

KNOWLEDGE ORGANIZATIONS
SUCCEED OR FAIL BASED ON
PEOPLE.

GOVERNMENT IS NO
EXCEPTION.

2011 ANNUAL REPORT

PARTNERSHIP FOR PUBLIC SERVICE



GOOD GOVERNMENT STARTS WITH GOOD PEOPLE.

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DEAR FRIENDS, COLLEAGUES AND SUPPORTERS:

We launched the Partnership for Public Service in 2001 to improve our government's effectiveness by revitalizing our federal workforce. We set out with the principle that good government starts with good people and built a reform agenda based on that core tenet. We understood the immensity of the task in front of us, and that change would not come easily.

We recently marked our 10-year anniversary, and while we are more committed than ever to our core principle, we have learned a great deal about changing government so that it can be successful in a rapidly evolving world.

First, we learned that it is possible. The Partnership was a driving force behind recent government-wide hiring reform, which is pushing agencies to be more responsive and transparent throughout the process and to reduce the time it takes to hire someone. We also were instrumental in getting government to create its new "Pathways" program, which offers enhanced use of internships as talent pipelines for students and recent graduates into full-time positions.

Second, we learned that our goal of revitalizing public service involves more than just attracting talent to federal service. We realized that we must simultaneously improve the way government works because the systems that manage and support our public servants are so rigid and arcane that they discourage innovation and impede performance. Since its inception, the Partnership has contributed to 24 new laws to improve recruitment, retention, management and performance of mission-critical talent in government.

Finally, we also came to understand that without strong and lasting external support, our government workforce will never function at its full potential. Our nation's top leaders are, by constitutional design, transitory. Their average tenure is one-and-a-half to two years—too short a time to take on systemic change initiatives and sustain their momentum.

In light of these lessons learned, we completed a strategic review of our work, and we are pleased to share our updated vision with you throughout this annual report. We have used this review to refine our approach, narrow our focus and set goals to measure the change we seek.

The organization we have built over the past 10 years is unique in addressing government's challenges. We remain committed to serving as the premier nonprofit focused on government effectiveness, and we are proud of the impact we have made in our first decade. But we recognize there is much still to do.

We will continue to be an important force that provides sustained attention to our government's management, highlighting both challenges and successes to ensure it has the capacity to effectively serve the American people. We will provide much needed continuity—serving as a bridge from leader to leader, administration to administration—and we will be relentless in our focus on government's operations.

We thank you for supporting us over the past 10 years and look forward to working with you to revitalize our government in the years ahead.



Tom Bernstein
Chairman



Max Stier
President and CEO

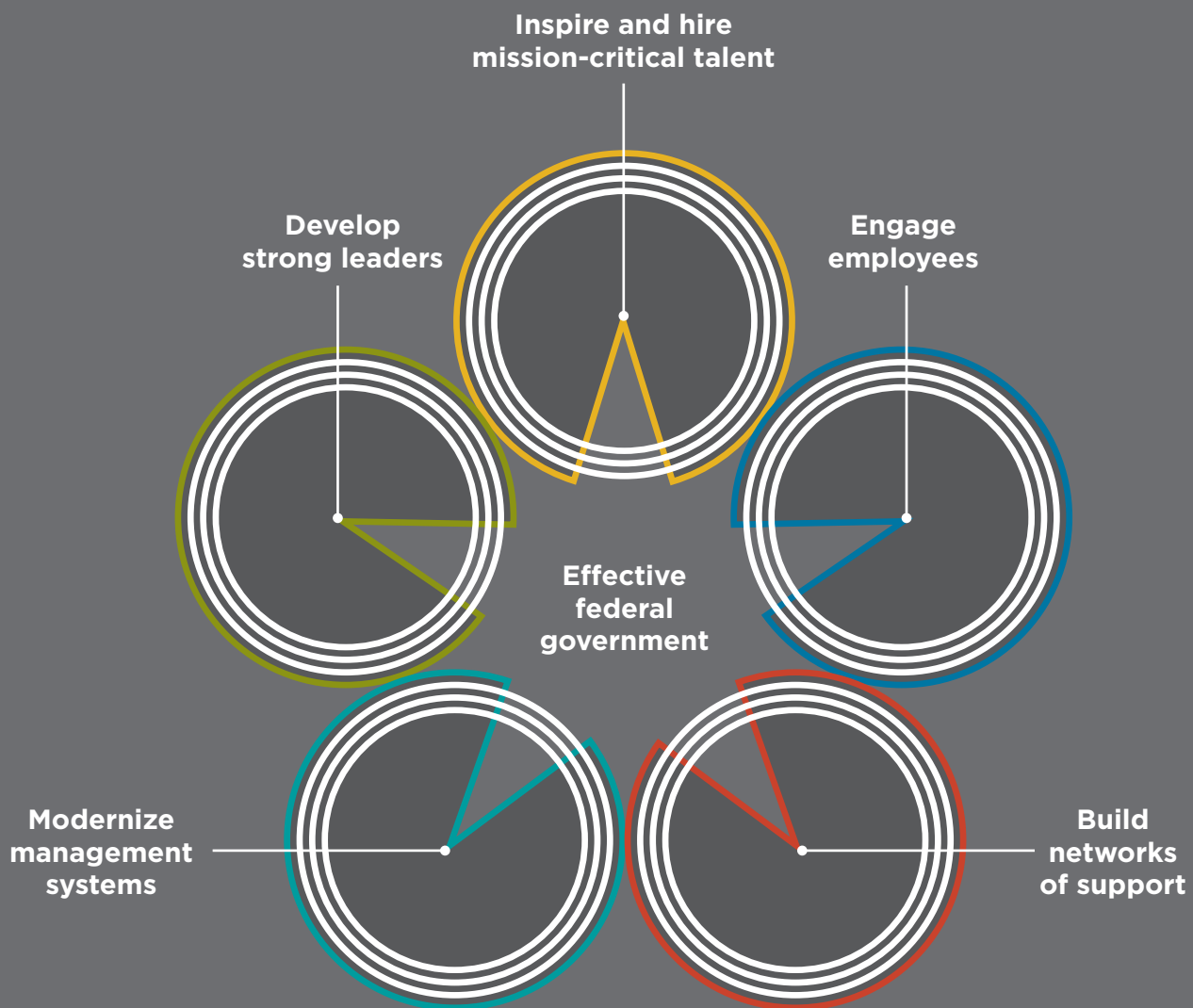
VISION STATEMENT

We envision a dynamic and innovative federal government that effectively serves the American people.

MISSION STATEMENT

The Partnership for Public Service works to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works.

OUR STRATEGY FOR CHANGE



VALUES STATEMENT

We believe that good organizations start with good people. We strive for excellence, as one team, in pursuit of our mission. Our values guide how we achieve success for the Partnership and our partners:

- Passion for public service and our work toward a more effective government
- People who promote a culture of learning, leadership, collaboration, inclusion and respect
- Persistence to drive change, take strategic risks and deliver results
- Promise to be trustworthy, nonpartisan and fiscally responsible

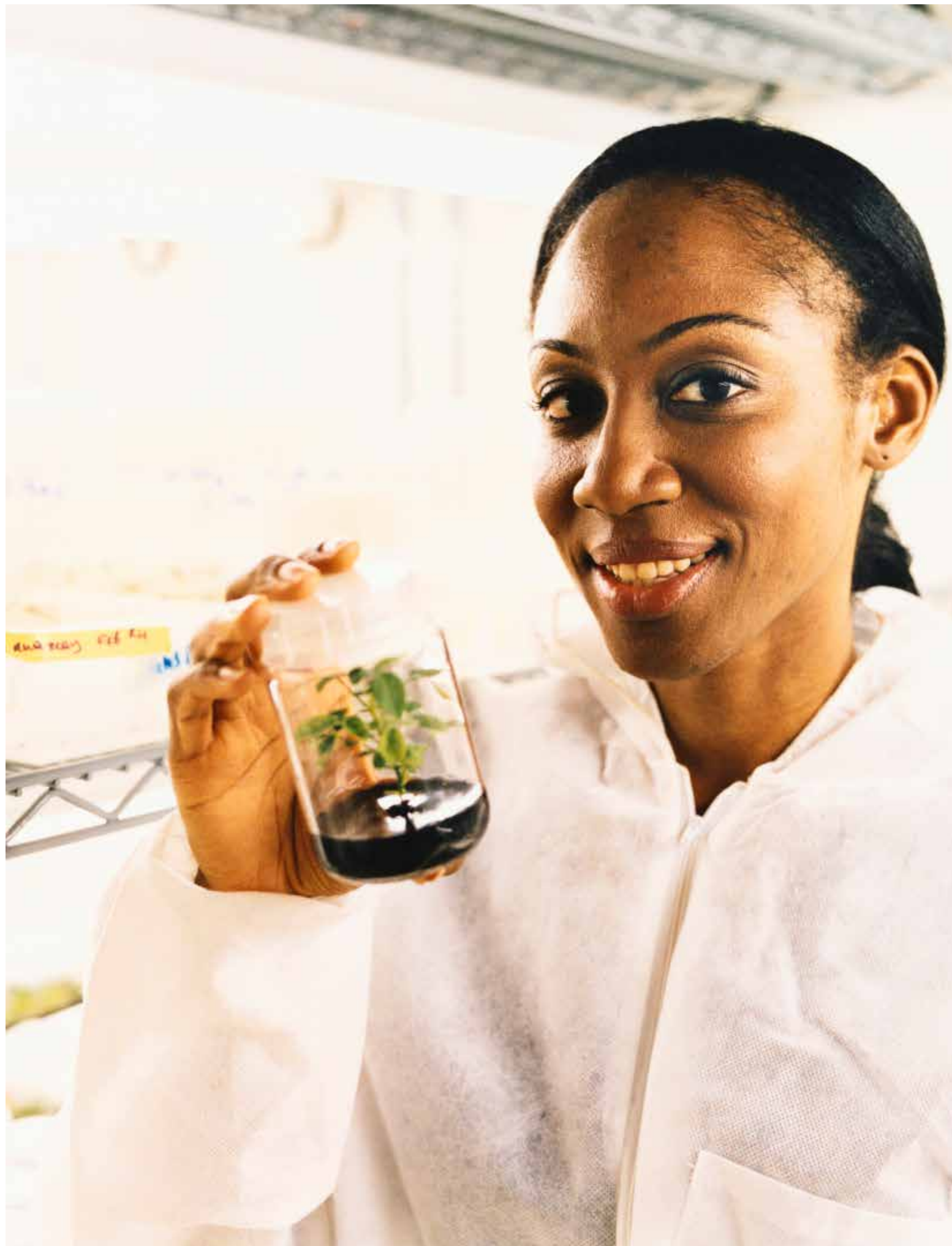
OUR APPROACH

We believe that by strengthening the civil service, we help government work better to serve the needs of all 310 million Americans. As a nonprofit, nonpartisan, mission-driven organization, we bring unique characteristics to that effort, including third-party credibility, continuity, a strong ability to convene across sectors and a passion for change.

We ask important questions aimed at improving government. Is government recruiting the right people? Is it providing them with the tools to perform well? Is it preparing our leaders to lead? Does it encourage excellence and innovation? How does it measure and report its performance so the American public better understands what government does?

The Partnership doesn't attempt to do government's job. Instead, we partner with government and other stakeholders to understand problems and find solutions. We suggest strategies that help federal agencies attract and hire the brightest, most promising individuals. We facilitate public-private collaborations to help public servants develop, innovate and lead. We help government agencies to hold themselves accountable for progress, and we give them tools to improve when they fall short of their goals. We enhance public understanding of the valuable work civil servants perform every day.

For the past decade—through two presidential administrations and scores of leadership changes across federal agencies—the Partnership has helped government nurture its most important asset: its people.



INSPIRE AND HIRE MISSION-CRITICAL TALENT

CHALLENGE

The federal workforce is losing the war for talent. Few college students (13 percent) say they are knowledgeable about federal opportunities and how to apply for them. The opaque and cumbersome hiring process is a major deterrent to applicants, and government rarely fills mid-level or high-level positions with candidates outside its ranks. The result is a government workforce that is isolated and out of touch with the rest of our nation's labor market.

The challenge is particularly acute for mission-critical talent, which includes people with expertise in science, technology, engineering, mathematics and medicine.

Government's struggle to compete for top talent is especially troublesome at a time when more than half of the Senior Executive Service, government's senior-most leaders, are poised to retire and take their institutional knowledge and specialized expertise with them. With these departures, government has an opportunity to reshape the workforce, but it must reimagine the talent it needs and be able to compete for it.

OPPORTUNITY

We can increase knowledge about federal careers and remove impediments to public service by: reforming the hiring process; educating college and university students, faculty and career professionals about federal opportunities and how students can apply for them; and working directly with federal agencies to improve the way they recruit and hire top talent at all levels.

Federal student ambassadors from North Carolina A&T State University, Arizona State University, Howard University, Vanderbilt University and California State University, Fullerton.



WORK IN ACTION

The DOE Student Ambassadors Program has exceeded our expectations; it is a cost-effective means to brand and market our jobs directly to students while sustaining a credible and interactive presence on college campuses.

Michael Kane
Former Chief Human Capital Officer
Department of Energy

Our *Call to Serve* program leverages hundreds of colleges and universities and dozens of federal agencies to educate people with mission-critical skills about federal careers and inspire them into public service. *Call to Serve* features the only national network of colleges and universities dedicated exclusively to promoting federal service.

To talk about the vast scope of public service careers and to share firsthand experiences regarding the incredible impact that can be made, the Partnership launched the *Call to Serve* Speakers Bureau to send federal employees to college campuses around the country. The Speakers Bureau has reached tens of thousands of students considering federal careers. However, our research revealed that students are most motivated by their peers, so we augmented the Speakers Bureau with an initiative to have students who worked as federal interns share their experiences on campus and promote federal service.

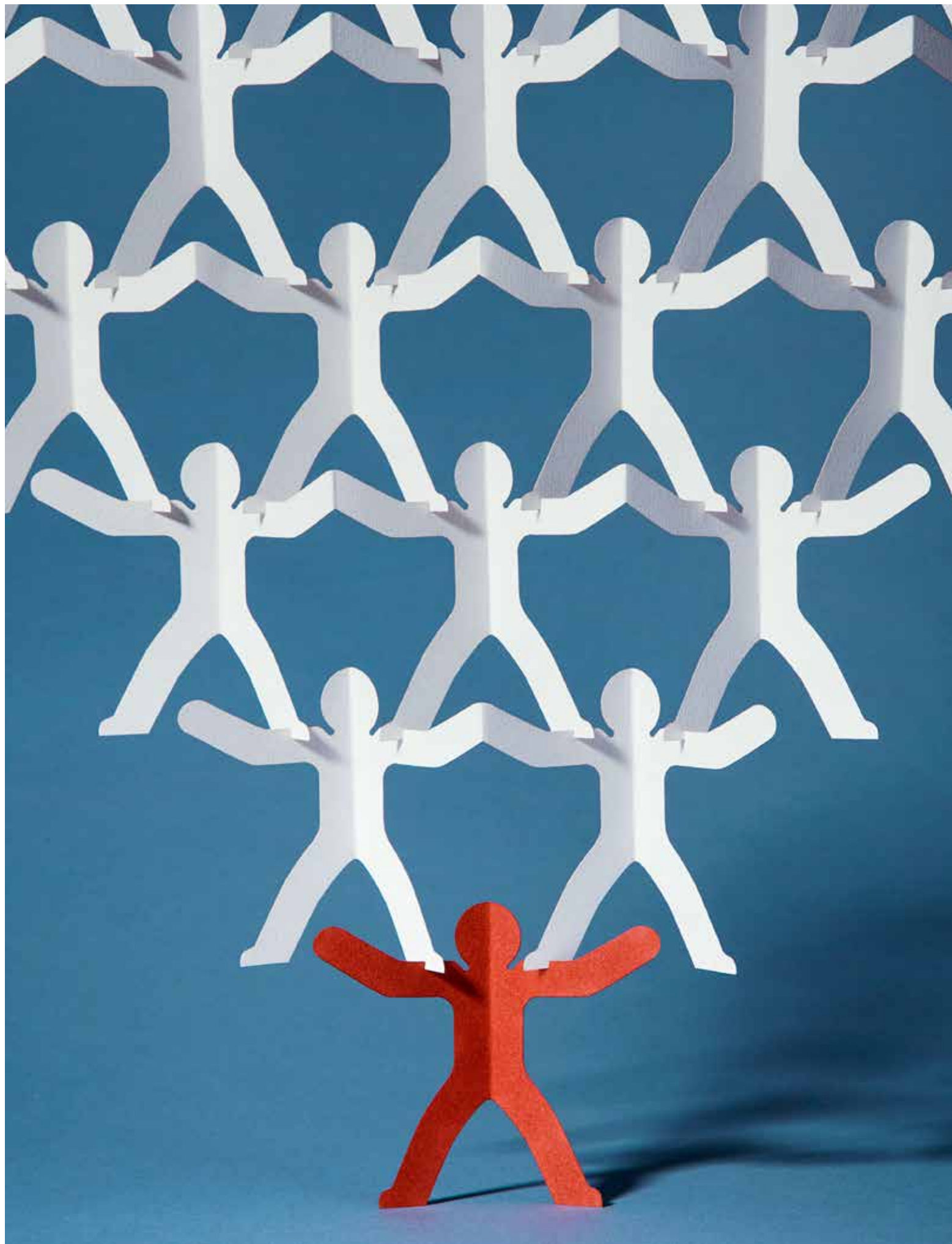
But outreach to students alone is not the answer. Federal agencies need to be more proactive if they're going to compete for top talent. The Partnership helps agencies develop first-class recruiting, hiring and onboarding programs, and connects them with universities so they can build lasting relationships.

The Partnership also has played a pivotal role over the past 10 years in reforming the federal hiring process, starting with our research showing how the inflexible, confusing and time-consuming system has prevented government from attracting and hiring top job candidates. The Partnership testified before Congress to highlight the problems and provided advice to officials from the Bush and Obama administrations.



IMPACT TO DATE

- The Partnership has built its *Call to Serve* network of more than 750 colleges and universities, and 80 agencies, committed to inspiring a new generation to serve, promoting federal opportunities and aiding agencies' ability to recruit talent effectively.
- The *Call to Serve* Speakers Bureau has reached more than 20,000 students and job seekers. On average, interest in working for the federal government increases by 40 percent among students and job seekers who attend an event featuring one of our Speakers Bureau members.
- The Partnership developed the *Federal Student Ambassadors* program to leverage the insights, enthusiasm and perspectives of former federal interns who, with training, coaching and monitoring provided by the Partnership, actively promote federal internships and jobs to their peers. As an example of their impact, the Department of Energy promoted 22 jobs through its cadre of eight ambassadors in the 2010–2011 year. By doing so, DOE filled 19 of those jobs and simultaneously tripled the number of internship applications from campuses with ambassadors.
- While still a work in progress, the federal hiring system clearly is more efficient, more applicant-friendly and more effective than it was 10 years ago as a result of new policies that mirror many of the recommendations proposed and advocated for by the Partnership.
- Many of the Partnership's recommendations were included in legislation and in the Obama administration's hiring-reform plan that is now being implemented.



DEVELOP STRONG LEADERS

CHALLENGE

Leadership is the most important factor influencing employee satisfaction and commitment, and ultimately, employee performance. It is also one of the most poorly rated workplace categories for our federal government. On a scale of 100 in a survey of federal employees, respondents gave a score of only 54.9 for “effective leadership.” The poor results should come as no surprise when you consider the environment.

Agencies’ senior-most leaders tend to be politically appointed, and serve average tenures of only 18 months to two years. They are rewarded for short-term policy gains, and lack the time and incentive to tackle the long-term, systemic challenges facing our government’s workforce.

Senior career leaders, members of the Senior Executive Service, too often are promoted for their technical expertise rather than their ability to manage people and drive results. Investments in training and developing our nation’s civilian executives are anemic compared to the uniformed military or high-performing, private-sector organizations.

OPPORTUNITY

Today, some 4,000 political appointees and 7,000 members of the Senior Executive Service set the tone for a federal workforce of 2.1 million. By increasing the leadership skills of our nation’s senior-most executives—political or career—we can change the culture of government so that leaders empower their employees, measure progress, hold people accountable and deliver results.



Participants of the *Excellence in Government Fellows* program visit New Orleans, La., to learn from the U.S. Coast Guard and Superdome leadership about the city's critical response to Hurricane Katrina. From left to right: Participants enter a U.S. Coast Guard air station hanger; EIG fellows on the field of the Superdome; helicopter pilots explain their response strategies.

WORK IN ACTION

The EIG program was one of the best things I have ever done! It helped me understand how to be a more effective leader, and I highly recommend it to my peers.

Excellence in Government
fellow

Our *Center for Government Leadership* equips federal leaders to deliver results by inspiring employees, building teams focused on excellence and innovation, and working across boundaries. Mirroring trends among top companies, our leadership programs—such as our *Excellence in Government Fellows* program—provide a combination of coursework, collaborative projects, executive coaching, and benchmark visits to some of our nation's most respected organizations across sectors to improve government's leadership capacity.

Recognizing how closely linked organizational performance is to employee engagement and strong leadership, the Partnership recently began targeted collaborations with individual agencies in addition to offering government-wide programs. This past year, for example, the Partnership launched a joint, three-and-a-half year effort with the U.S. Department of Education to transform its leadership and build a more innovative, collaborative and results-oriented department.

To improve government's leadership at the highest levels, we conducted research and used the findings to encourage legislation requiring the government to provide assistance to major presidential candidates prior to the election so that the eventual winner would be better prepared to govern, and be able to more quickly put leadership teams in place.



IMPACT TO DATE

- In just five years, our leadership programs have reached more than 2,100 federal leaders. Just as important as the scale of our programs is their effectiveness—98 percent of our participants report applying lessons learned in the classroom to become more effective leaders at their agencies.
- With our first full year of work completed at the U.S. Department of Education, we are seeing early indicators of progress. Education's 2011 *Best Places to Work in the Federal Government*® scores around effective leadership increased by 2.7 percent. Scores for supervisors increased 4.4 percent and scores for strategic management increased 9.1 percent.
- The Partnership was a driving force behind passage of the Pre-Election Presidential Transition Act of 2010 that enables candidates to better prepare to lead our nation.



ENGAGE EMPLOYEES

CHALLENGE

While leaders play an integral role in the performance of organizations, change cannot be driven solely from the top down. Leaders in successful organizations engage their employees and encourage them to make frontline decisions. Government needs to do the same to better serve the American public.

For the federal government, employee engagement remains a core challenge. Formal systems and structures have led to a culture where employees seem to feel the need to ask for permission to make even the smallest change.

The Partnership's *Best Places to Work in the Federal Government*® rankings measure employee satisfaction and commitment, key elements of engagement. Our federal government has consistently lagged the private sector in the area of satisfaction and commitment since the rankings first launched in 2003.

Employees are especially dissatisfied with their level of empowerment on work processes, their involvement in decisions that affect their work and the degree of information sharing from top management about what is going on in their organizations.

OPPORTUNITY

With a concerted effort, federal leaders can better understand their level of employee engagement, the barriers to it and ways to overcome those obstacles. The result will be a more engaged, motivated and productive workforce. The Partnership is working to close the gap between private-sector satisfaction and commitment scores and those of federal employees—an important indication that we are creating a more innovative and effective federal government.



During the 2011 *Best Places to Work in the Federal Government*® rankings release, the top-ranking federal agencies were honored at a breakfast in Washington, D.C. From left to right: Acting FDIC Chairman Martin Gruenberg and Partnership President and CEO Max Stier; Deloitte Principal Dan Helfrich; Arleas Upton Kea, Pam Mergen, Nancy Hughes and Ira Kitmacher of the FDIC.

WORK IN ACTION

Employee satisfaction is a leading indicator of effective organizations, and there is no better measure of worker engagement in the federal government than *Best Places to Work*.

Sen. Susan M. Collins (R-Me.)

Our *Best Places to Work in the Federal Government*® rankings provide a mechanism to hold agency leaders accountable for the health of their organizations, serve as an early warning sign for agencies in trouble, offer a roadmap for improvement and give job seekers insights into how federal employees view their agencies.

We publish the rankings annually and provide insights into what drives satisfaction and commitment, and where government is performing well, such as in skill and mission match, or where it is performing poorly, such as in leadership and family-friendly culture. Our rankings and analysis help leaders understand where they fit in the entire federal landscape and identify trouble spots in their own agencies.

To help leaders use their data to drive reforms, we launched an advisory services program that works in partnership with agencies to conduct custom data analysis and lead them through a series of action planning activities that identify and address employee concerns.



IMPACT TO DATE

- Since the *Best Places to Work* rankings launched in 2003, and the Partnership began holding federal agencies publicly accountable for their performance, government-wide employee satisfaction has improved 5.7 percent.
- The White House Office of Management and Budget now requires agencies to submit plans for improving their employee satisfaction and commitment scores, and pays close attention to those who perform poorly in this area.
- Many federal agencies, including the departments of Transportation and the Treasury, are holding their senior-most executives accountable for employee satisfaction and commitment scores.
- To date, we have responded to requests for help from the Overseas Private Investment Corporation; the departments of Education, Housing and Urban Development, and the Treasury; the U.S. Postal Service and the National Credit Union Administration.
- Agencies we directly helped, and that used our action planning guidance, increased their scores at least 50 percent more than the government-wide average increase.



MODERNIZE MANAGEMENT SYSTEMS

CHALLENGE

The systems and structures that support our public servants haven't kept pace with the changing face of government. For example, the General Schedule, the federal government's primary compensation system, was designed more than 60 years ago to meet the needs of a predominantly clerical workforce. It is outdated and serves as a barrier to building and retaining a first-class workforce.

Government also lacks real-time data and performance metrics, which are the hallmarks of good decision making. Other challenges, including government's convoluted acquisition process, antiquated IT systems and inadequate accountability processes, are often cited by federal employees as impediments to their work.

OPPORTUNITY

While numerous government support systems need modernization, the Partnership has chosen to focus first on two areas of reform: modernizing the compensation system and developing organizational performance metrics that are transparent, easily understood and used to drive decisions.

A more market-sensitive system that aligns federal compensation with that of other employers removes one impediment to public service and integrates the public-sector talent market with the broader labor pool, making it easier to move between sectors.

We also can help improve outcomes for the American people and help them better understand what they get from their government by helping government develop credible and transparent systems for measuring and communicating performance. Government cannot manage effectively if it can't measure and evaluate what it is trying to achieve.



At the Securing the Future: Management Lessons of 9/11 forum in July 2011, federal officials gathered for to discuss lessons they learned from the standup of the Department of Homeland Security and the Office of the Director of National Intelligence. From left to right: former CIA Director Michael Hayden, former Director of National Intelligence Mike McConnell and White House Staff Secretary Lisa Brown; audience gathered at the Ronald Reagan Building and International Trade Center; Booz Allen Hamilton Executive Vice President Jimmy Henry, former Secretary of the Navy Richard Danzig, McConnell and Brown.

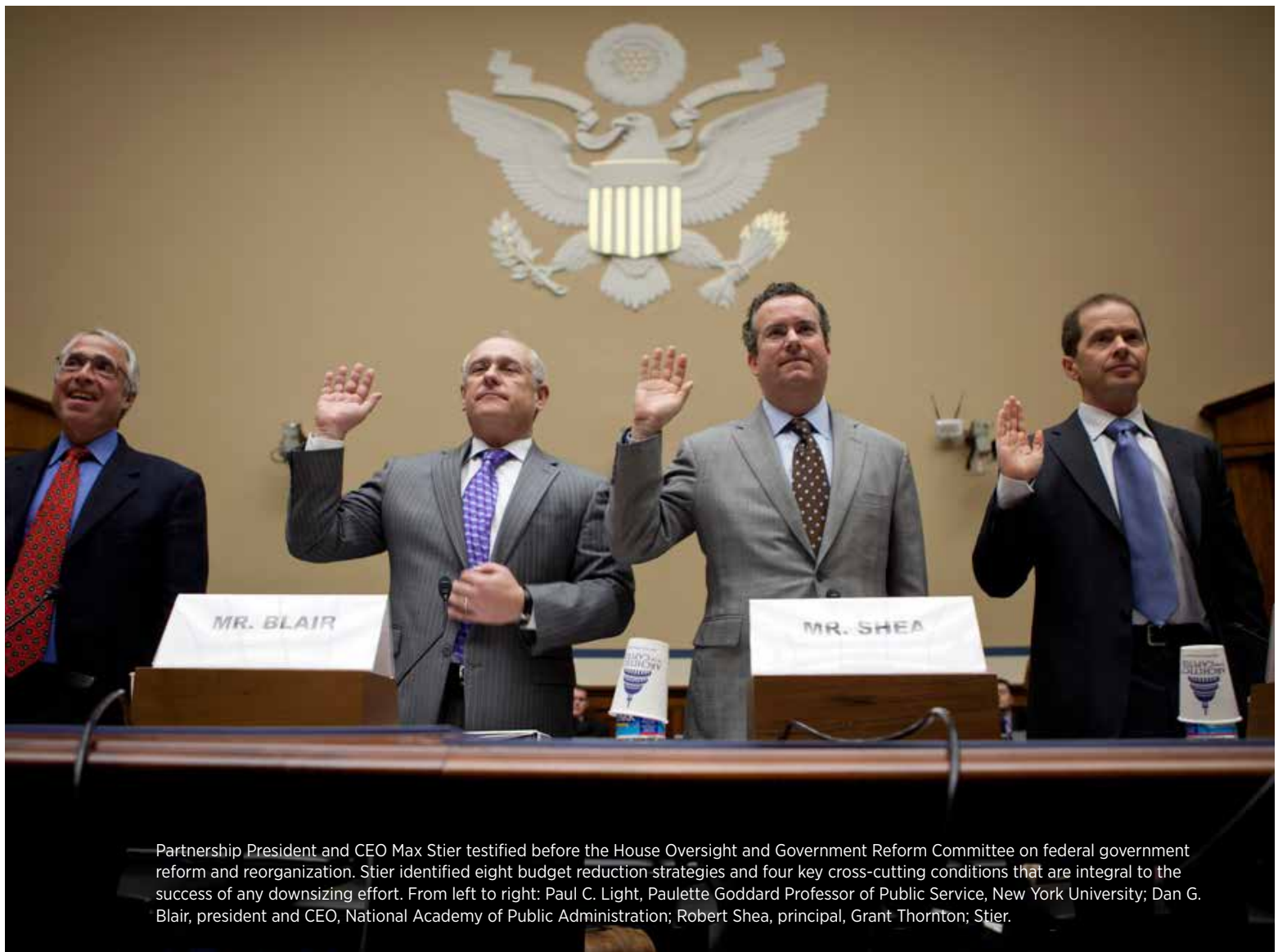
WORK IN ACTION

What we need is a system that is so resilient and agile that it doesn't build itself around predictions of particular problems, but rather builds capabilities against very broad sets of problems.

Richard Danzig
Former Secretary of the Navy

The Partnership is pushing for fundamental pay reform, moving the antiquated General Schedule system to a more market-sensitive system that is in line with the broader labor market.

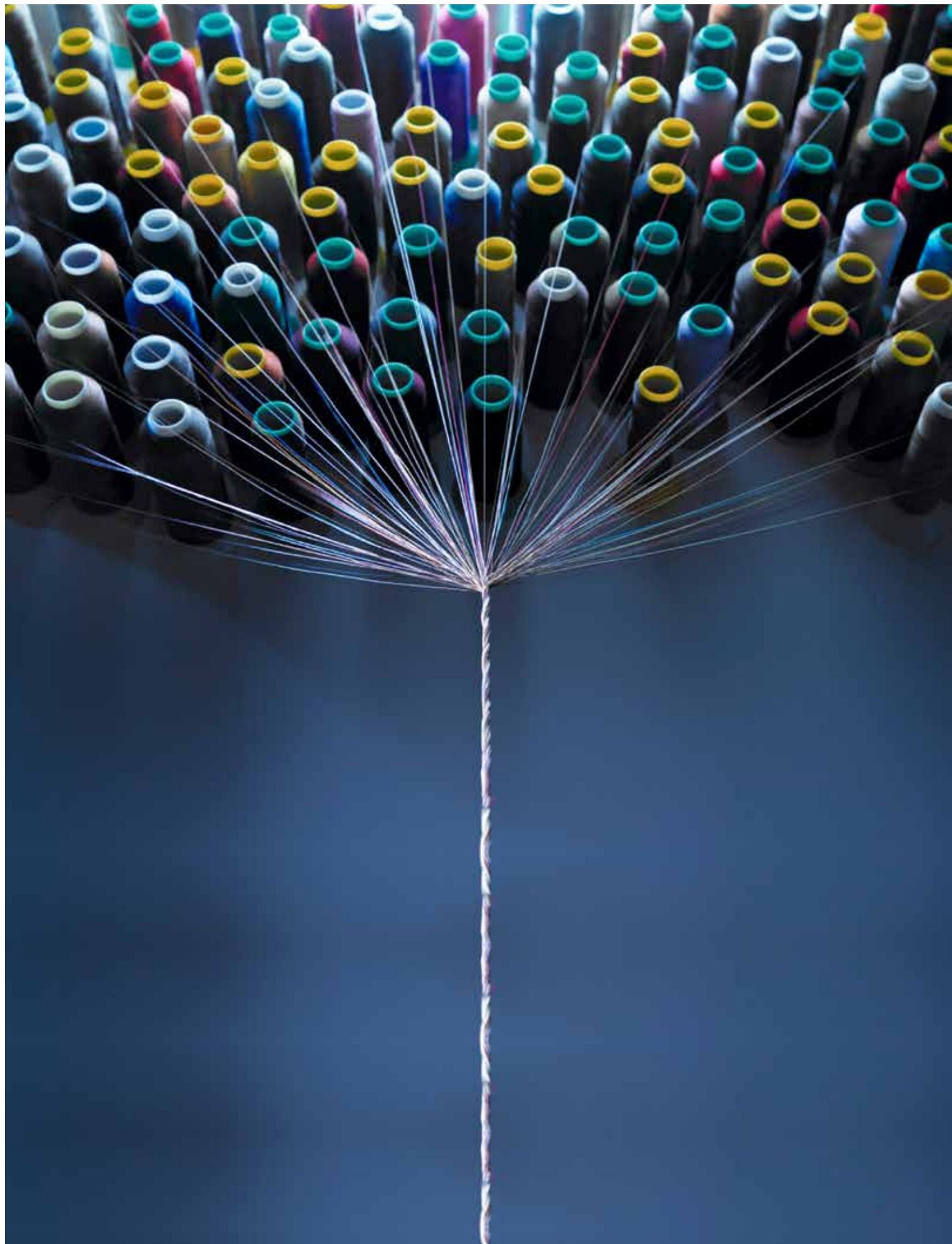
We are also working with partners in and out of government to increase government's capacity to measure and communicate performance against mission goals. We have worked with Congress to ensure that key pieces of legislation include measures of effectiveness, particularly in the areas of personnel and mission performance. We are working with congressional committees to help them understand and assess the impact of federal agency budget actions, and advocated for establishing performance improvement officers across government.



Partnership President and CEO Max Stier testified before the House Oversight and Government Reform Committee on federal government reform and reorganization. Stier identified eight budget reduction strategies and four key cross-cutting conditions that are integral to the success of any downsizing effort. From left to right: Paul C. Light, Paulette Goddard Professor of Public Service, New York University; Dan G. Blair, president and CEO, National Academy of Public Administration; Robert Shea, principal, Grant Thornton; Stier.

IMPACT TO DATE

- The Partnership has contributed to 23 pieces of legislation designed to improve the management and operations of government, including the bills that established chief human capital officers in major departments and agencies, required an annual survey of employee satisfaction and commitment, and set the stage for significant hiring reform.
- The Partnership has testified before Congress on more than 30 occasions to communicate the importance of a vital civil service, the shortcomings of the status quo and the investments needed to build a 21st-century workforce that can meet the needs of the American public.
- We created one of government's most powerful metrics, the *Best Places to Work in the Federal Government*® rankings, using the government's own annual employee survey, so that employee satisfaction and commitment can be benchmarked and leaders can get feedback on their management performance and be held accountable.



BUILD NETWORKS OF SUPPORT

CHALLENGE

President Teddy Roosevelt once observed, “The government is us; we are the government, you and I.” This sentiment seems to have lost its meaning for many Americans and has been replaced by rhetoric that “government is the problem, not the solution.” Few Americans realize how vital government is to their daily health, safety and well-being until something goes wrong.

Because “we are the government,” we must bring all critical segments of our society together—policymakers and the philanthropic, business and academic sectors—to work to ensure that our government workforce is equipped and supported in its endeavor to serve the American people. Government cannot be the solution to our collective problems if it is the sole actor.

OPPORTUNITY

Many organizations work with government to shape policy, but the Partnership is unique in its exclusive focus on the government’s ability to deliver on its commitments through its people. We believe by increasing government’s capacity to function well—because government is the largest actor on virtually every major issue facing our nation, from security to health care to education—we can drive tremendous improvements across our country on a multitude of issues.



During our 2012 Public Service Town Hall, federal employees and the public engaged with a panel that included GSA Acting Administrator Dan Tangherlini; Secretary of Homeland Security Janet Napolitano; Secretary of Transportation Ray LaHood and Secretary of Health and Human Services Kathleen Sebelius. From left to right: Tangherlini, Napolitano and LaHood; Kathleen Murphy of the National Park Service.

WORK IN ACTION

The Partnership represents that bridge between private industry and the public sector really well. They know the mountain of obstacles in the federal sector that need to be overcome in order for them to provide a great service.

Federal agency partner

We are proud of the many networks we have built in support of effective government.

In October 2011, the Partnership convened leaders from government and the private sector—White House officials, agency heads and corporate executives—to discuss how federal agencies and businesses are interacting, how they perceive each other and why increased public-private sector cooperation to improve government operations would benefit both communities. The Partnership now is exploring opportunities for federal agencies and private companies to come together, to better understand each other's needs and to create mutually beneficial cross-sector partnerships, such as talent exchanges and project-based collaborations, around management issues.

Given that government is by far the largest actor across a broad range of social issues, private foundations are interested in how effectively government deploys its significant resources in these areas. In October 2009, the Partnership gathered a group of foundation and government leaders to begin a dialogue about how public-private partnerships could help government operate better, as well as about the benefits to the nonprofit community and those it serves. Since then, the Partnership has continued its efforts to promote such collaborations to bolster the government's ability to deliver services, engage citizens and solve the complex issues affecting our economy, environment and quality of life.



Secretary of Health and Human Services Kathleen Sebelius engages with a town hall participant during the 2011 *Public Service Recognition Week* Public Service Town Hall.

IMPACT TO DATE

- We partnered with three foundations on major projects, including transforming the leadership at the Department of Education that will advance their giving goals and improve the capacity of government.
- The Partnership runs the *Strategic Advisors to Government Executives*, a network of 70 former C-suite government executives who are providing advice and mentorship to executives, particularly through the CIO Bootcamp, a two-day training program to prepare new chief information officers for federal IT and budget challenges.
- We operate a *Chief Human Capital Officers Collaborative* that facilitates information sharing across 30 agencies. We also support a growing *Emerging HR Leaders* program to enhance the professional growth and development of federal HR professionals.
- We secured commitments from more than 20 private-sector companies to improve the business of government.
- The Partnership organizes the congressionally designated *Public Service Recognition Week* every May, promoting the value of government service to the general public and encouraging leaders to recognize and share their agencies' accomplishments.



10



TENTH ANNIVERSARY



SAMUEL J. HEYMAN SERVICE TO AMERICA MEDALS

Our *Samuel J. Heyman Service to America Medals (Sammies)* are awarded annually to honor and celebrate the outstanding accomplishments of our federal workforce. The *Sammies* send a powerful message to the American people about the importance of a strong federal workforce and offer inspiration to a new generation of Americans to pursue public service.

The winners are chosen by a prestigious selection committee that includes leaders from the government, business, the foundation and nonprofit communities, academia and the media. The nine awards honor innovation, dedication to public service and contributions to the public good across a wide array of issue areas.

Since the program's inception in 2001, we have considered nearly 5,000 nominations and have honored more than 330 individuals and teams, highlighting the important service federal employees perform on our behalf every day.

The honorees have been featured in television, radio and print news stories that have reached millions of Americans across the country, generating nearly half a billion media impressions in 2011 alone.

OUR HISTORY

In 1963, Samuel J. Heyman (1939–2009) was fresh out of Harvard Law School. Inspired by President John F. Kennedy's call to serve, Heyman joined the U.S. Department of Justice and served as an assistant U.S. Attorney for the District of Connecticut. Upon his father's death in 1968, Heyman left government to assume responsibility for his family's business, but his experiences in government fueled his belief that public service was not only honorable, but vitally important to the nation and deserving of America's best talent. "The future of our nation quite simply depends on the quality of our government," Heyman said.

As the new millennium dawned, Heyman realized that our government would lose an entire generation to retirement: those, like him, who had answered President Kennedy's appeal. He believed that the challenges facing the country were the most profound in decades and that replacing a generation of public servants with the very best talent must be a national imperative. He was enthusiastic about the possibilities, noting "my optimism about what can be accomplished is underpinned by the fact that young Americans today are so extraordinarily idealistic. They are the most active citizens in recent history. They're volunteering for community service at record levels and they are the most likely of all age groups to believe that one person can make a difference by helping others."

So in 2001, Heyman founded the Partnership for Public Service to revitalize the federal civil service. Since that time the Partnership has worked to restore pride in government service and to attract the country's most talented, intelligent and committed workers to serve the American people.



Government service must be attractive enough to lure our most talented people. It must be challenging enough to call forth our greatest efforts. It must be interesting enough to retain their services. It must be satisfying enough to inspire single-minded loyalty and dedication. It must be important enough to each individual to call forth reserves of energy and enthusiasm.

President John F. Kennedy
Message to the Federal Service, 1961

Samuel J. Heyman (1939–2009)
Founding Chairman, Partnership for Public Service, 2001–2009

IN THE NEWS

The Partnership's work has been featured by hundreds of media outlets across the nation, highlighting the importance of effective government.

The Washington Post Forbes

POLITICO The New York Times

THE WALL STREET JOURNAL.



REUTERS



Bloomberg



FEDERALTIMES



Aol Government.



SUSTAINING OUR MISSION

The Partnership’s work and ongoing success would not be possible without generous financial and in-kind support from corporations, foundations and individuals. We acknowledge with grateful appreciation all of the following who make our work possible:

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Ronnie F. and Samuel J. Heyman

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Amiko Matsumoto
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The Gallup Organization
Hay Group
Sam Kittner

Gail T. Lovelace
Kara Maciel at Epstein Becker Green
Diana Farrell, Larry Mendonca, Matt Miller and
Samantha Test at McKinsey & Company
Janet Murphy
National Association of Colleges and Employers
(NACE)
Bob Schieffer
Mary and Jeffrey Zients

Every effort has been made to ensure the accuracy of contributions received from January 1, 2011, through December 31, 2011. Please inform the development office at (202) 775-9111 of any oversights or inaccuracies, and accept our apologies in advance.

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITIONS—FOR THE YEARS ENDED DECEMBER 31,

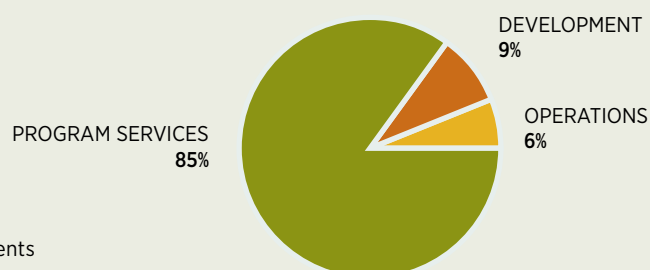
	2011*	2010
ASSETS		
Current assets:		
Cash	\$ 2,627,370	\$ 2,919,746
Accounts receivable	1,396,925	1,371,137
Pledges receivable	40,000	1,727,175
Prepaid expenses	63,844	68,312
TOTAL CURRENT ASSETS	\$ 4,128,139	\$ 6,086,370
NET PROPERTY AND EQUIPMENT	\$ 771,756	\$ 231,819
Other Assets:		
Investments	\$ 11,302,253	\$ 13,354,928
Pledges receivable, net of current	631,540	631,540
Deposits	507,615	135,162
TOTAL OTHER ASSETS	12,441,408	14,121,630
TOTAL ASSETS	\$ 17,341,303	\$ 20,439,819
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 693,102	\$ 600,706
Deferred revenue	1,835,634	2,345,201
TOTAL CURRENT LIABILITIES	\$ 2,528,736	\$ 2,945,907
Net assets:		
Unrestricted:		
Undesignated	\$ 2,661,047	\$ 589,183
Board designated	11,302,252	13,354,928
TOTAL UNRESTRICTED	\$ 13,963,299	\$ 13,944,111
Temporarily restricted	\$ 849,268	\$ 3,549,801
TOTAL NET ASSETS	\$ 14,812,567	\$ 17,493,912
TOTAL LIABILITIES AND NET ASSETS	\$ 17,341,303	\$ 20,439,819

* Unaudited financial statements

FINANCIAL STATEMENTS

STATEMENT OF ACTIVITIES—FOR THE YEARS ENDED DECEMBER 31,

	2011*	2010
REVENUE		
Contributions	\$ 2,534,863	\$ 2,815,314
Government revenue	3,661,385	3,461,629
Corporate sponsorship	1,884,639	1,522,981
Membership fees	425,312	384,740
Foundations	2,860,543	3,438,662
Endowment income	(57,180)	1,562,303
Registration fees	40,627	44,565
Workshops, training, consulting and contracts	53,950	228,020
Exhibitor fees	0	299,502
In-kind contributions	354,056	80,260
Miscellaneous	26,540	77,279
TOTAL REVENUE	\$ 11,784,735	\$ 13,915,255
EXPENSES		
Program services:		
Education and Outreach	\$ 1,546,743	\$ 2,071,512
Research	1,479,747	4,539,113
Center for Government Leadership	4,235,383	1,381,208
Communications	1,703,920	2,168,401
Government Affairs	394,890	392,879
Government Transformation and Agency Partnerships	632,910	0
TOTAL PROGRAM SERVICE EXPENSES	\$ 9,993,593	\$ 10,553,113
Supporting services:		
Operations	\$ 654,990	\$ 531,849
Development	1,064,025	755,358
TOTAL SUPPORTING SERVICE EXPENSES	1,719,015	1,287,207
TOTAL EXPENSES	\$ 11,712,608	\$ 11,840,320
NET INCOME	\$ 72,127	\$ 2,074,935



* Unaudited financial statements

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