problem resulting in the grounding of hundreds of 737 airplanes nationwide.

▼ **1999** EPA requires improved aerosol safety labels warning of the highly flammable content of bug bombs in response to a POGO investigation.

▼ **1999** Department of Defense delays funding for the F-22 fighter after POGO exposes the dangers in moving to full production on a plane which had successfully concluded only 4% of its testing.

▼ **2000** Department of Energy takes over cleanup of the 10.5 million ton uranium mill tailings pile outside of Moab, Utah after POGO exposes the NRC's failure to protect public health and safety.

▼ **2000** Department of Interior implements new regulations advocated by POGO requiring oil companies to pay fair market value for oil drilled on federal, state, and Indian lands, collecting \$70 million more annually.

"POGO has been invaluable as an outlet for federal workers who have not been able to achieve reform from the inside."

EPA EMPLOYEE

"POGO is one of those very scarce resources available to people, fighting against corruption in today's world of lobbyist-driven government. We need many more organizations like POGO to speak for taxpayer's health and welfare, which seems to be not a priority for Washington. Several years ago I worked with POGO to stop the misuse of antibiotics for children's ear infections, a five billion dollars a year medical fiasco. Now the Public Health Services is making feeble attempts to stop this clear and imminent danger to the public."

ERDEM CANTEKIN, PROF. OF OTOLARYNGOLOGY,
UNIVERSITY OF PITTSBURGH, SCHOOL OF MEDICINE

"POGO represents the strength of our democracy because it is the kind of organization only America has. It provides independent oversight and acts as an outlet for people inside the system who are denied a voice."

FRANKLIN C. SPINNEY, STAFF ANALYST FOR THE
OFFICE OF THE SECRETARY OF DEFENSE

"I am amazed that such a small group is consistently able to have such a big impact on public policy."

REPRESENTATIVE CAROLYN MALONEY (D-NY)

"Without POGO I would have lost my sanity, my family and my friends. Oh ... and needless to say, I also would have lost my case."

DINAH BODKIN, PH D

▼ **2000** Oil companies settle POGO's False Claims Act lawsuit, returning \$425 million in underpaid oil royalties to the U.S. Treasury.

▼ **2000** POGO helps coordinate efforts leading to President Clinton's veto of the Intelligence Authorization Act which included a whistleblower-silencing clause known as the Official Secrets Act.

▼ **2000** Representative Don Young subpoenas POGO's phone records in an effort to determine POGO's oil industry whistleblowers. POGO refuses, citing its First Amendment Rights and prevails despite Young's attempt to hold the organization in contempt of Congress.

▼ None of these achievements would have been possible without the help of POGO supporters as well as whistleblowers, nonprofit organizations, federal employees, and Members of Congress.

▼ **2000** Federal Election Commission implements four of POGO's ten common sense campaign finance disclosure reforms.

POGO's Board of Directors

David Hunter, *Chair*, is the Executive Director of the Center for International Environmental Law and a law professor at the American University. Mr. Hunter is on the Board of Directors of Ozone Action and the Institute for Social Action and Renewal in Eurasia.

Dina Rasor, *Treasurer*, is a partner in the Bauman and Rasor Group which investigates health care and military procurement fraud for law firms.

Henry Banta is a partner with Lobel, Novins & Lamont, focusing on federal energy law. Previously he was Counsel to the Senate Judiciary Committee and Subcommittee on Antitrust and Monopoly, and an advisor to the Chairman of the Federal Trade Commission.

Lisa M. Baumgartner, Ph.D., Sr. VP and Director of Communication for M&R Strategic Services. Baumgartner's experience includes: directing a communication consultancy; serving as Legislative Advisor and Press Secretary for Representative Maloney; and teaching at American University, St. Olaf College, and the University of MN.

David Burnham is Co-Director of the TRAC, a non-partisan research organization that provides the public with comprehensive data about the federal government. A former investigative reporter with The New York Times, he has written books on privacy, the Justice Department, and the IRS.

Michael Cavallo is CFO of Trenza Corp., a computer software company. He endowed the Cavallo Foundation which assisted individuals exhibiting moral courage and was Board Chair of the Government Accountability Project for five years.

Charles Hamel is a retired international management consultant and spokesperson for the Alaska pipeline whistleblowers (www.alaskagroupsix.org). Because of his role in exposing dangers on the pipeline, oil companies mounted a massive undercover surveillance operation of Mr. Hamel described by Federal Judge Stanley Sporkin as "reminiscent of Nazi Germany."

Morton Mintz, an award-winning investigative reporter, author, and former Chair of the Fund for Investigative Journalism, has focused heavily on corporate and governmental misconduct during a 55-year career.

Jack Mitchell is Senior Advisor to the National Science Foundation Director. Previously he was a Senior Advisor at the Department of HHS, Special Assistant to the FDA Commissioner, and senior investigator in the U.S. Senate. He is an author and serves on several non-profit boards.

Marjorie Sims is a Policy Analyst with the International Center for Research on Women. In 1995, she co-founded Women's Policy, Inc. and served as its Executive Director for four years.

Anne Zill is the Director of the Center for Ethics in Action at the University of New England, the President of the Fund for Constitutional Government, and advisor to the Stewart R. Mott Charitable Trust.

NON-VOTING MEMBERS

Danielle Brian, *President and Executive Director since 1993*, came to the organization as an intern in 1984. Ms. Brian has served on the Smith College Board of Trustees, and recently joined the Virginia League of Conservation Voters Advisory Board and the Taxpayers for Common Sense Board.

Keith Rutter, *Secretary and Director of Operations*, has been with the organization since 1989. He has a Master's degree in Political Science and worked at the Gray Panthers prior to coming to the organization.

"POGO sheds light on the unholy alliance that exists between government agencies and contractors. At times, it seems there is no one out there fighting for good government – except POGO."

SENIOR FEDERAL PROCUREMENT OFFICIAL

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