## CONTENTS

Forewo Don	ord na Shalala	vii
Preface to the New Edition		xi
ONE	Introduction PPBS and Common Sense 3 A Word about PPBS in HEW 5 Four Propositions 6	1
TWO	Who Wins and Who Loses? What Are the Problems? 8 Income Maintenance 13 The "Tax Model" 28 Higher Education 29	8
THREE	What Does the Most Good? Identifying the Objectives 38 Comparing the Benefits: Cancer Cure versus Reading 42 Weakness of Benefit-Cost Analysis 46 When Benefit-Cost Analysis Is Useful 50	38
FOUR	Producing Effective Services: What Do We Know? Why Do We Care? 54 Learning from the System 58 Learning from Federal Programs 66	53

## vi | CONTENTS

FIVE	Can We Find Out What Works?		72
	Random Innovation 73		
	Systematic Experimentation 76		
	The Pros and Cons of an Experimental Strategy	91	
SIX	Accountability: What Does It Mean?		102
	Decentralization 104		
	Community Control 111		
	The Market Model 114		
	Where Do We Go from Here? 120		
Notes			125
Index			137