

Partnership for Public Service

ANNUAL REPORT 2016



PARTNERSHIP FOR PUBLIC SERVICE

Welcome

A Joint Letter from the Chairman and the President

The reach and role of the federal government has been long debated, but regardless of ideological differences, it remains the nation's primary means to collectively address the country's most pressing needs: keeping our country safe from harm, maintaining economic stability, ensuring basic civil rights, providing educational opportunity and protecting public health and the environment.

Today, however, our government faces a time of great uncertainty and vulnerability. While the new administration has signaled its desire to reorganize the executive branch, many of its leaders are new to the federal government and do not fully understand the context in which they are operating or the institutions for which they are now responsible. As well, career civil servants are under increasing pressure to deliver better services with fewer resources while relying on antiquated policies and systems that have not kept pace with the changing world around us.

At a time like this, there is a real opportunity to channel a shared desire for change in ways that can make more ambitious goals possible. The moment is ripe for building consensus on improving how government conducts business, manages taxpayer money and serves the needs of the American people.

The Partnership for Public Service is uniquely situated as the champion of effective government. Through our 15 years of advocacy, convening and thought leadership, we have built a reputation as the leading nonprofit partner on good government. As a fiercely nonpartisan actor, we have been able to work effectively across administrations and maintain strong relationships with the career workforce, politically appointed leaders, members of Congress and other important stakeholders. And just as we have throughout our history, the Partnership will continue to encourage the current administration to do what is right when it comes to government management, operations and federal employee engagement, and we will hold it accountable when it falls short.

The report that follows outlines some of the past year's most important accomplishments, many of which would not have been possible without the generous support of our donors and many partners. Thank you. America deserves a great government—efficient, innovative and responsive to the needs of its citizens—and the Partnership is fully invested in making that possible.

Very best regards,



Max Stier
President and CEO



Tom A. Bernstein
Chairman



Max Stier
President and CEO



Tom A. Bernstein
Chairman

Celebrating Our First 15 Years

No matter how Americans view the size and scope of government, they deserve a well-managed enterprise that serves the public good. In our first 15 years, the Partnership has become the most respected and influential champion of effective government. We work across administrations to transform the way government operates by increasing collaboration, accountability and efficiency. We focus on improving the leadership abilities of appointed and career employees and the systems that support them by partnering with federal employees, policymakers, corporations, colleges and universities, and foundations and organizations in the nonprofit and private sectors.



ADVOCATING FOR A 21ST-CENTURY GOVERNMENT

To address the outdated rules by which federal agencies must operate, we championed 34 laws and resolutions that focus on improving hiring policies, reducing red tape, improving the presidential transition process and mandating an annual survey to gauge employee engagement.



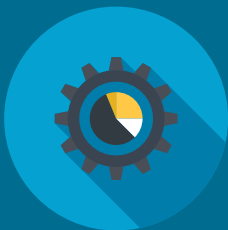
IMPROVING MANAGEMENT AND LEADERSHIP

Each year our training programs, agency engagements and cross-agency gatherings reach more than 5,000 career and politically appointed leaders. These individuals have a multiplying effect on the federal workforce as they foster innovation and efficiency from the inside out. In a survey of our program graduates, 99 percent responded that they have applied lessons learned on the job and 100 percent would recommend our programs to others.



ADVANCING GOVERNMENT'S ABILITY TO RECRUIT MISSION-CRITICAL TALENT

We built the Call to Serve Network of more than 1,000 colleges and universities and 80 federal agencies to inspire and educate a new generation about public service.



PROMOTING ACCOUNTABILITY

We created the first comprehensive performance metric for the federal workforce—the Best Places to Work in the Federal Government® rankings—to turn the attention of the administration, federal agencies and Congress to the health of the federal workforce and its role in achieving effective government and to hold agency leaders accountable for the health of their institutions.



The Center for Presidential Transition

“With help from the Partnership for Public Service ... officials in the administration and in Congress ramped up efforts to ... take what worked in 2008 and make it the standard for future transitions.”

THE ATLANTIC
APRIL 22, 2016

The peaceful transfer of power and knowledge from one president to another is a hallmark of American democracy, but behind the scenes it has traditionally been rushed and chaotic, resulting in delays in filling key jobs, policy blunders, and management missteps.

The Center for Presidential Transition at the Partnership for Public Service is changing this narrative. We are the nation’s only nonprofit organization working to improve the transition process, and our nonpartisan stance means we are seen as an objective advisor. Since 2008, we have convened the major candidates’ transition teams and assembled the different experts and resources necessary to facilitate a smooth transfer of power. Our 2010 report highlighting transition best practices and recommending process improvements is considered the gold standard. In addition, as a result of our efforts, Congress passed three pieces of legislation since 2010 to advance the transition process.



2016 ACCOMPLISHMENTS

2016 was a remarkable year for the Partnership. We knew there was an interest in and appetite for improving presidential transitions, but the launch and success of our Center for Presidential Transition far exceeded our expectations. Our team worked around the clock to assist the campaigns and transition teams, the outgoing administration, federal agencies and Congress, all of which continue to cite our information and support as invaluable.

We used the 2016 election cycle to intensify our work to improve and accelerate the presidential transition. We hosted four sessions with the Trump and Clinton transition teams to build relationships, share information and best practices, and help coordinate the work necessary to facilitate a smooth hand-off from the Obama administration. These forums provided an opportunity for the teams to put politics aside and engage in candid and constructive discussions about how the next president can govern responsively and effectively. We published the first comprehensive presidential transition guide, which was downloaded nearly 4,000 times. We shared the guide with an additional 2,000 individuals, including members of the Trump and Clinton transition teams, federal agency leaders, the outgoing administration, career federal employees and members of Congress and the media.

We also created a digital platform (presidentialtransition.org) that houses the only existing repository for documentation from previous transitions and is the number one resource on Google for presidential transition.

In addition, we supported career civil servants who serve as a critical source of stability and continuity between administrations. Throughout

WORKING TOWARD A COMMON END

In April 2016, we convened the transition teams of the five remaining major presidential campaigns—Donald J. Trump, Hillary Clinton, Bernie Sanders, Ted Cruz and John Kasich—to help launch their transition planning efforts and enable them to look beyond the election to better understand how to lead effectively on day one.

In a political environment that is particularly polarized and hostile during election years, the forum provided an opportunity for campaigns to put their narrow interests aside and engage in a candid, constructive discussion about how the next president and his or her leadership team, regardless of political affiliation, can govern responsibly and effectively to fulfill their promises to the American public.

“I want to thank the Partnership for Public Service for your important work to promote public service and to make those of us who are political appointees better leaders of the career work force, which is the backbone of our democracy. I am particularly grateful for the terrific seminars you sponsored for incoming political appointees. Not only did I learn a lot from them about the challenges I would face at DHS, I also gained insight into the similar, but not identical, challenges at other Departments and Agencies. And I met some wonderful people and developed valuable relationships across the inter-agency. Thanks for all you do to support civil servants.”

STEVE BUNNELL

FORMER GENERAL COUNSEL, DEPARTMENT OF HOMELAND SECURITY

the 2016 campaign and transition, our Agency Transition Roundtable convened over 170 career agency executives from 40 agencies to plan for the presidential transition. We worked with career employees and the White House to standardize and improve how every major federal agency prepared for transition, including developing a standard playbook that was adopted by many agencies.

A newly elected president must understand how to make government work to achieve key outcomes. We collaborated with agency leaders, academic experts and private-sector partners to develop management recommendations for the Trump administration to address government’s talent and operational challenges. We also examined the role of the Office of Management and Budget to help the administration and federal agencies rethink how they use this office to enhance government effectiveness.

President Donald Trump needs to make 4,000 political appointments, including about 1,100 individuals requiring Senate confirmation. Historically, the appointment and confirmation process has been done slowly and poorly, and administrations have been plagued by long-standing vacancies that have impeded government effectiveness. We worked with the Trump transition team

and Congress to improve their understanding of this process. We also created the most comprehensive set of position descriptions for top Senate-confirmed jobs, which are providing objective standards against which Senate committees can assess nominees’ qualifications. We also launched a highly publicized appointments tracker with The Washington Post to chart the status of Senate-confirmed appointees, hold the administration and Congress accountable for filling these critical positions, and inform the public of the government’s progress.

Our steady drumbeat on the importance of transition planning caught the attention of the national media and created an entirely new focus on transition coverage. We have garnered nearly four billion media impressions since the launch of the Center in January 2016, and our work has been featured in major news outlets from The Atlantic to The Wall Street Journal.

Over the course of the presidential campaign and in the strong relationships we established early on with the Trump transition team, we built our credibility as a trusted convener, and expert on transition planning and other federal management issues. This positions us well to channel the new administration’s energy for reforming government into constructive action.

The Atlantic

**FOX
NEWS**
POLITICS

FACE NATION

The New York Times

n p r

The Washington Post

CENTER FOR PRESIDENTIAL TRANSITION 2016 MILESTONES

JANUARY

Launched the Center for Presidential Transition and the Presidential Transition Guide

MARCH

Began monthly meetings with career transition officials from 41 agencies to improve the quality and consistency of briefing materials for the transition teams

APRIL

Met with majority and minority staff of all 17 Senate committees responsible for confirming presidential appointees and created a committee profile for each, including an analysis of hard-to-confirm positions and historical data on average time to confirm

AUGUST

Created agency-specific resources for agency review and landing team members, using data from various sources including the Best Places to Work scores

OCTOBER

Facilitated the first-ever meeting of staff of the Senate committees responsible for confirming presidential appointees and the leaders of the appointments teams for the Trump and Clinton campaigns to discuss the appointments process

JANUARY

Convened monthly meetings with senior career staff of five federal agencies that provide services to the transition teams to facilitate collaboration and learn about ways to improve the transition process

APRIL

Convened transition officials from past administrations, and Trump and Clinton transition team members, on four occasions during the election cycle: April, June, August and October

JUNE

Began work with headhunting firms and former government executives to develop position descriptions for the 440 top positions in government

SEPTEMBER

Released a report with IBM Center for The Business of Government outlining the major management reforms that the new administration should take once in office to make government run more efficiently

DECEMBER

Launched a highly publicized appointments tracker, in partnership with The Washington Post, to chart the status of Senate-confirmed appointees

PLANS FOR 2017

The Partnership made significant progress in this election cycle and although our efforts laid the groundwork for better-coordinated transitions, there is still much to do to ensure that future administrations take full advantage of our expertise, and the many resources we offer leading up to and beyond an election.

PREPARING PRESIDENTIAL APPOINTEES

Our highly regarded courses for nominees and appointees, taught by experienced current and former federal executives, focus on the unique aspects of managing and leading in the federal government, identifying common pitfalls and providing practical tips. Our goal is to reach the top senior political leaders within one year of their appointment.

BUILDING CROSS-AGENCY LEADERSHIP AND COLLABORATION

We are providing new leaders advice, information, introductions and recommendations, grounded in many years of experience. We are also continuing our monthly meetings of the deputy secretaries and the assistant secretaries for administration and management, where we provide a safe environment for them to share challenges and collaborate, helping to promote an enterprise approach to government.

ADVOCATING FOR TIMELY APPOINTMENT AND CONFIRMATION OF GOVERNMENT LEADERS

Despite our strong guidance to the Trump transition team and Congress over the past year, the administration, like many before it, is still behind in nominating and confirming new leaders. We are continuing to encourage the administration to adopt our goal to have 400 top leadership positions confirmed by the August congressional recess. We are continuing to inform Congress and the new administration about the appointments process, including identifying where it is broken and needs reform. We are maintaining our appointments tracker and, through op-eds and other advocacy efforts, we will hold the administration and Congress responsible for filling top federal management positions.

SHARING KNOWLEDGE AND BEST PRACTICES

We are applying lessons learned and best practices from the 2016 transition process to refresh our online library of resources. We will update our guide for transition teams, create a new one specifically for agencies, and produce other useful content and tools.



People

“The Delivering Outcomes with Communities training brought me deeper understanding and appreciation for the work that goes on out in the field at the local level that I don’t get as much exposure to, working at headquarters.”

**DIXIE CORBIN, PROGRAM ANALYST
ECONOMIC DEVELOPMENT ADMINISTRATION**

America deserves a federal government that is highly effective and responsive to the needs of its citizens. Best-in-class private-sector organizations understand that increased employee engagement leads to better performance and improved outcomes. For our government to better meet the needs of the American people, it needs an engaged workforce and strong leaders.

Our annual Best Places to Work in the Federal Government® report examines the engagement of the federal workforce, and the news is not good. Federal workers report significantly lower levels of engagement than their private-sector peers, and this is largely attributable to poor leadership. The reality is, many federal leaders lack the knowledge, skills and abilities to lead effectively. They often arrive unfamiliar with the inner workings of government, receive little support or training, and are called upon to function with outdated tools and limited resources.

Improving an institution as large as the federal government starts with strengthening the capacity of its leaders. By developing the skills and abilities of federal leaders at all levels and providing forums for them to discuss shared challenges and solutions, these leaders become agents of change within their own agencies and across government. Leaders who have participated in our courses give us top marks and tell us our programs have transformed their professional lives, sharing many examples of improved performance and delivery of services in their teams and agencies. In addition, agencies where the Partnership has delivered customized programs—such as the departments of Education and Labor—have shown improvement in their Best Places to Work rankings.

2016 ACCOMPLISHMENTS

In 2016, we responded to the needs of the federal workforce by delivering a set of programs and cross-agency gatherings customized for the participants. We expanded our existing program for federal acquisition professionals and launched a new program for IT leaders. We graduated our largest classes of Excellence in Government Fellows—our leadership development program for emerging career federal leaders—reflecting the growing awareness of and demand for our offerings. We launched a new program, Delivering Outcomes with Communities, which equipped hundreds of community-based federal workers to improve delivery of services by engaging with local partners. We also continued our agency-specific engagements, including at the Department of Labor, where our Leading@Labor training reached more than 1,000 participants.

ANGELA GARNER

EXCELLENCE IN GOVERNMENT FELLOW PROFILE

Before she entered the civil service, Angela Garner managed some of the world's largest customer engagement centers for Fortune 500 companies like Citigroup and Toyota. When she began working for the U.S. Citizenship and Immigration Services, Garner wanted to apply those customer service principles to her new role.

When she was promoted to the position of division chief, responsible for 250 employees and hundreds more contract staff, she decided to enroll in the Partnership's Excellence in Government Fellows (EIG) program. Since graduating from the program, Garner has applied many of the skills she learned to transform USCIS' Customer Service Directorate from a routine call center into a first-class, full-service customer service enterprise.

She credits her EIG experience with helping her develop tools and strategies to consolidate support around her ideas and drive crucial innovations. She also learned to enhance engagement with her team so they can better serve the customers with whom they engage every day. "Our performance numbers have improved, our wait times have improved, how quickly we respond to wait times has improved. I can say that my initiatives following EIG have strengthened how we deal with the public," Garner says.

PLANS FOR 2017

Following up on our transition work, we will engage with incoming secretaries and administrators, and their leadership teams, to ensure they have a strong start, build a political-career leadership team and engage their career workforce to tackle the challenges that face their agencies.

This year, we are expanding the number of course topics we cover and delivering our programs to new appointees and career civil servants to help them make smarter decisions, build stronger federal organizations and improve government performance. We will also provide ongoing leadership development opportunities for thousands of our program alumni to fuel their ability to create change from within government. We will place special emphasis on supporting the Senior Executive Service, our government's highest-level career public servants, because they play a critical role in any change initiatives and have the most interaction with political leadership.

With more than 80 percent of the federal workforce living outside the Washington, D.C., area, we are expanding our curriculum to reach more of those federal employees. We also plan to continue delivering programs that further develop SES and rising leaders within specific agencies, including the departments of Education, Labor and Transportation.

"Every year since the rankings were launched in 2003, it's been the biggest motivating force for employees."

THE WASHINGTON POST
DECEMBER 15, 2016

OUR IMPACT

BUILDING LEADERSHIP AT LABOR

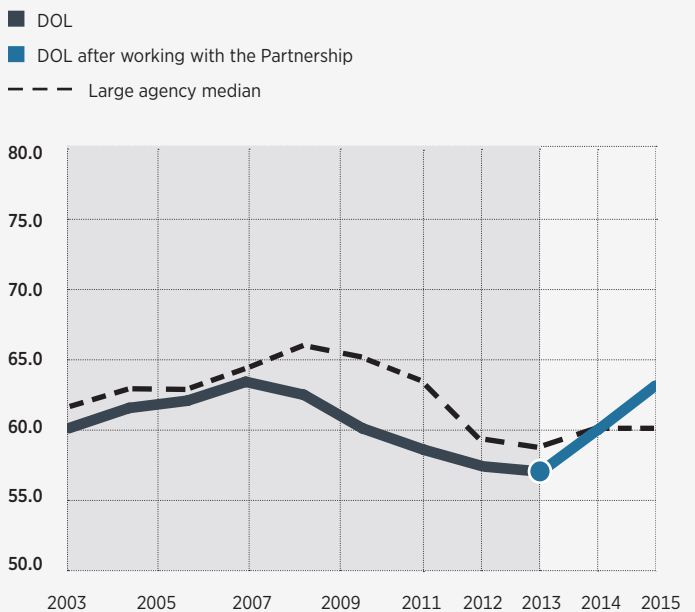
Since the Best Places to Work in the Federal Government® rankings were first released in 2003, the Department of Labor scored among the lowest of any large agencies. Many DOL employees had low morale and were generally disengaged—a direct result of technical experts being promoted into leadership positions without benefiting from leadership training.

In late 2012, DOL requested support from the Partnership for Public Service to develop the leadership capacity of its new Senior Executive Service members. Based on successful program outcomes, this initial collaboration evolved into a multi-year engagement focused on improving leadership at all levels and across multiple agencies.

The Partnership has since worked with more than 2,000 DOL leaders and over 90 percent found the development programs applicable to their leadership challenges. More importantly, DOL made significant strides in employee engagement—improving in every leadership category of the Best Places to Work rankings and earning the distinction of most improved large agency in 2014 and 2015. DOL is now consistently ranked among the top 10 agencies in government.

DEPARTMENT OF LABOR

BEST PLACES TO WORK INDEX SCORE TREND



DEPARTMENT OF LABOR

2013-2015 BEST PLACES TO WORK CATEGORY SCORES

EFFECTIVE LEADERSHIP SCORE INCREASE

3.7 ↗

EMPOWERMENT SCORE INCREASE

4.3 ↗

FAIRNESS SCORE INCREASE

2.1 ↗

SENIOR LEADERS SCORE INCREASE

4.8 ↗

SUPERVISORS SCORE INCREASE

2.9 ↗

CUSTOMIZED SOLUTIONS FOR THE DEPARTMENT OF LABOR

SENIOR EXECUTIVE ONBOARDING PROGRAM II

A first-of-its-kind executive onboarding program for the DOL's newest SES members that includes a combination of group coaching, action-learning projects, mentoring, 180-degree assessments and management workshops. The program achieves departmental priorities and brings executives together as a DOL-wide management cadre. OPM holds up the program as a government best practice of how to carry out executive onboarding.

RESULTS

DOL's Best Places to Work score for SES training satisfaction improved by 14.3 points between 2013 and 2014—the greatest increase of any large agency. Employees also noted an improvement with DOL's executive corps, with the effective leadership score for senior leaders increasing by 3.7 points between 2013 and 2015. These gains are all the more impressive given that the government-wide scores in the same categories declined.

"I have made career-changing contacts with other SES in my group. These relationships will continue after the training ends."

TRAINING PARTICIPANT

14.3 

SES BEST PLACES TO WORK
TRAINING SATISFACTION SCORE
BETWEEN 2013 AND 2014

LEADERSHIP DEVELOPMENT FOR SUPERVISORS II

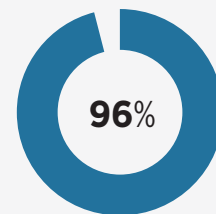
The Leading@Labor program addresses feedback gathered from employee surveys, Best Places to Work scores and nation-wide listening sessions. The program provides cross-agency groups of DOL supervisors with a shared vision of supervisory success—supported by a common set of tools, skills, language and knowledge in the areas of communication, building trust, employee development and employee recognition.

RESULTS

From 2013 to 2015, DOL's Best Places to Work supervisors score increased 2.9 points, a testament to the 96 percent of participants who reported that they would recommend the program to a colleague and that the leadership topics and tools presented were useful to their own development. Data also shows that the program has a lasting impact: 91 percent of participants noted that they developed new relationships with other leaders across DOL and 86 percent reported applying lessons learned 45 days after the program's conclusion.

"The best session in 41 years of civil service."

TRAINING PARTICIPANT



PARTICIPANTS WHO WOULD
RECOMMEND THE PROGRAM
TO A COLLEAGUE




Moving Toward a 21st Century Government

People are government's greatest asset, yet government systems and processes hamper their ability to achieve their agencies' missions. Our federal civil servants must contend with broken, antiquated systems that stifle performance, innovation and efficient delivery of services to citizens.

The federal civil service system—the rules and regulations for recruiting, hiring and managing federal employees—was last updated more than 40 years ago for a government and workforce that faced vastly different problems than today. Government largely operates as a disconnected collection of single agencies without sharing critical services—like payroll or financial management—across institutions. It is slow to use data and evidence to design and implement programs and measure their effectiveness in delivering services to citizens, and it does not plan and control its activities to minimize the effects of risk across government.

The Partnership believes that today's big challenges, from cybersecurity to rebuilding our infrastructure, cannot be solved by any single agency acting alone. We promote an enterprise management approach—agencies work together instead of operating as separate, disconnected entities when it comes to implementing important policies—to help our government address complicated, inter connected problems. We work with agency leadership and the Office of Management and Budget to encourage the adoption of shared services, enterprise risk management and other management improvements



that foster constructive collaboration and are designed to be implemented across government. We also convene regular meetings of federal leaders who hold similar positions in government, such as deputy secretaries, assistant secretaries for administration and management and chief human capital officers, to provide safe spaces for off-the-record peer learning and sharing of best practices, and to help leaders build cross-agency and cross-sector networks of support.

Over the past 15 years, we have been instrumental in advancing many significant improvements in government operations. Our advocacy and thought leadership has informed new laws that modernize aspects of the federal hiring system, including the Competitive Service Act of 2015, enacted in March 2016. Our recommendations have been included in an executive order directing agencies to improve recruiting, hiring and professional development for the Senior Executive Service. Our Shared Services Roundtable—a coalition of federal and private shared services providers, customers and policymakers—is helping shape a unified approach to government’s use of shared services, which can decrease redundancies, lower costs and improve how services are delivered.

2016 ACCOMPLISHMENTS

In 2016, we expanded the number of forums for federal leaders to address leadership management topics. Our Shared Services Roundtable grew to include 17 government offices and 14 private-sector companies working to promote the exchange of best practices and ideas. We identified ways for incoming agency leaders and Congress to form constructive relationships with the federal inspectors general community to improve agency effectiveness and efficiency.

The Partnership has always championed effective decision-making through data. We launched a project to help government use data to better interpret, measure and monitor the experience of the citizens who use its services.

We built on our work to identify outdated processes across the federal government. In collaboration with OMB, we worked with agencies to create implementation guidance for government-wide risk-management programs.

PLANS FOR 2017

We are working to inform and influence the new administration's desire for government reform to achieve improvements in efficiency, innovation and delivery of services to citizens. In particular, the president's executive order in March—instructing agencies to submit plans to improve their efficiency, effectiveness and accountability—provides a real opportunity for serious discussion of government reform. The Partnership can play a key role in convening and supporting agencies in their efforts to respond to the executive order. Our strong relationships with agency leaders and reform-minded members of Congress, and our reputation as a trusted nonpartisan expert on federal management issues, position us well to influence the conversation.

TAKING A HOLISTIC VIEW OF GOVERNMENT

We are encouraged by the administration's interest in improving government performance, encouraging cross-agency collaboration, streamlining mission-support functions such as IT, acquisition and financial management, and reducing duplicative programs. Achieving these improvements requires interagency coordination. In 2017 we will continue to convene government leaders from across agencies and disciplines to share common challenges and discuss solutions. Our timely reports and recommendations—informed by the experience of federal leaders, experts from the private and public sectors, and our 15 years of knowledge—will continue to inform the process of strengthening agency management. We will host our Shared Services Roundtable, now in its fifth year, and look for opportunities to help agencies move toward greater efficiency and effectiveness through the use of shared services and other management and service delivery innovations. We will convene assistant secretaries for

administration and management to share common challenges and best practices, and will engage inspectors general and other members of the oversight community on topics related to transparency and accountability. Finally, enterprise risk management will remain an area of focus. On this topic, we will continue to learn about agencies' challenges in managing risk, provide clear guidance, and build a community of practice.

IMPROVING HIRING AND TALENT MANAGEMENT

To help improve how government manages its talent, we are advising agencies on how to implement the new Competitive Service Act, which allows them—for the first time—to share qualified candidates for similar jobs. We are creating recommendations for a fellowship program to bring experts from outside government to work with civil servants on mission-critical projects. We are also creating a working group focused on updating talent-recruitment management practices that govern our federal workforce, and educating the administration and Congress about opportunities to modernize our federal government.

FOCUSING ON CUSTOMER EXPERIENCE

The new administration can make real strides in improving our government by making citizens the driving force behind the design and delivery of services. The Partnership is building an interactive online dashboard for agency leaders to compare the experiences of citizens across government and will convene institutions that provide services to citizens such as the Centers for Medicare and Medicaid Services, the Social Security Administration and Federal Student Aid to discuss ways to improve the citizen experience.



Culture of Recognition

“The Oscars,
but for federal
employees.”

THE ATLANTIC
SEPTEMBER 21, 2016

The vast majority of the work of our federal government is performed by the 2.1 million career civil servants who work for the American people regardless of the political party in power. They perform in a difficult environment, often hamstrung by challenges such as poor leadership, a failure of their institutions to encourage innovation, and public accusations of incompetence. In the most recent annual survey of federal employees, less than 50 percent of federal employees feel that they are recognized for high-quality work. There is no doubt that in many areas, government can and should do better. But it is also true that despite this environment, the federal workforce achieves amazing things every day: from preventing cyberattacks on federal computer systems to ensuring the safety of our food supply and air quality to providing important services to small businesses, farmers, seniors, veterans and students.

No institution has transformed itself solely on the basis of criticism and neglect. That is why, over the past 15 years, the Partnership has collected more than 6,000 nominations and celebrated the achievements of more than 450 exceptional civil servants through our annual Samuel J. Heyman Service to America Medals, also known as the Sammies. In doing so, we counter anti-government rhetoric and increase awareness of the many outstanding contributions our civil servants make to our nation and beyond our borders. We also foster a culture of recognition within government, which often fails to properly recognize the good work happening inside its own institutions.

2016 ACCOMPLISHMENTS

In 2016, we recognized nine outstanding award winners from among 32 finalists and more than 350 nominees. The Sammies generated 235 million media impressions, highlighting the accomplishments of the exceptional award finalists and recipients. In addition, several elected leaders took notice and added messages of appreciation about the inspiring work of these dedicated public servants. Former Vice President Joe Biden recorded a video tribute to the honorees, and four members of Congress delivered floor speeches in the Senate and House of Representatives about Sammies winners and finalists.

PLANS FOR 2017

This year, the arrival of a new administration presents an opportunity to reinforce the value—to the administration and the public—of our many outstanding civil servants. We are working to increase awareness of the Sammies program among the administration’s new leaders, within federal agencies and the larger Washington community, and throughout the country.

For new agency leaders in particular, we will provide recommendations and resources to help them take full advantage of recognition programs, such as the Sammies, to honor their high-performing employees and celebrate their agencies’ successes. This year, we will highlight public-private partnerships and the many ways federal employees are driving innovation through their work across agencies and sectors. Together with our other efforts to foster a more responsive, adaptable and forward-thinking federal government, the Sammies are helping transform the narrative.

“Let me thank you for recognizing the important work of federal employees everywhere. I hope that, for those seeing this tonight ... that’ll plant the seed for you to see the call to public service, because that’s what this is all about.”

WILLIAM GREGORY BUREL
DIRECTOR, DIVISION OF STRATEGIC NATIONAL STOCKPILE
CENTERS FOR DISEASE CONTROL AND PREVENTION

Building Our Future

We gratefully acknowledge the following corporations, foundations and individuals who make our work to transform government possible. None of the work of the Partnership would have been possible without the generous support of our funders and the expertise of our many partners. As we forge ahead, we will rely heavily on the continued engagement and support of these organizations and individuals and invite you to join in helping us make government more effective for the American people.

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Samuel J. and Ronnie F. Heyman

FOUNDERS' CIRCLE \$100,000 and above

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FINANCIAL STATEMENTS

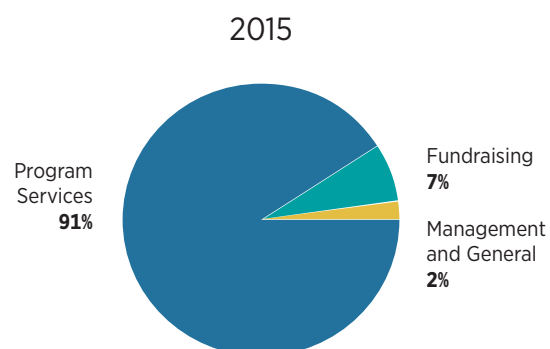
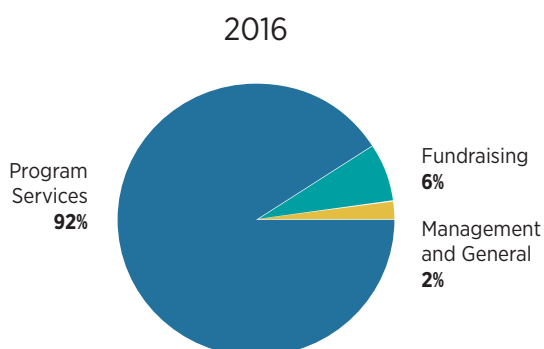
STATEMENTS OF FINANCIAL POSITION—DECEMBER 31, 2016 AND 2015

	2016	2015
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 3,902,039	\$ 5,912,536
Restricted cash	468,857	386,475
Accounts receivable	2,007,728	2,045,726
Pledges receivable	867,891	815,710
Prepaid expenses	204,245	192,135
TOTAL CURRENT ASSETS	\$ 7,450,760	\$ 9,352,582
NET PROPERTY AND EQUIPMENT	\$ 2,232,658	\$ 2,693,241
Other Assets:		
Investments	\$ 12,925,877	\$ 12,953,636
Pledges receivable, net of current	-	200,000
Deposits	238,630	316,630
TOTAL OTHER ASSETS	13,164,507	13,470,266
TOTAL ASSETS	\$ 22,847,925	\$ 25,516,089
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 327,200	\$ 861,758
Refundable advances	-	178,000
Deferred revenue	3,760,889	4,807,393
Deferred rent - current portion	177,372	107,385
TOTAL CURRENT LIABILITIES	\$ 4,265,461	\$ 5,954,536
Deferred Rent - noncurrent	1,551,042	1,727,283
TOTAL LIABILITIES	\$ 5,816,503	\$ 7,681,819
Net assets:		
Unrestricted:		
Undesignated	\$ 2,039,984	\$ 2,962,262
Board designated	12,925,877	12,953,636
TOTAL UNRESTRICTED	\$ 14,965,861	\$ 15,915,898
Temporarily restricted	\$ 2,065,561	\$ 1,918,372
TOTAL NET ASSETS	\$ 17,031,422	\$ 17,834,270
TOTAL LIABILITIES AND NET ASSETS	\$ 22,847,925	\$ 25,516,089

FINANCIAL STATEMENTS

STATEMENT OF ACTIVITIES—YEARS ENDED DECEMBER 31, 2016 AND 2015

	2016	2015
REVENUE		
Contributions	\$ 510,905	\$ 798,149
In-kind contributions	1,486,348	556,570
Sponsorship revenue	2,767,254	2,162,497
Grant revenue	756,836	420,000
Fee for service revenue	9,127,311	7,643,839
Investment Income (loss)	539,003	(204, 113)
Other revenue	322,842	297,485
Net assets released from restrictions	2,697,273	3,698,563
TOTAL SUPPORT AND REVENUE	\$ 18,207,772	\$ 15,372,990
EXPENSES		
Program services:		
Education and Outreach	\$ 1,688,645	\$ 1,287,669
Center for Government Leadership	6,607,007	5,357,687
Government Transformation and Agency Partnerships	1,665,915	1,518,631
Policy and research	1,275,102	1,522,839
Communications	1,991,709	1,829,485
Government Affairs	514,051	556,766
Ready to Govern	3,570,900	969,741
Other program services	273,909	223,836
TOTAL PROGRAM SERVICE EXPENSES	\$ 17,587,238	\$ 13,266,654
Supporting services:		
Management and General	\$ 468,874	\$ 334,002
Fundraising	1,101,697	970,962
TOTAL SUPPORTING SERVICES EXPENSES	1,570,571	1,304,964
TOTAL EXPENSES	\$ 19,157,809	\$ 14,571,618
NET INCOME	\$ (950,037)	\$ 801,372



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