



# PARTNERSHIP FOR PUBLIC SERVICE

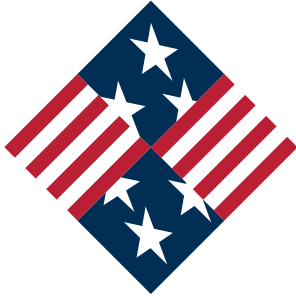
Annual Report 2017



# Welcome

## A Joint Letter from the Chairman and the President

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The Partnership for Public Service is the nation's leading nonprofit, nonpartisan organization working to make our federal government more effective. There are 1.6 million nonprofits in the U.S. focused on all kinds of important issues, from the environment to poverty to national security. At the end of the day, however, there is only one tool for collective action to address our nation's most critical problems that also has the weight of public support and taxpayer resources behind it: the federal government. While nonprofits and others that seek environmental, economic or social change rightly advocate for policies they want, we also need a government that's effective at actually delivering results for the public.

Most importantly, our work has impact. Federal leaders who participate in our [leadership development programs](#) report being more effective in their jobs. Agencies and departments that have partnered with us report that their employees are more engaged and informed. Our recommendations have informed improvements in government operations such as federal recruitment and hiring, the [president's management agenda](#) and the [presidential transition](#). Our steady drumbeat on the transition and the [political appointments](#) process has caught the attention of the national media and created an entirely new focus on these issues.

In this moment, however, the political polarization that dominates Washington threatens to undermine these achievements. Civil servants are being attacked from all sides, demoralizing the workforce and further eroding public trust in our federal institutions.

What can any one person do to turn the tide? In our view, there has never been a more important time for individuals and institutions that care about the integrity of our government to get involved. The mission of our federal agencies is not the sole purview of any one president or political party, and much of the important work of our federal civil servants transcends the politics of the moment.

At the Partnership, we are encouraging the administration and Congress to do right when it comes to our government, and we are holding them accountable when they fall short, as we have throughout our history. Through programs such as the [Samuel J. Heyman Service to America Medals](#), we are recognizing the very best of government, the individuals whose ingenuity and innovation are making a difference every day. We are bringing people together for the kinds of constructive conversations that are too rare in Washington these days: dialogue across and between agencies, between political appointees and their senior career executives, and between Congress and the agencies they oversee. And we are promoting the honor and integrity of a career in serving the public.

In the following report, we share our current strategies to achieve a more effective government and highlight our accomplishments around each of them over the past year. This year we are undertaking a strategic planning process to help us address the areas of greatest opportunity and investment for the Partnership in the coming three years and beyond. History shows that our government will move beyond this moment, and with a steady focus on what works, we can continue to help position our federal institutions and workforce for success.

Our achievements would not have been possible without the generous support of our donors and partners. In partnership with those who believe in the ability to change our federal institutions for the better, we look forward to a bright future for our organization and our government.

Very best regards,



**Max Stier**  
President and CEO



**Tom A. Bernstein**  
Chairman



**Max Stier**  
President and CEO



**Tom A. Bernstein**  
Chairman

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# Strategies for a More Effective Government

For the past 16 years, we have proposed solutions to some of the most challenging questions for our federal institutions. How can the government attract the best talent and develop and support good leaders? How can the government deliver excellent customer service? And how can the public be encouraged to care not just about what government does but that it does it well? Our advice to the current administration and Congress for an effective government is grounded in a deep knowledge of the federal workforce and experience working across administrations to transform the way government works.

# Prepare leaders to succeed

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Improving an institution as large as the federal government starts with strengthening the capacity of its leaders. By developing the skills and abilities of federal leaders at all levels and providing forums for them to discuss shared challenges and solutions, these leaders become agents of change within their own agencies and across government. Participants in our programs tell us they have transformed their professional lives, including positioning themselves to take on larger roles when political positions in their agencies remain vacant.

## 2017 Results

Our professional development programs build the leadership skills of federal workers and their ability to thrive during times of change. Even under normal circumstances, career civil servants perform in a difficult environment, but these are challenging times as they adjust to a new administration focused on reducing federal spending and the size of the workforce.

The [onboarding we provide newly appointed political leaders](#) is among our most valuable offerings. While the Partnership was prepared to deliver this orientation, the slow pace of nominations meant there was not a critical mass of appointees to train. We therefore shifted our focus to providing customized training and support to senior career executives who found themselves serving in longer-than-usual acting roles. We also focused on onboarding new members of the Senior Executive Service, the government's high-

est-level career public servants, who play a critical role in government change initiatives and typically have the most interaction with political leadership. We delivered courses on timely topics and convened federal leaders to provide safe spaces for off-the-record peer learning and sharing of best practices, and to help leaders build cross-agency and cross-sector networks of support. In addition, we partnered with many agencies—including the departments of Agriculture, Health and Human Services, Labor and Transportation—to provide customized leadership development programs tailored directly to the needs of their workforce. All told, we provided professional development opportunities to more than 3,500 federal employees in 2017.

We broke new ground by delivering programs to help local communities in three high-poverty areas improve collaboration with federal agencies. We held well-received [working sessions for](#)

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## Putting Classroom Learning into Action: AskTSA

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During our 2014 Excellence in Government Fellows program, a team of five federal employees from all different agencies conceived and launched a project for the Transportation Security Administration to communicate with travelers via social media. The project, AskTSA, has improved the travel experience for passengers by allowing them to get answers to their travel questions from TSA in real time through Facebook and Twitter.

## 2018 Plans

[federal, state, local and nonprofit leaders in the South Carolina Low Country; at the Pine Ridge Indian Reservation in South Dakota; and in Camden, New Jersey.](#) We also hosted the National Coalition of Promise Zone Directors during their visit to Washington, D.C., and discussed ways to strengthen collaboration between local communities and federal, state, local and nonprofit partners. More than 110 federal leaders and community stakeholders took part in these discussions.

As appointees begin their new roles, we will deliver training courses at specific agencies and convene cross-agency groups of appointees to foster networking, collaboration and problem-solving. We will continue to provide professional development for new members of the Senior Executive Service and rising leaders. In addition, we will deliver programs related to specific career paths, such as human resources and information technology. We will continue our existing partnerships with agencies and seek opportunities to work with new agency partners.

The community training sessions we provided last year to federal, state, local and nonprofit sector leaders are serving as a model for new programs we will pilot this year in California, where there is a high concentration of federal workers and a significant interest in stronger collaboration across sectors. This is a promising step toward expanding our ability to

serve the more than 80 percent of the federal workforce who live outside the Washington, D.C., area.

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## Our Results

- 99%** of participants say our programs made them better leaders
- 98%** of participants' supervisors confirm that they are better leaders
- 98%** of participants have applied what they learned on the job

# OUR IMPACT

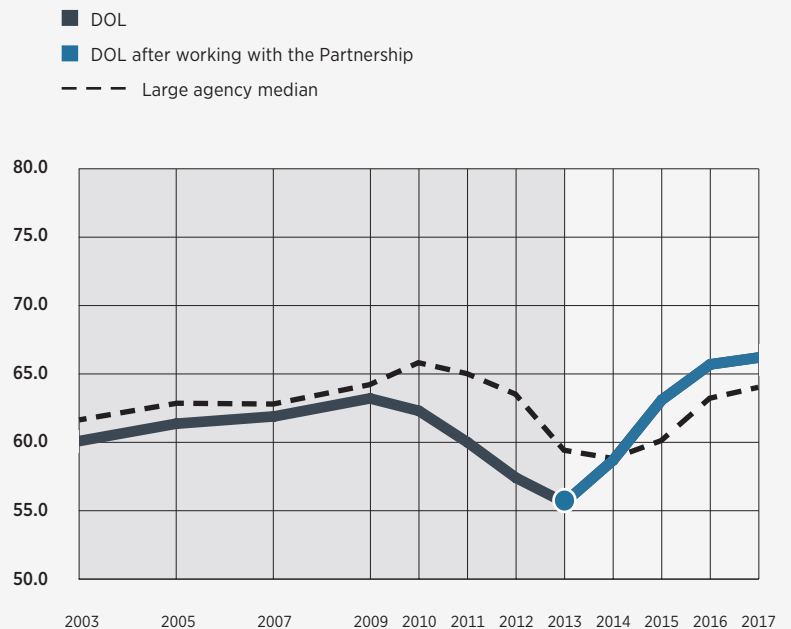
## BUILDING LEADERSHIP AT LABOR

Since the Best Places to Work in the Federal Government® rankings were first released in 2003, the Department of Labor scored among the lowest of any large agencies. In 2012, the Partnership began an agency-wide engagement to help the department improve leadership at all levels.

Over the course of our collaboration, we have provided leadership development programs to more than 3,000 leaders at Labor. Participants give our programs top marks and affirm that they are applying what they have learned on the job. Labor's Best Places to Work rankings have steadily improved every year since our partnership began, and it is now consistently ranked among the top 10 agencies in government.

### DEPARTMENT OF LABOR

#### BEST PLACES TO WORK INDEX SCORE TREND



### DEPARTMENT OF LABOR

#### 2013-2017 BEST PLACES TO WORK CATEGORY SCORES

INCREASES IN THE DEPARTMENT'S SCORES  
IN THE FOLLOWING CATEGORIES:

##### EFFECTIVE LEADERSHIP

8.7

##### EMPOWERMENT

10.7

##### FAIRNESS

7.2


##### SENIOR LEADERS

7.9

##### SUPERVISORS

9.3

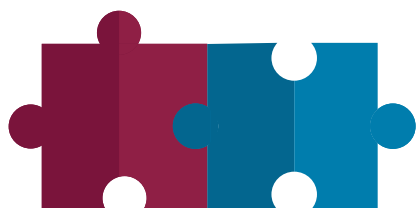




[“The Excellence in Government Fellows program](#) has been a life-changing experience. I learned so much more about myself, which has allowed me to accept who I am and what I do. Having found my purpose as a public servant, I’m motivated to take the next steps in my career with confidence.”

**Bessy Guevara**  
**Acting Director of External Communications,**  
**Transportation Security Administration**

# Assume big problems require agencies to work together



None of today's critical challenges, from food safety to cybersecurity, can be solved by any single agency acting alone. Our government needs to operate as one organization, not as separate actors with overlapping jurisdiction and duplicative programs.

## 2017 Results

The Partnership has long promoted an enterprise management approach—agencies working together instead of operating as separate, disconnected entities when it comes to delivering services to the public—to help our government address complicated, interconnected problems. We worked with agency leadership and the Office of Management and Budget to encourage the adoption of shared services, enterprise risk management and other management improvements that foster constructive collaboration and are designed to be implemented across government.

We hosted several regular forums for senior federal leaders to address enterprise management topics. Our Shared Services Roundtable—a coalition of federal and private shared services providers, customers and policymakers—is helping shape a unified approach to government's use of shared services, which can decrease redundancies, lower costs and improve how services are delivered. In 2017, the roundtable produced guidance and tools for agencies to use when considering a move to shared services, a stated priority of the current adminis-

tration. We also launched a new forum with the Office of the Director of National Intelligence—the Intelligence Community Shared Services Roundtable—to develop a common strategy for advancing shared services with a specific focus on facilities and logistics.

In March 2017, the president issued an executive order calling for a comprehensive plan for reorganizing the executive branch. Over the past year, we offered our assistance and provided guidance in response to requests from OMB and several agencies. We also held several forums for federal senior executive leaders responsible for implementing the executive order to discuss organizational transformation. There is no question that a thorough review of agency activities, performance, workforce and budgets reflects good management. Through our thought leadership, agency engagements and Partnership events, we will continue to support agencies in their efforts to reshape themselves in response to new pressures and the ever-changing world around them.

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## 2018 Plans

The president's management agenda defines cross-agency priorities that include reshaping the federal workforce, improving citizen services, modernizing federal IT and building a 21st century data framework to drive greater efficiency and effectiveness of government programs. The Partnership will offer agency leaders assistance and guidance as they implement reform plans for their institutions. We will continue to engage senior executive leaders responsible for implementing the reorganization as well as the broader federal community around the topic of government transformation.

“The Partnership did a great job of getting diverse but interdependent stakeholders at the table to exchange ideas and help drive the shared service change initiative forward. They always kept the compass pointed at what is best for government and best for taxpayers.”

**Beth Angerman**  
**Acting Principal Deputy Associate Administrator,**  
**Office of Government-wide Policy,**  
**General Services Administration**

# Treat every American as the federal government's #1 customer

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All federal organizations serve a customer: the American people. In the digital age, citizens have benefited from customer service improvements in many aspects of their lives, but our government has not kept pace. Indeed, the federal government lags behind almost all industries and sectors measured by the American Customer Satisfaction Index. To effectively administer their missions, agencies should apply a customer-centered approach toward how they design and deliver services to citizens. The Partnership stands ready to assist the administration, which is taking initial steps to require agencies to collect and use customer data and feedback more effectively, track performance and compare the customer experience across agencies.

## 2017 Results

The Partnership carried out several initiatives to improve how the government serves citizens. Through our research and cross-agency data analysis, we identified, shared and encouraged the adoption of best practices on the customer experience. Data shows that customer satisfaction scores are improving across government and, specifically, among many of the agencies collaborating with the Partnership.

Our forums convened leaders from the top customer-facing agencies across government and representatives from the administration's new Office of American Innovation to exchange ideas and discuss best practices to improve the customer experience. We hosted a customer experience conference that convened leaders from the private sector and federal, state and local governments to discuss how gov-

ernment can adopt new technologies and strategies to become a world-class customer service enterprise with a citizen-focused mindset.

We also worked with members of the House and Senate to introduce the Federal Agency Customer Experience Act, which passed in the Senate and is making its way through a House committee. The legislation is based on our recommendations and would allow agencies to more easily collect voluntary customer service feedback from citizens and require agencies to publicly post customer satisfaction data.

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“As OMB was working to frame the president’s management agenda, the Partnership’s customer experience conference provided a critical opportunity to hear from leaders from both the public and private sectors. The discussion directly guided our efforts to make improving services to citizens a centerpiece of the president’s management agenda.”

**Mark Bussow**  
Performance Team Lead, Office of Management and Budget

## 2018 Plans

Our research, data analysis and conversations with experts in government and the private sector indicate that improving the customer experience is an area of tremendous opportunity for our government, and it is included as a priority in the president’s management agenda. In response, the Partnership is expanding our customer experience offerings. To transform how services are delivered to citizens, our government needs to start with a clear understanding of how citizens presently experience their interactions with government, and their expectations.

After gaining a better understanding of how citizens experience services, agencies and Congress need a roadmap to improve. The Partnership will catalogue and share best practices for improving customer

service in both government and the private sector, help establish government-wide indicators to measure customer satisfaction and capture citizen feedback, and advocate for reforms to improve agency services. All these measures can help create a high-functioning, effective and innovative government responsive to the people it serves.

# Engage employees



Top-performing organizations have highly engaged employees who are connected to their missions and customers. Senior leaders must be held accountable for improving employee satisfaction and for creating a culture of recognition that includes awards and public acknowledgment of employees who excel. The Partnership's [Best Places to Work in the Federal Government® rankings](#), based on an annual federal survey, are a valuable tool to gauge employee engagement, serve as an early warning sign of trouble and pinpoint areas in need of improvement.

## 2017 Results

We stress the importance of an engaged workforce, employee recognition and innovation in all of our leadership development programs and collaborations with federal agencies, and we regularly offer specific courses on each of these subjects. In December, we released the 2017 Best Places to Work rankings, which provide the media, agency leadership and members of Congress and committee staff with data to guide inquiry and a tool for monitoring the organizational health of federal agencies.

The 2017 Best Places to Work results represent the largest single-year increase—a 2.1-point jump—in overall federal employee engagement in the history of the rankings. Maintaining this momentum will require a strong commitment from the current administration to continue to improve the employee experience—from training and developing leaders to ensuring employees have a positive work environment and the resources they need to do their jobs.

## 2018 Plans

The president's management agenda recognizes the importance of data to measure agency performance and the need to improve employee engagement, in line with the Partnership's longtime advocacy. In 2018 the annual survey on which the Best Places to Work rankings are based will be sent to all federal employees—not just a sample—which will yield a broader picture of the views of the federal workforce, and a more significant opportunity for reform. In the coming year, we will continue to promote the rankings to federal leaders and Congress as a powerful accountability tool and continue to highlight the link between employee engagement and agency performance. We will partner with specific agencies to help them better understand their rankings and the actions they can take to improve employee engagement. Our outreach and communications will emphasize the importance of monitoring performance not just once a year, but on an ongoing basis.

## Government comparison with the private sector

While there have been gains in federal employee engagement during the past three years, there is an urgent need for additional progress, especially when comparing the government with the private sector. According to Mercer | Sirota, a survey research organization, the 2017 employee engagement score for private sector employees is 77.8 out of 100, representing a 16.3-point gap with the federal government. Big gaps exist on resources, merit-based awards and performance management.

QUESTION	GOV-WIDE	PRIVATE SECTOR
I have sufficient resources (for example, people, materials, budget) to get my job done	47.1%	71%
Awards in my work unit depend on how well employees perform their jobs	40.7%	64%
My supervisor provides me with constructive suggestions to improve my job performance	61.6%	76%
Employees are recognized for providing high-quality products and services	48.5%	67%

Best-in-class private sector organizations understand that improved employee engagement leads to better performance and improved outcomes. The administration should aspire to meet the private sector standard by placing a focus on supporting the federal workforce and improving the workplace culture.

“We are nothing but unmet mission without our people. The Partnership helps us determine how we are doing as a whole, and where we should look for areas of improvement.”

**Elaine Duke**  
**Deputy Secretary, Department of Homeland Security, 2017 - 2018**

# Recognize good work

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Over the past 16 years, the Partnership has received more than 6,400 nominations and celebrated the achievements of more than 500 exceptional civil servants through our annual [Samuel J. Heyman Service to America Medals](#), also known as the Sammies. In doing so, we counter anti-government rhetoric and increase awareness of the many outstanding contributions our civil servants make to our nation and beyond our borders. Government often fails to properly recognize the good work happening inside its own institutions, so we also strive to foster a culture of recognition within government.

## 2017 Results

In 2017, we recognized eight outstanding award winners from among 26 finalists and nearly 450 nominees. Their accomplishments ranged from designing innovative wheelchairs to help disabled veterans and other Americans, to helping build and expand the U.S.-led program that provides medicine and assistance to 11 million people worldwide living with HIV/AIDS, to helping secure a \$174 billion settlement for car owners following Volkswagen's scheme to evade emission standards.

The 2017 Sammies generated 343 million media impressions—including an article about the winners in *TIME* magazine—highlighting the accomplishments of the exceptional award finalists and recipients. We broadcast the award ceremony live on Facebook, and the hashtag #Sammies2017 was the number one trending topic on Twitter throughout the night in the Washington, D.C., area.

## 2018 Plans

We are increasing awareness of the Sammies among the administration's new leaders, within federal agencies and the larger Washington community, and throughout the country. In 2018, we are excited to highlight public-private partnerships and work undertaken across sectors to drive innovation and improve government effectiveness. We will present a new Sammies award to Amazon founder Jeff Bezos, whose companies work with government to advance the fields of space exploration, sustainable energy and more. This fits with our goal to foster a stronger culture of recognition in the federal workforce as we work with government and private sector leaders to honor high-performing federal employees and celebrate government's successes.



## The ripple effect of recognizing employees



When the team of Dr. Paul McGann, Jean Moody-Williams and Dennis Wagner from the Centers for Medicare and Medicaid Services won the 2016 Federal Employee of the Year, the top Sammies award, they wanted to share the love. They used their cash prize to bestow recognition—in the form of nearly 400 award plaques, special events, and other honors—to the countless individuals in many organizations that were integral to achieving the life-saving national improvements in hospital patient safety for which the team was recognized. The team recognized fellow federal leaders and employees, state and national hospital associations, patient and family advocacy groups, national provider associations, regional quality-improvement organizations and many others. Many of the organizations showcased their awards in their print or digital communications. Dennis Wagner said, “Paul, Jean and I didn’t do this work alone. Many others contributed to the accomplishment. Please know that the Sammies have a profound impact that goes far beyond those of us who are directly recognized with this prestigious honor, serving to inspire and motivate many others.”

“Rarely is the work [federal employees] do acknowledged, much less praised. But for the past 16 years, the Samuel J. Heyman Service to America Medals, or Sammies, have sought to change that by honoring federal employees who have an outsize impact on the country and the world.”

**Time Magazine,  
“Federal Workers Who Made a Difference”**

# Strengthen Congress' role in improving our government

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The Partnership is working with its third presidential administration. As we continue to mature as an organization, we find that the prospects for lasting improvement in government management are best when an administration works with Congress toward shared goals. Much of the Partnership's work and impact over the past year has been as "connective tissue" between the branches to promote better information, communication and relationships.

## 2017 Results

The Partnership seeks to build a bridge of understanding and cooperation between Congress and the federal agencies they oversee. In 2017, we conferred with members of Congress, their staff, and congressional committees about the importance of the federal workforce and government management to the effective functioning of our government and to the provision of services to citizens, and we recommended legislative fixes to broken systems such as the federal civil service. [We partnered with The Volcker Alliance](#), a nonprofit organization, to identify and recommend critically needed changes to federal recruiting and hiring, and we assembled a top-flight bipartisan advisory panel to help guide this effort.

The [Partnership's Center for Presidential Transition](#) has become the go-to source of information and recommendations about the presidential transition and political appointments. With the inauguration of a new president, we focused on informing and supporting the political appointments process. Every incoming president needs to make 4,000 political appointments, including about 1,100 individuals requiring Senate confirmation. We assisted Senate committees and members of the administration by creating a comprehensive set of position descriptions for the top 450 Senate-confirmed jobs, as well as other materials to help inform the confirmation process, providing objective standards for assessing nominees' qualifications.

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## 2018 Plans

In the coming year, we will prioritize our work with Congress and continue to advocate for policies grounded in good management principles that will lead to a more efficient and effective government. We will support Congress in its oversight role by continuing to meet with congressional offices and committee staff, confer with them about complex federal management issues and encourage their constructive inquiry into these issues and the federal agencies they oversee.

The Partnership has recommended improvements to the appointments process, from trimming the number of political appointments, to reducing the number of jobs that require

confirmation, to simplifying the vetting process for noncontroversial nominees. Bringing about these changes may be difficult in the current partisan climate, but the system is broken and must be fixed. We will look for opportunities to work with the administration and Congress on reforming this process while continuing to hold them accountable.

President Trump included several civil service reform proposals in his fiscal 2019 budget, which provides an opportunity for the Partnership to advocate for much-needed improvements. We will continue to pursue legislative reforms to overhaul the federal recruiting and hiring system, and new means for agencies to recruit and hire entry-level talent,

including bringing in talent from outside government for short-term rotations. As a model for this kind of new approach, we will conduct a pilot program this year in collaboration with a group of private sector companies, federal agencies and universities to recruit top cybersecurity graduates to serve two-year fellowships in the government and continue on either in government or in positions with our partner companies.

# Create a national conversation



At no time in the Partnership's history has there been a focus on our government, how it is run, and the need to support and strengthen the institution like we are seeing now. This is a unique opportunity for the Partnership and our federal institutions. We are seizing the moment to help turn the tide and make real and lasting impact by shining a spotlight on our government and what it takes to improve it.

*The Atlantic*



**Harvard  
Business  
Review**



*The New York Times*



**VANITY FAIR**

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THE WALL STREET JOURNAL.

*The Washington Post*

## 2017 Results

In collaboration with The Washington Post, we developed an appointments tracker that charts the status of more than 600 Senate-confirmed positions. The tracker confirmed that this administration, like many before it, has lagged behind the recommended pace for nominating new leaders. The Senate also bears some responsibility for confirmation delays. The Partnership's steady drumbeat about the political appointments process caught the attention of the media and, for the first time, created a national conversation about the slow pace of appointments and how vacancies can impede government effectiveness. We garnered more than 5.4 billion media impressions and our work has been featured in major news outlets

from The Atlantic to The Wall Street Journal. Award-winning journalist Michael Lewis, author of "Moneyball," has taken a keen interest in understanding the presidential transition and government. His [two pieces in Vanity Fair](#) explored the many risks that come with politicizing or underinvesting in our federal institutions and made a compelling case for why people should care about the state of our government.

## Max Stier on “The Late Show with Stephen Colbert”



In a decidedly tongue-in-cheek [interview](#), Stephen Colbert talked with Partnership President and CEO Max Stier about the political appointments process. While the conversation was entertaining, the effect that these leadership vacancies have on federal agencies is no laughing matter, and the piece did much to inform the public about a critical issue.

## 2018 Plans

We will continue to be a reliable and trustworthy resource for the media and the public around the political appointments process and the management of the federal government. We will continue our outreach and advocacy in the media, in our reports and other thought leadership, and in our partnerships with other good government organizations.

“The Partnership for Public Service, over the past decade, has become perhaps the world’s expert on U.S. presidential transitions.”

**Vanity Fair,**  
“Why the scariest nuclear threat may be coming from inside the White House”

# Building Our Future

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This was an important year for the Partnership, when the nation paid greater attention to the government, and our work to improve it has never mattered more. Our federal institutions and their workforce continue to be under assault at a time when greater capacity is needed. As a result, we risk undermining the most powerful means to address our nation's most critical problems.

What can any one person do to turn the tide? In our view, this is a crucial time for individuals and outside institutions that care about the integrity of our government to get involved. We invite you to join with us as we work for a more effective, efficient federal government.

# Donor List

We gratefully acknowledge the following corporations, foundations and individuals who make our work to transform government possible. None of the work of the Partnership would have been possible without the generous support of our funders and the expertise of our many partners.

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DLA Piper	Kody Kinsely	Kathleen Turco
Michael D'Amato	Elizabeth Kolmstetter	Twitter, Inc.
John Dickerson	Lee Loftus	Brian Waidmann
Facebook	Gail Lovelace	Mark Weatherly
Gwen Keyes Fleming	John Marshall	Danny Werfel
Ron Flom	Beth McGrath	Jim Williams
Brodi Fontenot	Jeffrey Neal	
Chip Fulghum	Claire Buchan Parker	

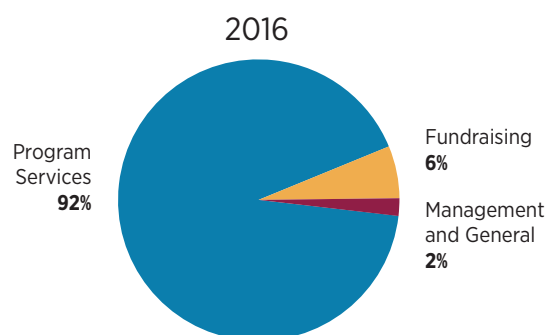
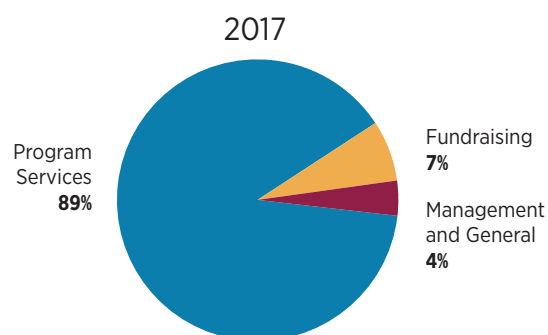
# Financial Statements

## STATEMENTS OF FINANCIAL POSITION—DECEMBER 31, 2017 AND 2016

	2017	2016
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 3,264,774	\$ 3,902,039
Restricted cash	269,626	468,857
Accounts receivable	2,508,679	2,007,728
Pledges receivable	125,891	867,891
Prepaid expenses	250,129	204,245
<b>TOTAL CURRENT ASSETS</b>	<b>\$ 6,419,099</b>	<b>\$ 7,450,760</b>
<b>NET PROPERTY AND EQUIPMENT</b>	<b>\$ 1,768,849</b>	<b>\$ 2,232,658</b>
Other Assets:		
Investments	\$ 14,677,916	\$ 12,925,877
Deposits	160,630	238,630
<b>TOTAL OTHER ASSETS</b>	<b>14,838,546</b>	<b>13,164,507</b>
<b>TOTAL ASSETS</b>	<b>\$ 23,026,494</b>	<b>\$ 22,847,925</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 410,243	\$ 327,200
Deferred revenue	4,208,341	3,760,889
Deferred rent - current portion	208,264	177,372
Funds held for others	275,172	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$ 5,102,020</b>	<b>\$ 4,265,461</b>
Deferred Rent - noncurrent	1,267,706	1,551,042
<b>TOTAL LIABILITIES</b>	<b>\$ 6,369,726</b>	<b>\$ 5,816,503</b>
Net assets:		
Unrestricted:		
Undesignated	\$ 1,133,394	\$ 2,039,984
Board designated	14,402,744	12,925,877
<b>TOTAL UNRESTRICTED</b>	<b>\$ 15,536,138</b>	<b>\$ 14,965,861</b>
Temporarily restricted	\$ 1,120,630	\$ 2,065,561
<b>TOTAL NET ASSETS</b>	<b>\$ 16,656,768</b>	<b>\$ 17,031,422</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 23,026,494</b>	<b>\$ 22,847,925</b>

## STATEMENT OF ACTIVITIES—YEARS ENDED DECEMBER 31, 2017 AND 2016

	2017	2016
<b>REVENUE</b>		
Contributions	\$ 626,261	\$ 510,905
In-kind contributions	44,720	1,486,348
Sponsorship revenue	2,464,360	2,767,254
Grant revenue	(39,100)	756,836
Fee for service revenue	8,427,582	9,127,311
Investment income	2,126,986	539,003
Other revenue	246,230	322,842
Net assets released from restrictions	3,048,757	2,697,273
<b>TOTAL SUPPORT AND REVENUE</b>	<b>\$ 16,945,796</b>	<b>\$ 18,207,772</b>
<b>EXPENSES</b>		
Program services:		
Education and outreach	\$ 890,734	\$ 1,688,645
Center for Government Leadership	6,189,036	6,607,007
Government Transformation and Agency Partnerships	1,727,037	1,665,915
Policy and research	1,354,452	1,275,102
Communications	1,828,018	1,991,709
Government Affairs	686,514	514,051
Ready to Govern	1,663,713	3,570,900
Other program services	202,627	273,909
<b>TOTAL PROGRAM SERVICE EXPENSES</b>	<b>\$ 14,542,131</b>	<b>\$ 17,587,238</b>
Supporting services:		
Management and General	\$ 628,470	\$ 468,874
Fundraising	1,204,918	1,101,697
<b>TOTAL SUPPORTING SERVICES EXPENSES</b>	<b>1,833,388</b>	<b>1,570,571</b>
<b>TOTAL EXPENSES</b>	<b>\$ 16,375,519</b>	<b>\$ 19,157,809</b>
<b>NET INCOME</b>	<b>\$ 570,277</b>	<b>\$ (950,037)</b>



# Board of Directors

As of May 30, 2018

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Chairman, Partnership for Public Service  
President, Chelsea Piers Management, Inc.

**Douglas R. Conant**

Founder and CEO, ConantLeadership  
Former CEO and President, Campbell  
Soup Company

**The Honorable Tom Davis**

Former U.S. Representative (Virginia)  
Director of Federal Government Affairs,  
Deloitte

**Joel L. Fleishman**

Professor of Law and Director, Heyman  
Center for Ethics, Public Policy, and  
the Professions, Duke University

**Nora Gardner**

Partner, McKinsey & Company

**W. Scott Gould**

Managing Director, AVA Partners

**Larry Heyman**

CEO, The Heyman Enterprise

**Lloyd W. Howell, Jr.**

Chief Financial Officer, Booz Allen  
Hamilton

**David J. Kappos**

Partner, Cravath, Swaine & Moore LLP

**Robert A. McDonald**

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Veterans Affairs  
Retired Chairman, President and CEO,  
The Procter & Gamble Company

**Tom Nides**

Vice Chairman, Morgan Stanley

**Sean O'Keefe**

University Professor and Howard G. and  
S. Louise Phanstiel Chair in Strategic  
Management and Leadership,  
Maxwell School of Citizenship and  
Public Affairs, Syracuse University

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Former Secretary, Department of Housing  
and Urban Development  
Former Administrator, Small Business  
Administration

**Cokie Roberts**

Political Commentator, ABC News  
Senior News Analyst, NPR News

**Max Stier**

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Public Service

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Former Vice Chairman, Securities  
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