

REVITALIZING OUR GOVERNMENT THROUGH ITS PEOPLE › FIVE YEARS OF PROGRESS

“The government is us;
we are the government,
you and I.”



PARTNERSHIP FOR PUBLIC SERVICE

Cover Quote THEODORE ROOSEVELT

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Samuel J. Heyman



Max Stier

A JOINT MESSAGE FROM THE CHAIRMAN AND PRESIDENT

In the summer of 2001, we joined together to create the Partnership for Public Service. At the time, we didn't have a staff, office space or even a name. All we really had was a common vision for a more effective federal government and a shared desire to make it happen by revitalizing government service.

As we prepared to publicly announce this effort to reinvigorate our government and its 1.9 million person workforce, we understood the enormity of the task and that failure to make an impact was a very real possibility. The public launch was scheduled to take place on September 12, 2001. The previous morning, we quickly learned that this endeavor was more important than even we had realized and that failure was not an option.

At that time, we made a strategic decision that the Partnership would pursue three specific goals: building broad communities of support for our nation's civil service, helping our government secure the talent it needs and fueling innovation in government to improve its effectiveness.

More than five years have now passed, and we are pleased to report multiple concrete achievements that have moved us closer to accomplishing each of our goals. We have also broadened our base of financial supporters to include the following prominent foundations: The Atlantic Philanthropies, the Ford Foundation and the Rockefeller Brothers Fund. Most notably, we received a four-year, \$4 million grant from the Annenberg Foundation, the Partnership's largest foundation gift to date.

This annual report recaps the Partnership's major projects and highlights our latest work to build on this foundation of success. We are proud of the accomplishments of the past five and a half years, but there is no question that the Partnership's work is still just beginning.

Our accomplishments — past, present and future — are due in large part to the contributions of our remarkable friends and partners. We want to personally thank everyone who has supported us during our first five years, and, working together, we look forward to accomplishing even greater things in the days ahead.

Sincerely,

Samuel J. Heyman
Chairman

Max Stier
President and CEO

“The effect of a good government is to make life more valuable.”

HENRY DAVID THOREAU

OUR STRATEGY FOR CHANGE

Building, energizing and maintaining a high-quality workforce is the key to success for any organization — and the federal government is no different. To revitalize public service and improve government performance, the Partnership pursues three strategic goals:

- › **Building Communities of Support** — The challenge of revitalizing government service is so large in scope that the Partnership cannot do it alone. Through outreach campaigns and legislative advocacy, we work to increase public support for government and mobilize stakeholders who can drive change.
- › **Securing the Right Talent** — To meet the country's most pressing challenges, our government will need the right talent with the right skills in the right jobs. To aid in this effort, the Partnership conducts outreach to inspire and educate

young people and other key pools of talent needed by government. We also work directly with federal agencies to increase their capacity to recruit and retain the nation's top talent.

- › **Fueling Innovation** — Improving government performance will require changing the culture at many agencies from an environment guided by the status quo to one that constantly strives to innovate. The Partnership drives change in government by providing hands-on assistance to federal agencies from both in-house experts and private sector partners to create models of reform, conducting research to measure government performance in ways that promote transparency and accountability, and growing and training a new class of change agents within our government.

FIVE YEARS OF PROGRESS

2002

“There is no higher religion than human service. To work for the common good is the greatest creed.”

WOODROW WILSON

2006

THE FEDERAL GOVERNMENT IS THE INSTITUTIONAL EMBODIMENT OF OUR COLLECTIVE WILL. IT UNITES US AS AMERICANS TO TACKLE OUR COMMON, NATIONAL CHALLENGES. IN 2001, THE PARTNERSHIP FOR PUBLIC SERVICE WAS CREATED IN AN EFFORT TO IMPROVE OUR GOVERNMENT'S EFFECTIVENESS BY REVITALIZING OUR FEDERAL WORKFORCE.

FIVE YEARS HAVE SINCE PASSED, AND MUCH HAS CHANGED DURING THIS TIME. EVENTS LIKE 9/11 AND HURRICANE KATRINA HAVE CREATED A NEW SENSE OF URGENCY ABOUT THE EFFECTIVENESS OF OUR GOVERNMENT. LEGISLATIVE ACTIVITY REGARDING FEDERAL PERSONNEL MATTERS HAS INCREASED EXPONENTIALLY, INCLUDING THE PASSAGE OF THE MOST COMPREHENSIVE CIVIL SERVICE REFORMS IN A GENERATION. AND FROM THE WAY THEY HIRE TO THE WAY THEY MANAGE, FEDERAL LEADERS HAVE BEGUN CHANGING THE WAY THEY DO BUSINESS.

FIVE YEARS OF PROGRESS HAVE ADVANCED THE CAUSE OF REVITALIZED GOVERNMENT, BUT MUCH MORE WORK REMAINS TO BE DONE. BABY BOOMERS HAVE STARTED RETIRING, AND THE LONG-PROJECTED BRAIN DRAIN IN OUR FEDERAL GOVERNMENT IS IMMINENT. AT THE SAME TIME, TRUST IN GOVERNMENT IS ON THE DECLINE, INTEREST IN GOVERNMENT SERVICE LAGS INTEREST IN PRIVATE SECTOR EMPLOYMENT, AND KNOWLEDGE ABOUT FEDERAL OPPORTUNITIES IS EVEN LOWER. NOW IS THE TIME TO BUILD ON THE SUCCESSES OF THE PAST FIVE YEARS AND WORK TOGETHER TO CREATE THE FEDERAL GOVERNMENT THAT THE TIMES DEMAND AND THE AMERICAN PEOPLE DESERVE.

FIVE YEARS OF PROGRESS

IN 2001, SAMUEL J. HEYMAN FOUNDED THE PARTNERSHIP FOR PUBLIC SERVICE. THIS START-UP NONPROFIT LAUNCHED WITH A FLURRY OF ACTIVITY INCLUDING THE RELEASE OF A HART/TEETER SURVEY ON HOW 9/11 SHAPED PUBLIC ATTITUDES TOWARD GOVERNMENT AND A DAVID BRODER OP-ED IN THE *WASHINGTON POST* HIGHLIGHTING THE LOOMING RETIREMENT CRISIS IN THE FEDERAL GOVERNMENT. IN THE FIVE FOLLOWING YEARS, THE PARTNERSHIP'S PACE OF ACTION ONLY ACCELERATED. THE RESULT IS A LONG LIST OF NOTABLE ACHIEVEMENTS AND MILESTONES, WHICH SERVE AS THE FOUNDATION OF THE PARTNERSHIP'S ONGOING WORK.



President Bush approved the most dramatic civil service reforms since 1978.

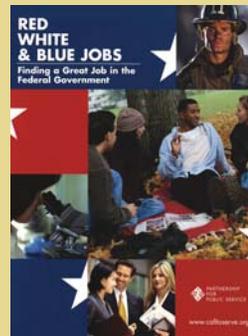
Labor Secretary Elaine Chao speaks at launch of Call to Serve program.



2002

- › Created *Service to America Medals* program to honor government's best workers
- › Formed HR Innovators Work Group, which later became the HR Directors Forum, to help federal managers share information and ideas across agencies
- › Joined with OPM to establish the *Call to Serve* network of colleges and federal agencies
- › Released *Mid-Career Hiring* report, the first in a series of products examining federal hiring
- › Released first *Red, White & Blue Jobs* handbook, which markets federal jobs to college audiences
- › President Bush signed into law the most comprehensive civil service reforms in a generation, including Partnership recommendation to create Chief Human Capital Officers at federal agencies

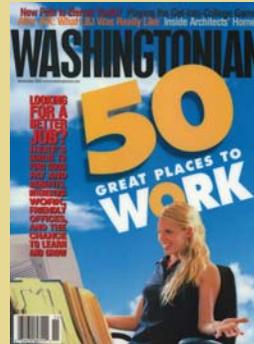
Red White & Blue Jobs handbook for students



White House Chief of Staff Andrew Card and his fictional counterpart, John Spencer, at 2002 Service to America Medals gala

Washingtonian magazine's
"Great Places to Work" edition,
which featured the Partnership

ABC's George Stephanopoulos and
Partnership founder Samuel J. Heyman
at inaugural New York Gala



The West Wing executive
producer Aaron Sorkin and
Partnership President Max Stier
at Hollywood forum

2003

2004

- › Launched *Best Places to Work* with American University — the first-ever rankings of federal workplaces
- › Released report on the government's lack of bioterrorism expertise, which was featured on *NBC Nightly News*
- › Hosted first annual *Summer Intern Event* with Rep. Shays and Rep. Putnam
- › Helped establish Congressional Public Service Caucus
- › *Call to Serve* network enrolled 500th member school
- › OPM adopted Partnership recommendation of a Presidential Management Senior Fellows Program
- › Honored Paul Volcker with the Theodore Roosevelt Award for the Advancement of Public Service at the Inaugural Partnership Benefit Gala in NYC; the event featured cast members of *The West Wing* and raised \$1.8 million
- › Partnership recommendation for annual survey of federal employee attitudes became law
- › Cited by *Washingtonian* magazine in its "Great Places to Work" edition
- › Established an endowment fund to ensure the Partnership's future
- › Partnership and The Writers Guild of America co-host forum in Hollywood on images of public servants in TV and film
- › Sen. McCain packed the room at second annual *Summer Intern Event*
- › Launched *Extreme Hiring Makeover* to overhaul hiring process at three agencies
- › Presented Theodore Roosevelt Award to former Senator Fred Thompson and Goldman Sachs CEO Hank Paulson

www.bestplacestowork.org

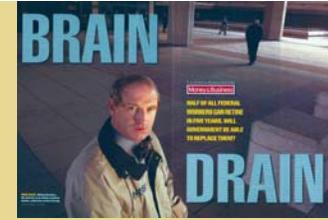


NBC Nightly News highlights
Partnership report.

FEDERAL AGENCY	FEDERAL SUBCOMPONENT	SCORE
1	Office of Management and Budget	77.5
2	National Science Foundation	76.5
3	National Personnel Classification	74.8



Sen. George Voinovich and former Homeland Security Secretary Tom Ridge at 2005 Leadership Awards Dinner



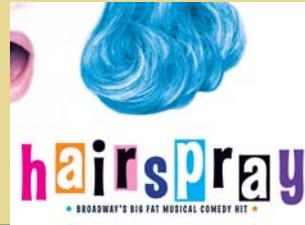
U.S. News feature article on challenges facing our federal workforce

Elizabeth Winter and actor Billy Crudup at Go Public!



Invite to Partnership benefit at Washington premiere of Tony Award-winning musical Hairspray

Sen. Joseph Lieberman, Jon Stewart and Sen. John McCain backstage at 2005 New York Gala



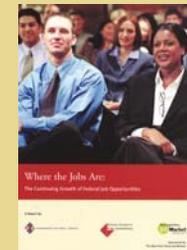
2005

- › Hosted first *Go Public!* event to excite young professionals about public service
- › Congressional Public Service Caucus event examined recommendations of the 9/11 Commission
- › GAO removed the Office of Federal Student Aid from its “high-risk” list after FSA implemented Partnership reforms
- › Partnership endowment passed \$5 million in total assets

- › Teamed with *New York Times Job Market* and National Academy of Public Administration to release the *Where the Jobs Are* report, the first-ever government-wide assessment of future hiring needs
- › Partnership finalized merger with the *Private Sector Council*
- › PSC honored Sen. Voinovich and Home Depot CEO Robert Nardelli at its *Leadership Awards Dinner*
- › Received first-ever congressional appropriation to research federal recruiting on college campuses

- › Producers of the hit musical *Hairspray* honored the Partnership at the show’s Kennedy Center premiere
- › Jon Stewart hosted NYC Benefit Gala where Sen. McCain received Theodore Roosevelt Award
- › Surveyed graduating seniors to explore attitudes toward public service among the “Class of 9/11”
- › *U.S. News & World Report* highlighted the federal brain drain in feature story

- › Released groundbreaking *Asking the Wrong Questions* report on how government assesses potential new hires
- › Hundreds gathered to see Andrew Card at *Summer Intern Event*
- › Partnered with *U.S. News & World Report* to release new *Best Places to Work* rankings



Where the Jobs Are report

Sen. Barack Obama addresses students at 2006 Summer Intern Event.



2006



Staff of the Partnership for Public Service

www.opm.gov/hiringtoolkit



Comptroller General David Walker speaks to reporters at Government After Katrina event.



PBS' Gwen Ifill hosts 2006 Service to America Medals gala.

- › Hosted Sen. Akaka and Congressional Public Service Caucus at forum on foreign language talent in government
- › Released *Back to School: Rethinking Federal Recruiting on College Campuses*, a first-ever examination of barriers to federal service and how to overcome them
- › Convened forum of procurement experts to improve federal acquisition practices
- › Sen. Obama and Tim Russert drew record crowd for *Summer Intern Event*
- › Partnered with Princeton to establish *Scholars in the Nation's Service* initiative
- › Honored Rep. Jane Harman and Lockheed Martin CEO Robert Stevens at annual *PSC Leadership Awards Dinner*
- › Hosted *State of the Public Service* conference with the Rockefeller Brothers Fund
- › Teamed with Ford Foundation on *Government After Katrina* project
- › Celebrated fifth anniversary of the *Service to America Medals*
- › Released Hiring Toolkit with OPM to help agencies hire smarter and faster
- › Received grant from The Atlantic Philanthropies to promote encore careers in government for “retiring” baby boomers
- › Presented Theodore Roosevelt Award to Sen. Lieberman at NYC Gala and honored actor Dennis Haysbert for his positive portrayals of public service
- › Received \$4 million grant — the largest received by the Partnership — from the Annenberg Foundation to establish the *Annenberg Speakers Bureau* and the *Annenberg Leadership Institute*
- › Partnership's endowment topped \$10 million

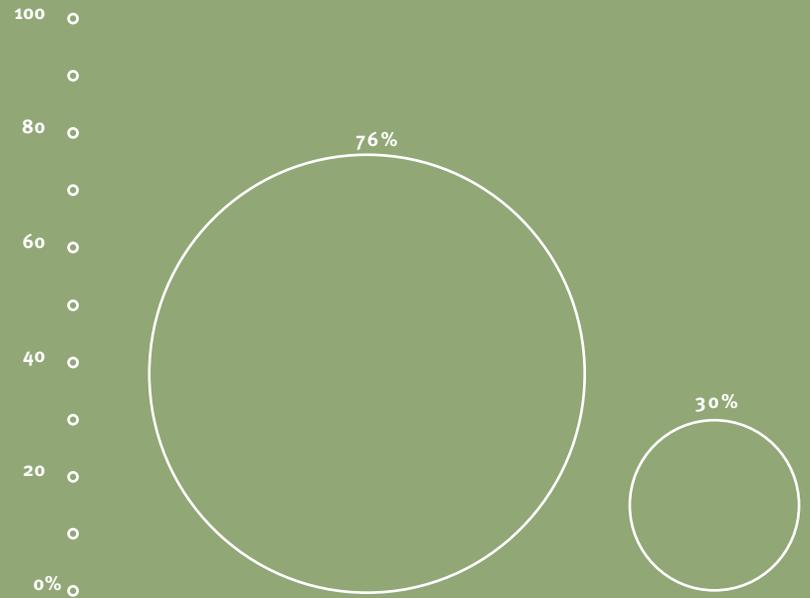
BUILDING COMMUNITIES OF SUPPORT

“The government is strongest of which every man feels himself a part.”

THOMAS JEFFERSON

CHALLENGE

NEGATIVE PERCEPTIONS OF GOVERNMENT HAVE ERODED PUBLIC SUPPORT FOR OUR CIVIL SERVICE, MAKING IT INCREASINGLY DIFFICULT TO RECRUIT AND RETAIN TALENT, AND TO ENGAGE ELECTED LEADERS IN REVITALIZING FEDERAL SERVICE.



SOLUTION

THE PARTNERSHIP IMPROVES PUBLIC SUPPORT FOR FEDERAL SERVICE THROUGH AGGRESSIVE LEGISLATIVE ACTIVITIES AND OUTREACH CAMPAIGNS THAT PUT A FACE ON GOVERNMENT. THESE EFFORTS COMMUNICATE THE VALUE AND IMPORTANCE OF OUR FEDERAL WORKFORCE AND ENLIST CHAMPIONS TO THE CAUSE OF REVITALIZED GOVERNMENT.

In 1964, 76 percent of Americans trusted the federal government to do the right thing. In 2005, that number had fallen to 30 percent.

BUILDING COMMUNITIES OF SUPPORT

IN AN EFFORT TO INCREASE SUPPORT FOR OUR CIVIL SERVICE, THE PARTNERSHIP WORKS WITH KEY CONSTITUENCIES THAT HAVE A VESTED INTEREST IN EFFECTIVE GOVERNMENT, AS WELL AS THE POWER TO INFLUENCE POPULAR OPINION AND SHAPE THE POLICIES THAT DIRECTLY IMPACT OUR FEDERAL WORKFORCE. THESE AUDIENCES INCLUDE CONGRESS, SENIOR AGENCY LEADERS, THE MEDIA, THE BUSINESS WORLD AND ACADEMIA. THE PARTNERSHIP ENGAGES IN TARGETED ACTIVITIES TO EDUCATE AND INFLUENCE EACH OF THESE COMMUNITIES.

GOVERNMENT AFTER KATRINA PROJECT

No event better illustrates that U.S. citizens have a stake in the cause of revitalized government than Hurricane Katrina. In August 2006, the Partnership received a \$100,000 grant from the Ford Foundation to help inform the media coverage surrounding Katrina's first anniversary. Our *Government After Katrina* initiative promoted messages about why effective government is crucial, what needs to be done to move beyond the failures of Hurricane Katrina, and what government did right during the Katrina response that should not be overlooked.

As part of this effort, the Partnership hosted events with FEMA Director David Paulison and Comptroller General David Walker, which generated hundreds of stories about learning the right lessons from Katrina. Friends of the Partnership, including Sen. George Voinovich, Sen. Daniel Akaka, former FEMA Director James Lee Witt and Goldman Sachs Chief Learning Officer Steve Kerr, authored op-eds about improving government performance that ran in major U.S. newspapers across the country. Our governmentafterkatrina.org Web site, which featured the Partnership's top lessons to be learned from Katrina, served as a resource for journalists and stakeholders.

Our strategy enabled us to reach an estimated 12 million print media subscribers, as well as a large segment of national and local television and radio audiences. In the process, we established relationships with a number of key legislative and executive policymakers.

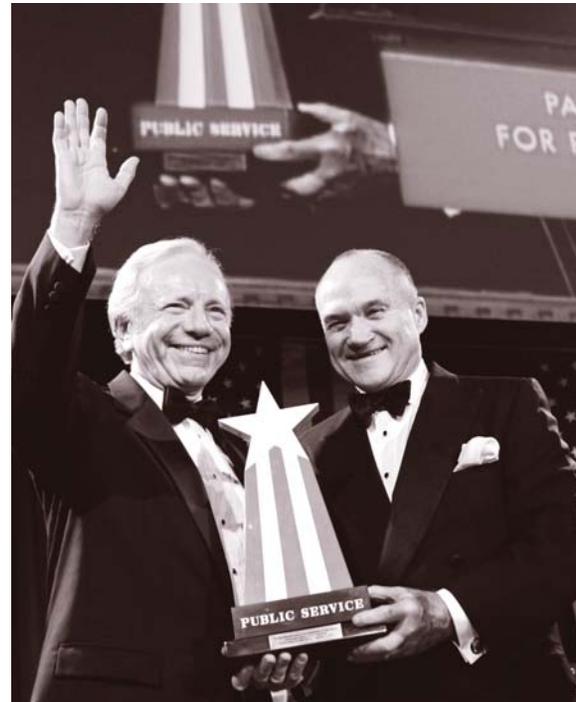
SERVICE TO AMERICA MEDALS

For every audience, the easiest and most effective way to improve perceptions about government service is simply to tell the compelling stories of the men and women who do extraordinary things in the federal public service every day. The Partnership's *Service to America Medals* (Sammies) program honors the nation's best federal employees and tells the general public their inspiring stories. Working with our partners — Siemens, DuPont, Lockheed Martin, Chevron, CA, Hewlett-Packard, Robbins-Gioia, Washington Group International, the Federal Long Term Care Insurance Program, Careerbuilder.com, Cisco, Disabled American Veterans, SAS and Watson Wyatt Worldwide — the Partnership has made this program bigger and better each year.

The 2006 winners were once again inspirational, including a Nobel Prize winner and one of *Time* magazine's "Top 100 People Who Shape Our World." This year's winners were featured by C-SPAN, the *Washington Post*, *Newsweek*, *The Atlantic Monthly*, *National Journal* and numerous local news outlets across America. The winners were also recognized at a black-tie gala at Washington's Mellon Auditorium, which drew a record crowd of nearly 600 people including leaders of the business, government and nonprofit communities. All 30 of this year's finalists were honored at an event on Capitol Hill before an audience of congressional leaders and staff. And, for the first time, two of the Sammies winners were recognized with brief ceremonies at Washington Capitals hockey games on "Federal Employees Night."



TOP LEFT: Assistant to the President for Homeland Security Fran Townsend presents a Service to America Medal to Ambassador Nancy Powell. TOP RIGHT: Young Associates of the Partnership Chairman Kim Heyman (center) greets guests at the 2006 Go Public! event. BOTTOM LEFT: FEMA Director David Paulison lays out his agency's reform agenda at a Government After Katrina event. BOTTOM CENTER: NYC Police Commissioner Ray Kelly and Roosevelt Award winner Sen. Joseph Lieberman at the 2006 New York Gala. BOTTOM RIGHT: Actor Dennis Haysbert asks New York Gala attendees, "Are you good enough to work for government?"



CONGRESSIONAL PUBLIC SERVICE CAUCUS

The Partnership cannot achieve its goals without a substantial Capitol Hill constituency to actively advance our issues. In 2003 and 2004, the Partnership pushed to help establish the Congressional Public Service Caucus, the only organization of Members dedicated to federal workforce issues. In May, a Caucus event examined our government's growing need for people with foreign language skills and how to best recruit and retain these skilled workers. Sen. Daniel Akaka, who was then Ranking Member of the Senate Subcommittee on the Oversight of Government Management and the Federal Workforce, keynoted the event. Panelists included human resources executives for the intelligence community. This bipartisan, bicameral group continues to elevate the dialogue and create a growing understanding of the need for civil service reforms.

*Congressional Public Service Caucus
Members (as of March 31, 2007)*

Senator Daniel Akaka
(Co-Chair, D-HI)

Senator Jeff Bingaman
(D-NM)

Representative Michael Burgess
(R-TX)

Representative Dan Burton
(R-IN)

Representative Shelley Moore Capito
(R-WV)

Senator Kent Conrad
(D-ND)

Representative Jim Cooper
(D-TN)

Representative Danny K. Davis
(Co-Chair, D-IL)

Representative Jo Ann Davis
(Co-Chair, R-VA)

Representative Tom Davis
(Co-Chair, R-VA)

Representative Thelma Drake
(R-VA)

Senator Chuck Hagel
(R-NE)

Representative Steny Hoyer
(Co-Chair, D-MD)

Representative Jay Inslee
(D-WA)

Senator Joseph Lieberman
(Co-Chair, ID-CT)

Representative Kenny Marchant
(R-TX)

Representative John McHugh
(R-NY)

Representative Michael McNulty
(D-NY)

Senator Barbara Mikulski
(D-MD)

Representative Jim Moran
(D-VA)

Delegate Eleanor Holmes Norton
(D-DC)

Representative James Oberstar
(D-MN)

Representative Thomas Petri
(R-WI)

Representative Earl Pomeroy
(D-ND)

Representative Jon Porter
(R-NV)

Representative Adam H. Putnam
(R-FL)

Representative Silvestre Reyes
(D-TX)

Representative Loretta Sanchez
(D-CA)

Representative Christopher Shays
(R-CT)

Representative Adam Smith
(D-WA)

Senator Ted Stevens
(Co-Chair, R-AK)

Representative Chris Van Hollen
(D-MD)

Senator George V. Voinovich
(Co-Chair, R-OH)

Representative Jim Walsh
(R-NY)

Senator John Warner
(R-VA)

Representative Henry Waxman
(Co-Chair, D-CA)

Representative Anthony Weiner
(D-NY)

Representative Frank Wolf
(Co-Chair, R-VA)

NEW YORK GALA

Undoubtedly, one of the most important constituencies the Partnership needs to reach is the giving community. Our primary event for reaching this cohort is our annual fund-raising gala in New York City. At this year's December gala, the Partnership presented Sen. Joseph Lieberman (ID-CT) with the Theodore Roosevelt Award. Actor Dennis Haysbert, who played President David Palmer on the hit Fox series *24*, received a special Public Service in the Arts award. Guests also enjoyed a performance from cast members of the Tony Award-winning musical *Jersey Boys*. Thanks to the generous support of many friends, old and new, the Partnership was able to raise \$2.3 million. In addition, the Partnership had the opportunity to educate many leaders of the business world about our work and our mission.

GO PUBLIC!

As part of our work to grow the next generation of government leaders, it is important to enlist the support of the next generation of business leaders. In February 2006, the Partnership reached out to many of the country's top young entrepreneurs during its second *Go Public!* event, which was created by Kim and Larry Heyman, Jennifer and David Millstone, Eleanor and Rodney Propp, and Elizabeth and David Winter. Almost 400 Young Associates of the Partnership attended the event at *Cipriani 23rd Street*. New York Attorney General Andrew Cuomo served as the evening's co-chair, and his keynote remarks encouraged the audience to support the cause of revitalizing public service. The event raised \$70,000 and, more importantly, raised awareness of the importance of effective government among this key constituency.

LOOKING AHEAD

Walter and Leonore Annenberg Public Service Speakers Bureau

The Partnership's research has found that while most students use the Internet to access basic information about jobs, once their interest is piqued, the most effective recruiting comes from people to whom students can relate. That is why it is imperative that we put a face on government service. In late 2006, the Annenberg Foundation provided the Partnership with a grant to create the *Walter and Leonore Annenberg Public Service Speakers Bureau*. The *Annenberg Speakers Bureau*

will build a roster of dynamic, young federal employees who will speak at college campuses and other venues reaching large college-age audiences. Many of the speakers will be young federal workers who can relate well to students and provide both an inspiring message about federal service as well as information about finding federal internships and jobs. The *Annenberg Speakers Bureau* will also create a virtual mentors network that will provide an online forum where job seekers can connect with federal workers to get advice about federal opportunities.

Public Service Education Campaign

To complement the *Annenberg Speakers Bureau*, the Partnership is planning a new outreach campaign to increase student awareness and improve perceptions of federal service. The effort will feature profiles of young federal employees and will reach targeted audiences through college newspaper ads, posters and a new Web site where students can exchange email with the featured workers.

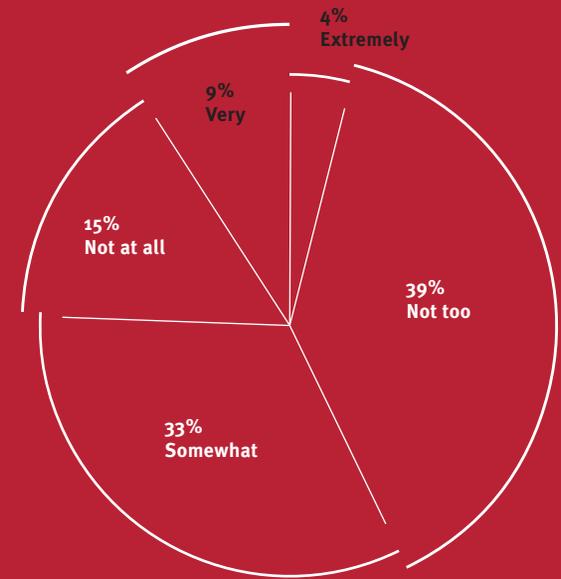
SECURING THE RIGHT TALENT

“The team with the best players wins.”

JACK WELCH

CHALLENGE

WITH THE RETIREMENT OF THE BABY BOOMERS, THE FEDERAL GOVERNMENT IS FACING AN UNPRECEDENTED LOSS OF TALENT. IN ADDITION, A LACK OF AWARENESS ABOUT FEDERAL JOB OPPORTUNITIES MAKES IT INCREASINGLY DIFFICULT TO RECRUIT AMERICA'S BEST AND BRIGHTEST.



SOLUTION

THE PARTNERSHIP PURSUES OUTREACH EFFORTS AIMED AT INSPIRING AND EDUCATING KEY POOLS OF TALENT ABOUT GOVERNMENT SERVICE. IT ALSO WORKS DIRECTLY WITH FEDERAL OFFICIALS TO ENSURE THAT THEY HAVE THE TOOLS AND FLEXIBILITIES THEY NEED TO ATTRACT AND RETAIN TALENT.

KNOWLEDGE GAP

Only 13 percent of college juniors and seniors feel very or extremely knowledgeable about federal job opportunities.

SECURING THE RIGHT TALENT

THE PARTNERSHIP'S FOUNDING PRINCIPLE IS THAT GOOD GOVERNMENT STARTS WITH GOOD PEOPLE. AS A RESULT, THE PARTNERSHIP PURSUES ACTIVITIES TO INSPIRE TALENTED AMERICANS TO SERVE, TO EDUCATE PEOPLE ABOUT FEDERAL OPPORTUNITIES, AND TO REFORM GOVERNMENT SYSTEMS AND STRUCTURES TO MAKE OUR FEDERAL WORKPLACES MORE WORKER-FRIENDLY.

CALL TO SERVE

Any long-term effort to revitalize our civil service will require restoring prestige and confidence in government and improving public understanding of government among young people. Surveys show that the earlier you can reach this population, the more open it is to considering a variety of viewpoints. That is why the Partnership has launched an unprecedented effort to improve and inform attitudes of government service among college students.

Working with the U.S. Office of Personnel Management, the Partnership has created our *Call to Serve* network. *Call to Serve* is the first-ever collective approach to promote federal service at our nation's colleges and universities. Before this effort, our government's outreach to college campuses was largely ad hoc, with individual agencies focusing on their internal needs. The *Call to Serve* approach focuses more on students' needs and interests and on educating them about real opportunities in federal government that match their professional goals.

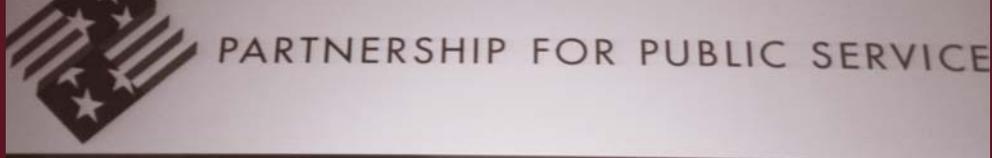
The *Call to Serve* network is currently comprised of nearly 600 colleges and universities, more than 60 federal agencies and several partner nonprofit organizations. Together, these entities are helping close some of the knowledge

gaps about federal service by bringing dynamic federal workers to campuses to talk with students about public service and making available to students the Partnership's user-friendly materials about job opportunities in government.

CALL TO SERVE RECRUITMENT INITIATIVE

One of the goals of the *Call to Serve* network is to develop cost-effective and sustainable ways to promote government service on college campuses. To aid in this effort, Congress appropriated \$600,000 for the *Call to Serve Recruitment Initiative*. Through the *Initiative*, the Partnership is working with partners on six college campuses (Clark Atlanta University, The George Washington University, Louisiana State University, The Ohio State University, Stanford University and the University of New Mexico) to test various on-campus activities, measure outcomes and find the most effective ways to improve campus engagement efforts.

As part of this project, the Partnership conducted market research designed to gain a better understanding of how to attract the young talent we need for a quality civil service. Our country has invested heavily in understanding how to attract talent for our military, but little has been done to understand what works for our nation's largest employer: the nation's federal civil service. In May 2006, the Partnership released the initial findings of this research in its report entitled *Back to School: Rethinking Federal Recruiting on College Campuses*. The primary finding is that many college students are indeed interested in federal jobs, but they have very little knowledge about how to pursue these opportunities. Therefore, federal agencies need to do a better job of recruiting if they hope to compete effectively for the nation's top talent. If our government markets itself aggressively and intelligently, it can and will attract the talent it needs to do the nation's work well. Because lack of knowledge about federal jobs is a bigger problem than lack of interest, the more students learn about federal service, the more interested they become.



TOP RIGHT: Summer Intern Event moderator *Tim Russert* takes a question for Sen. Barack Obama from an audience member.

BOTTOM LEFT: Panelists representing *Monster Campus, Polo Ralph Lauren, CIA and George Washington University* discuss student recruiting at Back to School report roll-out. **BOTTOM CENTER:** Interns and students grab information about federal jobs at the Partnership's Summer Job Fair.

BOTTOM RIGHT: Former Secretary of Homeland Security *Tom Ridge* shares thoughts on public service with students at Princeton University.



Another goal of the *Recruitment Initiative* has been to help agencies do a better job with their outreach to today's students. This fall, the Partnership and OPM hosted two *Federal Career Days* at Louisiana State University and The Ohio State University. Building upon some components of the traditional career fair, these events contained a variety of other activities for students and recruiters, including a faculty/recruiter networking reception, a "How to Navigate the Federal Hiring Process" workshop and additional sessions targeted to students with in-demand skills. The events attracted more than 2,200 students.

MAKINGTHEDIFFERENCE.ORG

The Partnership's research reveals that to reach young people, our government will need new distribution models for sharing information about federal careers. *Call to Serve* launched a new Web site designed specifically for young people — makingthedifference.org. The site lists "Hot Jobs" and "Cool Internships," and is filled with useful tips on topics like student loan repayment programs. [Makingthedifference.org](http://makingthedifference.org) profiles young federal employees to put a fresh face on our government and to help students see that there are people like them working in government.

LOOKING AHEAD

Fed Experience

Getting the right people into government is not just about recruiting young people. Federal agencies need a full range of talent with various levels of experience to fill their growing number of vacancies. The Partnership proposed a new initiative, *Fed Experience*, that will encourage retiring baby boomers to pursue encore careers with the federal government. The logic behind this project is that just as thousands of civil servants will be leaving government in the coming years, millions of boomers will be retiring from jobs in the private and nonprofit sectors. These "retirees" are healthy and well-educated, and,

according to multiple surveys, the majority of them also want to continue working in jobs where they can serve the greater good. In cooperation with Civic Ventures, the Partnership has already published a white paper on the challenge of attracting older workers to the federal government. The Atlantic Philanthropies have committed \$250,000 in 2007 to more fully research the *Fed Experience* idea. This research is expected to inform the development of a pilot project to increase the flow of boomers entering government.

Where the Jobs Are

Before you can attract the right talent, you need to identify what positions need to be filled. In 2007, the Partnership is teaming with Careerbuilder.com to update its *Where the Jobs Are* report. This report offers government-wide, agency and occupation specific projections of future hiring needs. The first *Where the Jobs Are* report, produced in 2005, was downloaded more than 150,000 times, making it one of the most widely used Partnership products ever. The report helps policymakers plan ahead for key workforce challenges and has proven to be a popular resource for people interested in federal jobs.

ANNUAL SUMMER INTERN EVENT

Few things have greater potential to inspire a young person to choose a career path than a personal encounter with one of his or her heroes. That is why the Partnership hosts an annual event featuring prominent public figures to talk about the value of government service to an audience of college-aged people who are in Washington for summer jobs and internships. Sen. Barack Obama and *NBC News*' Tim Russert headlined this year's gathering, and, not surprisingly, the response was overwhelming. On July 26, 2006, nearly 2,000 young people packed Washington's Warner Theatre to hear from America's fastest rising politician and Sunday talk's highest rated newsman. The attendees at this year's town hall forum hailed from 47 different states and represented a wide swath of more than 550 different employers in the federal, nonprofit and private sectors. After the town hall, the interns attended the Partnership's job fair, where they had an opportunity to network with recruiters from more than 30 federal agencies ranging from NASA to the Smithsonian to the CIA.

EDUCATING THE AGENCIES — FEDERAL RECRUITING SUMMIT

The Partnership not only works to inform young people about federal opportunities, we educate federal recruiters on the most effective recruiting techniques. In October, the Partnership sponsored a Federal Agency Recruiting Summit. More than 100 attendees, mostly senior human resources officials, gathered to learn current best practices and discuss how they can better compete for talent. The sessions included a briefing by government officials about new trends in the federal workplace, a panel discussion with recent hires to examine the applicant perspective, and a talk by representatives from McKinsey & Company and Teach for America, who shared insights on how the "competition" recruits.

PRINCETON UNIVERSITY SCHOLARS PROGRAM TO DEVELOP FUTURE FEDS

One way to get more top people into government is by creating new entry channels, and a new collaboration between the Partnership and Princeton University's Woodrow Wilson School of Public and International Affairs does exactly that. In February 2006, Princeton launched the highly selective *Scholars in the Nation's Service* initiative. This project is designed to encourage more of the nation's best students to pursue careers in the U.S. federal government, especially in international relations, science and engineering. Beginning in a student's junior year in college, the six-year program will include a summer federal government internship, approximately two years of federal government service after completing their undergraduate work and a master's degree in public affairs (MPA) from the Wilson School. As Princeton's partner, the Partnership is managing the D.C. component of this program and working with federal agencies to place these scholars in federal jobs that match their interests.

EXTREME HIRING MAKEOVER: THE HIRING TOOLKIT

Getting the right people into government will require overhauling the federal hiring process that has become one of the greatest deterrents to federal service. Many candidates find it too confusing and time consuming, and agencies complain that they still have trouble finding employees who are the right fit for their organization. In 2004, the Partnership assembled a dream team of recruiting experts to overhaul the hiring process at three federal agencies. This project, known as our *Extreme Hiring Makeover*, succeeded in helping these agencies reform their hiring procedures. The Partnership wanted to put the lessons of the *Extreme Hiring Makeover* to use across government, so it joined with the Office of Personnel Management to develop its online Hiring Toolkit. The Toolkit provides agencies government-wide with the proven resources needed to ensure their processes and techniques will recruit the best available talent. The complete Hiring Toolkit is posted online at www.opm.gov/hiringtoolkit.

FUELING INNOVATION

“Great change dominates the world, and unless we move with change we will become its victims.”

ROBERT F. KENNEDY

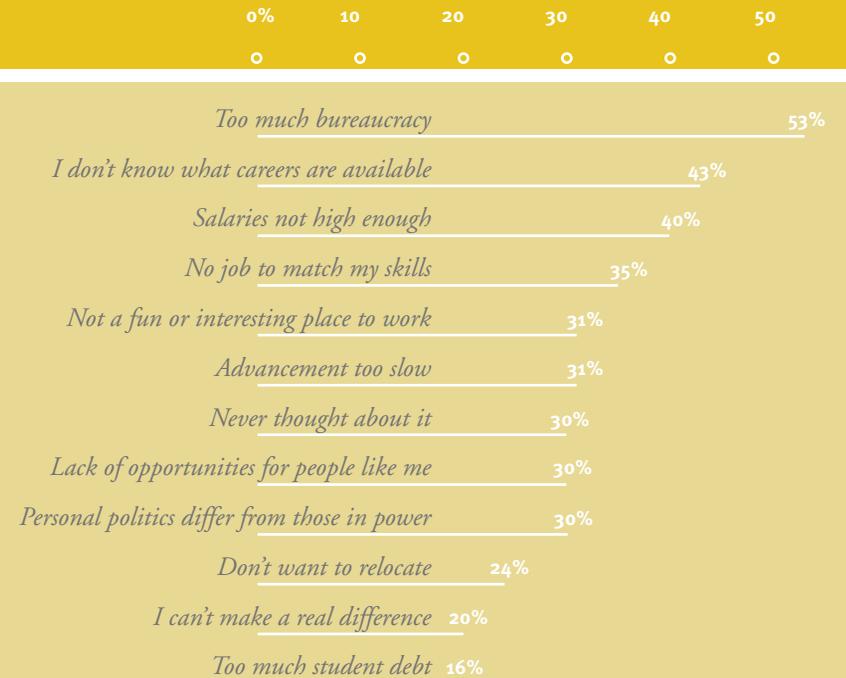
CHALLENGE

WITH A COLLECTIVE ANNUAL BUDGET OF MORE THAN \$2 TRILLION AND MULTIPLE MISSIONS, NO ORGANIZATION FACES MORE COMPLEX AND CONSEQUENTIAL MANAGEMENT CHALLENGES THAN OUR FEDERAL GOVERNMENT. HIGH-PROFILE FAILURES HAVE PROVEN THAT GOVERNMENT MUST CHANGE THE WAY IT OPERATES IN ORDER TO MEET ITS MANY RESPONSIBILITIES.

RED TAPE IS A RED LIGHT

The perception that government is too bureaucratic and stifles innovation is the biggest hurdle deterring people from pursuing government service.

Percentage of students saying issue is a reason NOT to work in the federal government



SOLUTION

THE PARTNERSHIP SPURS INNOVATION IN FEDERAL AGENCIES THROUGH ITS HANDS-ON EFFORTS TO STRENGTHEN FEDERAL LEADERSHIP, ENHANCE TRANSPARENCY AND MEASURE GOVERNMENT EFFECTIVENESS. BY ENGAGING PRIVATE SECTOR PARTNERS AND AGENCY LEADERS COMMITTED TO CHANGE, IT ALSO WORKS TO IMPROVE THE BUSINESS OF GOVERNMENT.

FUELING INNOVATION

THE CHALLENGES FACING OUR GOVERNMENT ARE BECOMING INCREASINGLY COMPLEX, YET MANY AGENCIES ARE HAVING DIFFICULTY MAKING THE NECESSARY CHANGES TO KEEP PACE WITH THESE EVOLVING CIRCUMSTANCES. THE PARTNERSHIP WORKS DIRECTLY WITH AGENCY LEADERS TO DEVELOP CREATIVE SOLUTIONS TO DISCRETE PROBLEMS. PERHAPS MORE IMPORTANTLY, THE PARTNERSHIP STRIVES TO CREATE A CULTURE OF INNOVATION THROUGHOUT GOVERNMENT BY INJECTING NEW IDEAS AND CULTIVATING CHANGE LEADERS WITHIN FEDERAL AGENCIES. THIS CULTURE CHANGE WILL HELP TO BOOST GOVERNMENT EFFECTIVENESS AND MAKE AGENCIES MORE ATTRACTIVE PLACES TO WORK.

PRIVATE SECTOR COUNCIL

The challenges facing our government are on such a massive scale that federal agencies must utilize the best management practices from all sectors to develop creative problem-solving strategies. No organization is doing more to directly engage the expertise of the private sector to improve the business of government on an operational level than the Partnership's *Private Sector Council (PSC)*.

PSC pairs representatives from its member companies with federal partners to work on various projects, offering both business and government leaders a unique opportunity to come together to tackle our nation's biggest challenges on an operational level. Since it was created, *PSC* has completed 400-plus projects ranging from digitizing the Food Stamp program to helping the Library of Congress stop the theft of rare documents.

Founded by David Packard in 1983, *PSC* officially merged with the Partnership in 2005, and it has become the Partnership's primary vehicle

for fueling innovation. In 2006, *PSC* welcomed the following new members: DFI International, Grant Thornton LLP, Greater Washington Board of Trade and Pepco.

Just as the Partnership's New York City Gala helps to build support within New York's business community, *PSC's* annual *Leadership Awards Dinner* helps the Partnership reach out to Washington's private sector leaders. At each dinner, *PSC* recognizes the contributions of a top government and business leader who have promoted cross-sector partnerships to address some of government's toughest challenges. Our 2006 honorees were U.S. Rep. Jane Harman (D-CA) and Lockheed Martin Chairman, President and CEO Robert Stevens.

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TOP LEFT: PSC President Howie Weizmann congratulates Public Sector Leadership Award winner Rep. Jane Harman at the 2006 Leadership Awards Dinner.

BOTTOM LEFT: Sen. George Voinovich presents the Private Sector Leadership Award to Lockheed Martin CEO Robert Stevens at the 2006 Leadership Awards Dinner.

BOTTOM RIGHT: Coast Guard Commandant Thad Allen speaks at PSC's annual member meeting.



DRIVING ACQUISITION INNOVATION

One area where government policies have failed to keep pace with rapidly changing dynamics is the field of federal procurement. Over the past five years, our government's procurement outlays increased 60 percent, and the nature of these transactions has shifted from the purchase of goods to the purchase of services. Despite new priorities, agencies still use old practices, and stories coming out of Iraq and Hurricane Katrina have left no doubt that the system needs fixing.

To improve federal procurement practices, *PSC* convened a series of forums that were attended by more than 35 top corporate and federal acquisition

executives including representatives from *PSC* members Brunswick Corporation, DuPont, IBM, Lockheed Martin, Northrop Grumman and Pfizer. Based on these discussions, *PSC* drafted the *Acquisition Innovation Pilot Handbook*, a step-by-step guide for improving post-award federal contract management. In an effort to put the *Handbook's* recommendations into use, agencies including USAID, the Department of Energy, the Department of Homeland Security and the Defense Intelligence Agency have agreed to participate in a pilot project where they will use the *Handbook* to manage some of their contracts. *PSC* will compile their lessons learned and refine the guide for government-wide distribution.

LOOKING AHEAD

Best Places to Work

In 2007, the third edition of the *Best Places to Work* index will be created jointly with American University's Institute for the Study of Public Policy Implementation, *U.S. News & World Report* and the Hay Group. The project analyzes government-wide employee satisfaction survey results gathered by the Office of Personnel Management to produce detailed rankings of employee engagement in government agencies.

Walter and Leonore Annenberg Federal Leadership Institute

Effective leadership is essential to driving reform in any organization.

Unfortunately, leadership is one of the areas where our federal government most dramatically lags the private sector. With the support of the Walter and Leonore Annenberg Foundation, the Partnership will establish the *Walter and Leonore Annenberg Federal Leadership Institute*, which aims to close the leadership gap in an unprecedented manner. The *Annenberg Leadership Institute* will identify promising mid-level federal supervisors, build their management and leadership skills, and help improve the performance and effectiveness of their respective federal agencies. What will make the *Annenberg Leadership Institute* unique is its action-

oriented focus, which will utilize *PSC* engagements to give participants hands-on leadership experience.

Reforming the Intelligence Community

Change is upon the U.S. intelligence community, which is still working to implement the statutory reforms passed by Congress in 2004. *PSC* is working with the House Permanent Select Committee on Intelligence to identify the leading measures it should monitor to evaluate the effectiveness of the intelligence community's human capital and integration initiatives. *PSC* expects to brief the Oversight Subcommittee on our findings in early 2007. Partners on this

project include Adobe, Alcoa, DFI International, IBM, Pfizer, RHR International and Watson Wyatt Worldwide.

Current and Emerging Human Capital Issues

In cooperation with Grant Thornton LLP, the Partnership is conducting a series of in-depth interviews with federal Chief Human Capital Officers to learn, first-hand, about the most pressing federal human capital issues of today — and tomorrow. Our report will assess issues and propose potential solutions. We hope to conduct follow-up surveys to build on this baseline data.

STRENGTHENING RESPONSIVENESS IN TIMES OF CRISIS

Hurricane Katrina obviously exposed many agencies that needed to rethink some of their practices, but one that escaped most people's attention was the Small Business Administration (SBA). The agency confronted significant challenges processing and disbursing business and home loans due to an unprecedented demand for services by businesses that suffered losses as a result of Katrina. With assistance from Mellon Financial Corporation, *PSC* offered the SBA expert advice on disaster response planning, emergency response infrastructure and logistics, and temporary staffing. SBA officials are using this input to influence their long-range disaster planning to improve future on-site service delivery to businesses and individuals. In the end, these reforms should enable SBA to provide more aid to more people in less time.

HUMAN CAPITAL PLANNING

With an increasingly competitive market for talented workers, federal agencies need to be more strategic about how they go about putting together teams with the right mix of talent and skills needed to achieve their goals. At each agency, the first step to building that team is strategic human capital planning. Unfortunately, when it comes to human capital planning at federal agencies, it's an uneven landscape. Some agencies do an excellent job, while many struggle. In December, *PSC* convened a roundtable conversation among federal human resources leaders and our *PSC* members, including DFI International, IBM and Watson Wyatt Worldwide, to discuss successes and challenges implementing the human capital provisions of the President's Management Agenda. *PSC* also used the event to release our *Strategic Human Capital Planning Guide*, which offers step-by-step instructions on how to develop an effective plan.

STATE OF THE PUBLIC SERVICE CONFERENCE

Increased transparency and improved measurement are surefire strategies for driving change in government. Simply put, what gets measured gets changed. When it comes to the state of our federal workforce, despite an abundance of anecdotal evidence, there is no comprehensive gauge for the health of our civil service.

In June, with the support of the Rockefeller Brothers Fund, the Partnership hosted the *State of the Public Service* conference in Westchester County, New York. Leaders from the government, nonprofit, business, academic and foundation worlds participated in this important effort to create a meaningful report card that will measure the condition of our federal civil service. In addition to engaging key allies in each of these communities on this topic, the conference succeeded in forging a consensus about what elements of an effective civil service should be measured by this indicator system.

Work to develop this indicator system is under way, and the first *State of the Public Service* report is slated to be released in early 2008. Creating this national report card, giving it high-profile visibility and renewing it on a regular basis will help inform decision making, increase awareness about the state of public service in America and improve government performance.

SUSTAINING OUR MISSION

IN 2001, THE PARTNERSHIP FOR PUBLIC SERVICE WAS ESTABLISHED WITH A FIVE-YEAR, \$25 MILLION INVESTMENT BY SAMUEL J. HEYMAN. THANKS TO GENEROUS CORPORATE SUPPORT, PRIVATE DONATIONS, IN-KIND CONTRIBUTIONS AND FOUNDATION GIFTS, THE PARTNERSHIP HAS BEEN ABLE TO SIGNIFICANTLY DIVERSIFY ITS BASE OF SUPPORT.

This past year was a particularly strong one for the Partnership's fund-raising efforts. Most notably, the Partnership received unprecedented support from the foundation world in 2006.

- › The Annenberg Foundation committed \$4 million to be spent over four years to establish both the *Walter and Leonore Annenberg Federal Leadership Institute* and the *Walter and Leonore Annenberg Public Service Speakers Bureau*.
- › The Atlantic Philanthropies contributed \$250,000 for the coming year to research ways to encourage retiring boomers to enter federal service.
- › The Ford Foundation provided \$100,000 to support the Partnership's *Government After Katrina* project to encourage the media to emphasize forward-looking solutions to government's challenges as part of its coverage of the hurricane's first anniversary.
- › The Rockefeller Brothers Fund provided generous support to host the Partnership's *State of the Public Service* conference.

On top of this foundation support, the fourth annual Partnership for Public Service gala in New York City raised a record \$2.3 million. With these contributions, the Partnership's endowment now exceeds \$10 million.

Finally, at the conclusion of his original commitment from 2001, Samuel Heyman entered into a new five-year agreement of support to continue the Partnership's work.

We acknowledge with grateful appreciation all those who have contributed to our success and invested in building excellence in service to America.

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The support of these companies and individuals, which provided the Partnership with services on a pro bono or reduced fee basis, is gratefully acknowledged:

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SPECIAL THANKS

For their tireless efforts in support of our New York City Gala and *Go Public!* fund-raisers, the Partnership thanks:

Karen Carroll
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Every effort has been made to ensure the accuracy of this annual report for contributions received from January 1, 2006, to December 31, 2006. Please inform the development office at 202-775-9111 of any inaccuracies.

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FINANCIAL STATEMENTS

Partnership for Public Service, Inc.

STATEMENTS OF FINANCIAL POSITION — FOR THE YEARS ENDED DECEMBER 31,

	2006	2005
ASSETS		
CURRENT ASSETS:		
Cash	\$ 4,223,337	\$ 1,058,710
Accounts receivable	160,000	182,315
Pledges receivable	324,050	34,000
Prepaid expenses	72,684	95,315
TOTAL CURRENT ASSETS	\$ 4,780,071	\$ 1,370,340
INVESTMENTS	13,149,700	12,481,741
PROPERTY, EQUIPMENT, SOFTWARE — NET	227,374	295,398
OTHER ASSETS:		
Deposits	115,162	-
TOTAL OTHER ASSETS		
TOTAL ASSETS	\$ 18,272,307	\$ 14,147,479
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable and accrued expenses	\$ 215,560	\$ 267,269
NET ASSETS:		
Unrestricted:		
Undesignated	\$ 9,527,693	\$ 1,339,469
Board designated-reserves	8,205,004	12,481,741
	17,732,697	13,821,210
Temporarily restricted	324,050	59,000
TOTAL NET ASSETS	\$ 18,056,747	\$ 13,880,210
TOTAL LIABILITIES AND NET ASSETS	\$ 18,272,307	\$ 14,147,479

Unaudited financial statements

PARTNERSHIP FOR PUBLIC SERVICE

*(Financial Statements, continued)***STATEMENT OF CASH FLOWS** — FOR THE YEARS ENDED DECEMBER 31,

	2006	2005
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash received from contributions, special events and program activities	\$ 3,248,512	\$ 3,170,528
Dividends and interest received	548,424	370,112
Cash paid to suppliers and employees	(5,339,012)	(5,402,542)
NET CASH (USED IN) OPERATING ACTIVITIES	\$ (1,542,076)	\$ (1,861,902)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of investments	\$ (3,575,609)	\$ (5,497,362)
Proceeds from the sale of investments	8,314,572	2,106,581
Purchases of property, equipment and software	(32,260)	(112,837)
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	\$ 4,706,703	\$ (3,503,618)
NET INCREASE (DECREASE) IN CASH	\$ 3,164,627	\$ (5,365,520)
CASH, BEGINNING OF YEAR	1,058,710	6,424,230
CASH, END OF YEAR	\$ 4,223,337	\$ 1,058,710
RECONCILIATION OF CHANGE IN NET ASSETS TO		
NET CASH (USED IN) OPERATING ACTIVITIES:		
Change in net assets	\$ 4,176,537	\$ 3,231,145
Reconciliation adjustments:		
Donated stock	(4,930,041)	(5,210,100)
Depreciation	111,468	77,108
Net realized and unrealized gains on investments	(487,565)	(70,084)
(Gain) Loss on disposal of equipment	(500)	13,380
Changes in assets and liabilities:		
Accounts receivable	22,315	63,691
Pledges receivable	(290,050)	36,150
Prepaid expenses	22,631	(52,214)
Other Assets	(115,162)	-
Accounts payable and accrued expenses	(51,709)	49,022
NET CASH (USED IN) OPERATING ACTIVITIES	\$ (1,542,076)	\$ (1,861,902)

(Financial Statements, continued)

STATEMENT OF ACTIVITIES — FOR THE YEARS ENDED DECEMBER 31,

	2006	2005
SUPPORT AND REVENUE:		
Contributions	\$ 5,009,746	\$ 5,218,162
Special event	2,401,260	2,511,230
Less: cost of direct benefit to donors	(177,180)	(541,269)
Membership revenue	189,646	286,291
In-kind contributions	97,500	60,046
Sponsorship and grant revenue	402,310	139,807
Contract and publications revenue	623,567	179,331
Investment income	1,035,989	440,196
Miscellaneous income	6,074	-
TOTAL SUPPORT AND REVENUE	\$ 9,588,912	\$ 8,293,794
EXPENSES:		
Program services:		
Education and outreach	\$ 904,328	\$ 666,731
Agency partnerships	1,191,384	877,066
Policy and research	737,435	598,686
Communications	1,118,059	844,881
Government affairs	257,015	213,846
Total program services	\$ 4,208,221	\$ 3,201,210
Supporting services:		
Management and general	\$ 542,007	\$ 490,338
Fundraising	662,147	1,371,101
Total supporting services	\$ 1,204,154	\$ 1,861,439
TOTAL EXPENSES	\$ 5,412,375	\$ 5,062,649
CHANGE IN NET ASSETS	\$ 4,176,537	\$ 3,231,145
MERGER OF PRIVATE SECTOR COUNCIL	\$ -	\$ 107,183
NET ASSETS, BEGINNING OF YEAR	\$ 13,880,210	\$ 10,541,882
NET ASSETS, END OF YEAR	\$ \$18,056,747*	\$ 13,880,210

* Approximately \$5 million of this amount represents a contribution of stock for 2007 operating expenses. The remaining monies consist of a board-designated endowment and monies intended for investment in that endowment.

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Ashley Houston, *Program Associate*

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Brooke Bohnet, *Program Associate*

Caroline Chang, *Senior Program Manager*

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Alex Heckscher, *Princeton "Project 55" Fellow*

Sally Jaggat, *Senior Consultant*

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Manuela Oellermann, *Strategic Advisor, Detailed from Social Security Administration*

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Margot Conrad, *Program Manager*

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Laura Fischer, *Program Associate*

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