



PARTNERSHIP FOR PUBLIC SERVICE

A NEW DAY FOR GOVERNMENT



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145 million
phone
numbers are
enrolled in the
Federal Trade
Commission's
"Do Not Call"
Registry

20 percent of
U.S. electricity
is generated
by federally
regulated
nuclear power
plants



Americans purchased more than 300 million EPA ENERGY STAR qualified products in 2006 — and helped households save, on average, 30 percent on utility bills

The Food and Drug Administration regulates \$417 billion worth of domestic food and \$49 billion worth of imported food each year

The U.S. Department of Agriculture sets nutritional guidelines and requires food manufacturers to disclose nutritional information

160,000 public water systems provide safe drinking water based on standards set by the EPA

In the past five years, the U.S. State Department assisted in the adoption of more than 100,000 children

More than 25 million unsafe toys were recalled by the U.S. Consumer Product Safety Commission in 2007

A NEW DAY FOR GOVERNMENT

Every new day brings new opportunities for our federal government to make a difference in the lives of the American people. Whether it's inspecting the food we eat, governing the highways we travel, or securing the homeland, our government touches us in countless ways, seen and unseen.

Every new day also brings new evidence of the need to revitalize government. Our nation is constantly presented with new, complex challenges, yet our government is guided by workplace policies designed for yesterday's world. When it comes to our government's ability to meet the tests of the times and the needs of the American people, the status quo will not do.

Reforming government starts with reinvigorating our federal civil service. Every effective organization relies first and foremost on its workforce to succeed. Government is no different. With the looming retirement of the baby boomers, our government will soon lose unprecedented amounts of experience and expertise, creating not only an opportunity to rejuvenate federal service, but also a sense of urgency to confront this issue.

Revitalizing government deserves and demands the attention of all the people with a stake in its effectiveness — all Americans. If federal leaders, business executives, members of Congress, college administrators, philanthropists and others join together in this effort, we can build a new day for prosperity in America, a new day for community, a new day for security... a new day for government.

Airplane-generated noise pollution has been reduced more than 50 percent by NASA technologies

170,000 inadmissible aliens are turned away by federal agents at ports of entry each year

In 2005, more than 53,800 refugees were resettled in the United States with the assistance of the U.S. State Department

12 million U.S. passports are issued annually by the U.S. State Department

10.3 million commercial flights were guided by federal air traffic controllers in 2007



Public buildings are made accessible by the Americans with Disabilities Act

The Transportation Security Administration monitors the 39 billion tons of air cargo that are transported annually by passenger and freight carriers

In 2006, 820 firearms were confiscated by Transportation Security Administration agents

GOVERNMENT'S EVERYDAY IMPACT INDEX

- Number of people who travel federally funded highways each day : 190,000,000
 - Number of people who visit a national park each day : 750,000
 - Number of people that fly on commercial U.S. airlines each day : 1,850,000
- Number of students annually attending college classes with the assistance of federal student aid : 10,000,000
 - Average number of student aid applications processed daily by the Department of Education : 38,356
 - People who received Social Security benefits in 2006 : 49,122,831
 - Average annual increase in Social Security enrollees : 600,000
 - People who received health care through Medicare in 2005 : 44,067,816
- Percentage of Social Security Administration's budget dedicated to administrative expenses : <1
 - Percentage of American households receiving food stamps : 8
- Percentage of children receiving free or reduced-cost school lunches through the Department of Education : 56
 - Number of families in 2007 who received federal assistance to heat or cool their homes : 5,800,000
 - Number of people who get their electricity from Hoover Dam : 1,300,000
 - Percentage of nation's total electric energy consumption generated by nuclear power : 20
 - Number of federally regulated, operational nuclear power plants in the U.S. : 104
- Estimated amount saved in 2006 on utility bills through the EPA's ENERGY STAR program : \$14,000,000,000
 - Total number of animals delisted from the Endangered Species Act due to recovery : 22
 - Number of states with EPA Superfund sites : 50
 - Number of ongoing Superfund projects : 631
- Amount of terrorist assets frozen by the Department of Treasury since 9/11 : \$124,000,000
 - Pounds of illegal narcotics seized by U.S. Customs and Border Protection agents in 2006 : 2,200,000
 - Number of criminals successfully prosecuted by U.S. attorneys in 2006 : 72,585
- Number of jobs created or saved in 2007 by the USDA's Rural Business Enterprise Grant Program : 21,346
 - Number of businesses counseled by the Small Business Administration in 2006 : 1,520,000
 - Number of U.S. businesses currently operating with the assistance of an SBA loan : 190,000
 - Percentage of U.S. companies with employees which are small businesses : 99
 - Number of workplace safety regulations cited and prosecuted by federal officials : 88,846
 - Number of investment analysts and brokerage firms investigated by the SEC : 776
 - Percentage of SEC investigations that uncovered significant deficiencies : 35
 - Daily average number of inventors granted a new patent : 476
 - Number of children currently enrolled in Head Start programs : 905,000
- Amount awarded by the National Endowment for the Arts for arts education projects in 2005 : \$38,000,000
 - Number of people who listen to Voice of America each week : 115,000,000
 - Phone numbers on the Federal Trade Commission's "Do Not Call" list : 145,000,000
 - Number of Americans who purchased a new home with a federally insured mortgage : 4,800,000
- Value of Veterans Affairs home loan guarantees issued between 1944 and 2006 : \$911,000,000,000
 - Odds that a U.S. citizen is eligible for Veterans Affairs benefits and services : 1 in 4
 - Number of patients treated at Veterans Affairs medical facilities in 2001 : 4,200,000
 - Percentage increase in Veterans Affairs patients treated between 2001 and 2006 : 29
- Acres treated to reduce wildfires during 2001-2007 by the Department of the Interior and USDA : 24,000,000
 - Number of disaster declarations in the U.S. from 1997-2007 : 540
 - Number of people in foreign countries who received disaster relief from USAID in 2006 : 173,000,000
 - Number of passports issued annually by the U.S. State Department : 12,000,000
 - Number of people in 2005 that were naturalized as U.S. citizens : 12,800,000
 - Percentage increase in naturalizations from 1995 to 2005 : 73
 - Percentage of Americans whose lives are touched by the U.S. government : 100

MESSAGE FROM THE CHAIRMAN AND THE PRESIDENT

In 2001, we created the Partnership for Public Service to reform our federal government by revitalizing government service. One of the trends we've seen over the past six years is that change often follows a dramatic event which opens people's eyes and helps them understand why government matters. The attacks of 9/11 prompted the most dramatic civil service reforms in a generation. After Hurricane Katrina, Congress enacted changes at FEMA, such as a law requiring that top agency officials have emergency management experience. When dangerous levels of lead were found in millions of toys, a movement to revamp the Consumer Product Safety Commission got underway.

While these reforms are all significant, the enormity of our challenge requires a sustained effort, not a periodic flurry of activity after disaster has struck. This annual report — "A New Day for Government" — illustrates why government matters in times of calm, not just crisis, and how government's impact on our everyday lives demands that we act to improve its effectiveness.

This report also outlines how the Partnership, more than any organization outside government, is driving that sustained push to improve government and how our work is delivering results through a broad range of new activities.

The Partnership remains committed to revitalizing government by inspiring a new generation to serve and transforming the way government works. We are especially excited about our expanded efforts to tap into the idealism and energy of young Americans. We convened a forum at Princeton to explore ways for top universities to educate and excite students about federal public service. Based on our unprecedented market research on college campuses, we launched our *Making the Difference* campaign and *Annenberg Speakers Bureau*, which are dramatically expanding our outreach to young audiences. We also expanded our outreach to an entirely new audience with our *FedExperience* program that encourages older, experienced workers to serve. On the government transformation side, we believe our new *Annenberg Leadership Institute* has the potential to significantly enhance the leadership skills of federal managers. To get a better sense of the cumulative effect of all the Partnership's activities, we encourage you to review this report's Partnership Impact Index.

The support of our outstanding partners in the public, private, nonprofit and philanthropic sectors has made our work possible. We want to thank everyone who has joined with us in this cause and look forward to working with you, each and every day, to reinvigorate federal service.

Sincerely,



Samuel J. Heyman



Max Stier

OUR STRATEGY FOR CHANGE

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.

This dual strategy to inspire and transform is designed to ignite a virtuous cycle. The more talented people are inspired to choose careers in government, the more effective our government will be; and the more effective our government is, the more that talented men and women will want to work there.

To enhance our chances of success, we also live by our name of “Partnership.” All of the Partnership’s programmatic activities seek to engage and mobilize stakeholders who can drive change.



Universities receive 60 percent of all research funding from federal agencies

10 million students annually attend college using federal student aid

Nearly 650,000 foreign students study each year in the U.S. on federally issued visas



The U.S. Department of Labor supports a national network of employment services centers, which helped more than 8 million people find jobs in 2007

Federal Pell Grants provide over \$12 billion in need-based grants to more than 5 million college students each year

FCC regulations promoting competition ensure that 98 percent of U.S. wireless subscribers can choose from multiple phone carriers

INSPIRE

To meet the challenges of tomorrow, our government will need the right people with the right skills matched to the right jobs. The Partnership for Public Service works to inspire key pools of talent to enter government service. We also work directly with federal agencies to increase their capacity to recruit and retain the best and brightest.

ENGAGING UNIVERSITIES AND STUDENTS

With more than 600 colleges and universities and over 70 federal agencies committed to public service, the Partnership's *Call to Serve* network is bridging the knowledge gap about federal service by providing schools, career services professionals, and students with organized, one-stop information on federal opportunities. Based on the culmination of new research, the Partnership has taken *Call to Serve* to another level, becoming more strategic and proactive.

In October 2007, the Partnership released the findings of its *Call to Serve Recruitment Initiative*, a two-year research project on five college campuses which was designed to identify cost-effective and sustainable ways to promote federal service among young audiences. Our research revealed that a lack of knowledge about federal service, rather than a lack of interest, is the biggest barrier keeping recent graduates from entering government.

Based on these findings, the Partnership launched the *Making the Difference* campaign to increase student awareness of federal opportunities, and to connect young people with current public servants. A centerpiece of this campaign is a new student-friendly Web site, makingthedifference.org, which features unique federal opportunities, showcases young people working in government, and offers information about “hot jobs” and “cool internships.” We also increased training efforts, and conducted biweekly conference calls to share the latest recruiting techniques with *Call to Serve* schools. And, in 2007, the Partnership launched a grant program for schools that want to expand their efforts to promote government service on campus. Through this program, we are pairing grantee universities with mentor schools that can share their expertise.

REMOVING FINANCIAL BARRIERS TO SERVICE

The Partnership is working in a variety of ways to eliminate barriers to federal service. Financial considerations are a powerful driver for young people making career decisions today. Too often, the crush of student debt steers many young people away from public service toward more lucrative jobs in the private sector.

To alleviate this obstacle, the Partnership worked with Princeton University to establish its *Scholars in the Nation's Service* program, which places top students in federal positions in exchange for graduate school funding. In November, the Partnership and Princeton hosted a forum to enlist other universities to create similar programs. In addition to

our work with schools, we also proposed creating the *Roosevelt Scholars* program, which would fund graduate-level education in exchange for a federal service commitment, and is being championed by Rep. David Price (D-NC).

PUTTING A FACE ON GOVERNMENT

A key to increasing interest in government service is debunking perceptions of government as anonymous or impenetrable. Less than one-third of Americans trust our government to do the right thing, and the Partnership's research shows that these negative views about government decrease interest in federal service.

One of the most effective ways to dispel these views is to introduce the American public to our most outstanding public servants. Since 2002, the Partnership's *Service to America Medals (Sammies)* have honored the nation's best federal employees and shared their inspiring stories. Already, the *Sammies* have become the premier award for federal service excellence, having attracted nearly 600 nominations in 2007. As a result of features in major news publications like *Newsweek*, *The Washington Post*, and regional newspapers across the country, we were able to share the 2007 medalists' inspiring stories of service with more than 250 million readers. Additionally, the Partnership's new "Government Heroes" channel on YouTube, which features *Sammies* winners, has attracted thousands of viewers.

To put a "face" on government, the Partnership's *Annenberg Speakers Bureau* is developing a cadre of dynamic federal employees who will interact directly with students and other potential jobseekers. *Speakers Bureau* events range from having a *Service to America Medal* winner visit a classroom to its inaugural event — a town hall forum at the Smithsonian's National Air & Space Museum with House Majority Leader Steny Hoyer, noted journalist Cokie Roberts and more than 1,500 summer interns. The *Speakers Bureau*, supported by the Annenberg Foundation, will also have a virtual component — an online forum where job seekers of all ages can discover rewarding opportunities for service, and connect with federal employees willing to share their experiences.

TAPPING TALENT AT EVERY LEVEL

Young people are not the only audience the Partnership seeks to inspire. The Partnership's *FedExperience* initiative aims to encourage retiring baby boomers to consider encore careers in public service. With the support of The Atlantic Philanthropies, the Partnership assessed the interest levels of older workers toward federal employment, which revealed the potential of this cohort to become a rich source of premium new talent for our government.

The Partnership has announced a pilot project with IBM and the Department of the Treasury to test the *FedExperience* concept. This project will focus not only on placing seasoned workers in federal jobs, but also on effective ways to integrate them.

In 2006, the Bureau of Engraving and Printing printed 33 million currency notes each day with a face value of approximately \$529 million

America's 153-million-person workforce is protected by Occupational Safety and Health Administration regulations

26 million Americans annually are able to purchase groceries with the assistance of food stamps

In 2007, the Equal Employment Opportunity Commission's programs improved workplace policies, practices or procedures for more than 1.6 million U.S. workers



The EPA promotes recycling programs which, in 2005, saved 900 trillion BTUs, equal to the annual energy use of 9 million households

Each year, the Federal Trade Commission stops approximately \$400 million in Internet or other consumer fraud

Organic foods are certified by U.S. Department of Agriculture standards

TRANSFORM

Improving government performance will require updating outmoded practices that smother innovation and discourage people from working in government. The Partnership drives change in agencies by providing hands-on assistance to federal agencies from both in-house experts and private-sector partners, 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.

BOOSTING EMPLOYEE ENGAGEMENT

Employee engagement is critical to success for any workplace. In April 2007, the Partnership released its latest *Best Places to Work in the Federal Government* rankings, which identify the federal agencies that are doing the best, or worst, job of motivating their employees. More than 500,000 people visited bestplacestowork.org in 2007, an average of more than 12,000 visitors per week. To enhance the impact of its *Best Places* rankings, the Partnership has been conducting extensive hands-on collaborations with agencies to help them boost worker engagement and increase their scores.

IMPROVING FEDERAL LEADERSHIP

Our *Best Places* research shows that leadership is one of the most critical factors in determining workforce effectiveness, as well as an area where our federal government significantly lags behind the private sector. In an attempt to close government's leadership gap, and with support from the Annenberg Foundation, the Partnership launched the *Annenberg Leadership Institute*. Based on the premise that people learn best by doing, this new initiative will enhance our government's existing leadership development programs by offering challenging hands-on work assignments to high-potential leaders. The work projects for the first class of Annenberg fellows will focus on topics ranging from improving the safety of our national food supply, to improving worker morale at the Small Business Administration, to helping the Veterans Health Administration recruit the talent it needs.

MEASURING GOVERNMENT'S HEALTH

Government needs to do a better job of measuring individual and overall programmatic performance. With support from the Robertson Foundation, the Partnership completed the preliminary planning for its *State of the Public Service* indicator system. This groundbreaking assessment will gauge government's health by examining the quality of its people. Collecting and highlighting this data will help federal leaders manage their workforces proactively, instead of waiting for the next emergency to reveal where weaknesses lie. It will give the public a badly needed window into its own government, and help focus and inform citizens' demands for reform and improvement.

National Institutes of Health funding supports over 325,000 researchers at more than 3,000 research institutions around the world

36 million seniors rely on Medicare for healthcare benefits

More than 2 billion pounds of hazardous materials are reduced by EPA Pollution Prevention program participants

Social Security payments help 53 million Americans



In 2005, the FDA approved 80 new medicines and 344 generic versions of existing drugs

The HIPAA Privacy Rule creates national standards to protect individuals' medical records and other personal health information

The FDA oversees radiation safety of medical imaging systems, counter-terrorism security systems, and industrial and electronic consumer products that emit radiation

NASA-developed technologies have found more than 30,000 secondary commercial uses in products ranging from plasma screens to heart rate monitors

The Federal Reserve Bank adjusted interest rates 4 times in 2007

The IRS processes 1.5 billion information returns and 224 million tax returns each year, and issues 109 million refunds

Since 9/11, the U.S. Treasury Department and its allies have frozen more than \$124 million in terrorist assets

Every week, more than 155 million people around the world listen to news and radio programs through the Broadcasting Board of Governors

A U.S. Department of Commerce program to develop and commercialize high-risk technologies in partnership with the private sector generated 1,507 patents in 2006



The U.S. Patent and Trademark Office issued 183,187 patents in 2006

The Securities and Exchange Commission uncovered 462 cases of fraud in 2007

In 2006, the U.S. Small Business Administration's Women's Business Centers helped 2,974 women start new businesses

\$4.2 trillion is currently deposited in federally insured bank accounts

HIRING FASTER AND SMARTER

On average, the federal recruiting and hiring process takes too long, is too complicated, lacks transparency and often fails to produce the right talent for the right jobs. In 2007, the Partnership worked with the Department of Homeland Security and other agencies to streamline processes and implement recruiting practices that will better enable federal agencies to meet their talent needs — particularly for highly-skilled individuals in mission-critical occupational areas.

Hiring smarter also means thinking prospectively about what an agency's long-term talent needs will be. In its 2007 *Where the Jobs Are* report, the Partnership compiled the only comprehensive projections of government-wide hiring needs. Our research found that 193,000 mission-critical jobs need to be filled in the next two years, with security and law enforcement being the areas of greatest need.

APPLYING PRIVATE SECTOR KNOW-HOW TO PUBLIC CHALLENGES

Considering their enormous scale, many of government's challenges require the expertise of both the public and private sectors. The Partnership's *Private Sector Council* leverages the expertise of some of America's leading corporations to improve the business of government. In 2007, PSC members Adobe, Alcoa, Detica, IBM, Pfizer, RHR International and Watson Wyatt Worldwide worked with leaders from the intelligence community to identify the leading measures it should monitor to evaluate the effectiveness of its human capital initiatives. The Partnership also convened the *Collaboration in Times of Crisis* discussion series, which brought PSC members and federal leaders together to identify the elements and competencies that enable effective collaboration across all levels of government, as well as across sectors, in high-pressure scenarios such as Hurricane Katrina or an outbreak of tainted food.

Many people have supported the *Private Sector Council's* mission over the years, and in April, the Partnership was pleased to recognize Sen. Susan Collins (R-ME) and IBM Chairman and CEO Sam Palmisano for their extraordinary contributions to improving the federal government through public-private sector partnerships.

INFORMING THE DEBATE

In just six years, the Partnership has earned a reputation as a respected and innovative thinker on federal human capital issues. In 2007, the Partnership testified five times before Congress on topics ranging from improving morale at the Department of Homeland Security to creating financial incentives to promote government service. The Partnership also continues to advance the debate on federal workforce issues through its research. To identify our government's key workforce challenges, the Partnership and Grant Thornton LLP joined forces to systematically gather information on the most critical federal human capital issues and needs by interviewing Chief Human Capital Officers and other key executives across government. The resulting report, *Federal Human Capital: The Perfect Storm – A Survey of Chief Human Capital Officers*, provided a summary and analysis of those collective views.

Female participation in sports is up eight fold since the passage of Title IX in 1972 — Title IX is enforced by the U.S. Department of Education's Office for Civil Rights

56 percent of U.S. school children ate free or reduced-cost lunches through the U.S. Department of Education's National School Lunch Program in 2007

The Library of Congress receives 22,000 items each working day; approximately 10,000 items are added to the collections daily



The FBI arrested 7,700 online sexual predators from 1996-2006

In 2007, 1.3 billion people worldwide used the Internet, which was developed by the Defense Advanced Research Projects Agency

More than 1 million children attend after-school programs through the U.S. Department of Education's 21st Century Community Learning Centers project

909,000 children were enrolled in the U.S. Department of Health & Human Services' Head Start program in 2007

PARTNERSHIP'S IMPACT INDEX

- Number of schools committed to promoting government service through the Partnership's *Call to Serve* initiative : 617
- Number of federal agencies participating in the *Call to Serve* program : 72
- Percentage of LSU students who believed there were good federal jobs for people like them in 2005 : 59
 - Percentage of LSU students who believed there were good federal jobs for people like them after the Partnership's *Call to Service Recruitment Initiative* spent a year promoting government service on LSU's campus : 74
- Number of students who attended Partnership's annual job fair for summer interns in 2007 : 1,500
- Number of the Partnership's *Red, White and Blue* handbooks promoting federal opportunities that have been distributed to college students : 37,000
- Number of federal employees who are traveling to college campuses promoting federal service in the first year of the Partnership's *Annenberg Speakers Bureau* : 96
- Number of students who attended *Annenberg Speakers Bureau* events in 2007 : 4,300
 - Percentage of students after *Annenberg Speakers Bureau* events who say they are more likely to consider serving in federal government : 76
- Number of federal employees who have been nominated for *Service to America Medals* : 3,000
- Number of federal employees who have been honored with *Service to America Medals* : 45
 - Number of times readers were reached with stories about *Service to America Medal* winners in 2007 : 250,000,000
- Number of times readers were reached with stories about all Partnership activities in 2007 : 1,200,000,000
- Number of steps in the office of Federal Student Aid's hiring process prior to the Partnership's *Extreme Hiring Makeover*, which reformed hiring policies at three federal agencies : 114
 - Percentage of steps in the office of Federal Student Aid's hiring process eliminated by the *Extreme Hiring Makeover* : 54
- Number of rising federal managers participating in high-impact training exercises during the first year of the Partnership's *Annenberg Leadership Institute* : 32
- Number of Partnership-supported bills enacted into law : 13
- Number of members of the *Congressional Public Service Caucus* : 42
- Number of times the Partnership has been mentioned in the Congressional Record : 28
- Number of times a Partnership representative has testified before Congress : 16
- Average number of visitors per week to the Partnership's *Best Places to Work* Web site in 2007 : 12,000
 - Number of agencies working directly with the Partnership to improve employee morale and increase their *Best Places* scores : 7
 - Percentage increase since 2001 in the response rate to the federal human capital survey that fuels the *Best Places* rankings : 12
- Number of downloads per month of the Partnership's *Where the Jobs Are* report after its initial release : 20,000
 - Number of times *Washingtonian* magazine has featured the Partnership in its biannual "Great Places to Work" issue : 2
- Number of results from a Google search for "public service" : 120,000,000
- Rank of the Partnership's Web site in a Google search for "public service" : 4

SERVICE TO AMERICA MEDALS

The *Service to America Medals (Sammies)* honor the nation's federal employees and celebrate the best of the best in government service. Created in 2002, the *Sammies* recognize the year's top federal workers in eight categories ranging from National Security to Science and Environment. Winners are selected by a distinguished panel of leaders based on the impact of their work in meeting the needs of the American people, on-the-job innovation, and commitment to public service. Medal recipients are announced each fall at a dinner and awards ceremony in Washington, D.C.

In 2007, the Partnership received a record 600 nominations. Here are the accomplishments of the 2007 *Service to America Medal* recipients.

SAVING WOMEN'S LIVES

Cervical cancer is the second most common cause of cancer deaths in women worldwide, killing roughly 230,000 people each year. It is not typically associated with genetic predisposition, and its cause is linked to human papillomaviruses (HPV). Dr. Douglas Lowy and Dr. John Schiller discovered a protein that triggers the immune system to produce protective antibodies to guard against HPV, and this discovery was the foundation of a vaccine to protect against cervical cancer.



DR. DOUGLAS LOWY AND DR. JOHN SCHILLER, 2007 FEDERAL EMPLOYEES OF THE YEAR
Laboratory Chief (Lowy) and Senior Investigator (Schiller), National Institutes of Health



GIVING HEAT TO COLD CASES

Thanks to hit shows like “CSI,” everyone knows the power of DNA evidence to solve crimes. But in too many instances, the type of evidence that is analyzed immediately on TV has been collecting dust in real life. Dr. John Morgan and his team created a new program to help states and localities clear a backlog of hundreds of thousands of pieces of unanalyzed DNA evidence. This initiative has already helped provide solid leads for more than 16,000 cases.



LIVING THE AMERICAN DREAM

When Anh Duong was 15 years old, she fled her native Vietnam and was eventually granted asylum in the United States. Ever since, she has committed herself to giving back to the country which has given her so much. For more than two decades, she has helped lead the U.S. military’s efforts to create new weapons, and she is recognized as the “scientist who developed the bomb that helped win the war in Afghanistan.”

**NO MORE RISKY
BUSINESS**

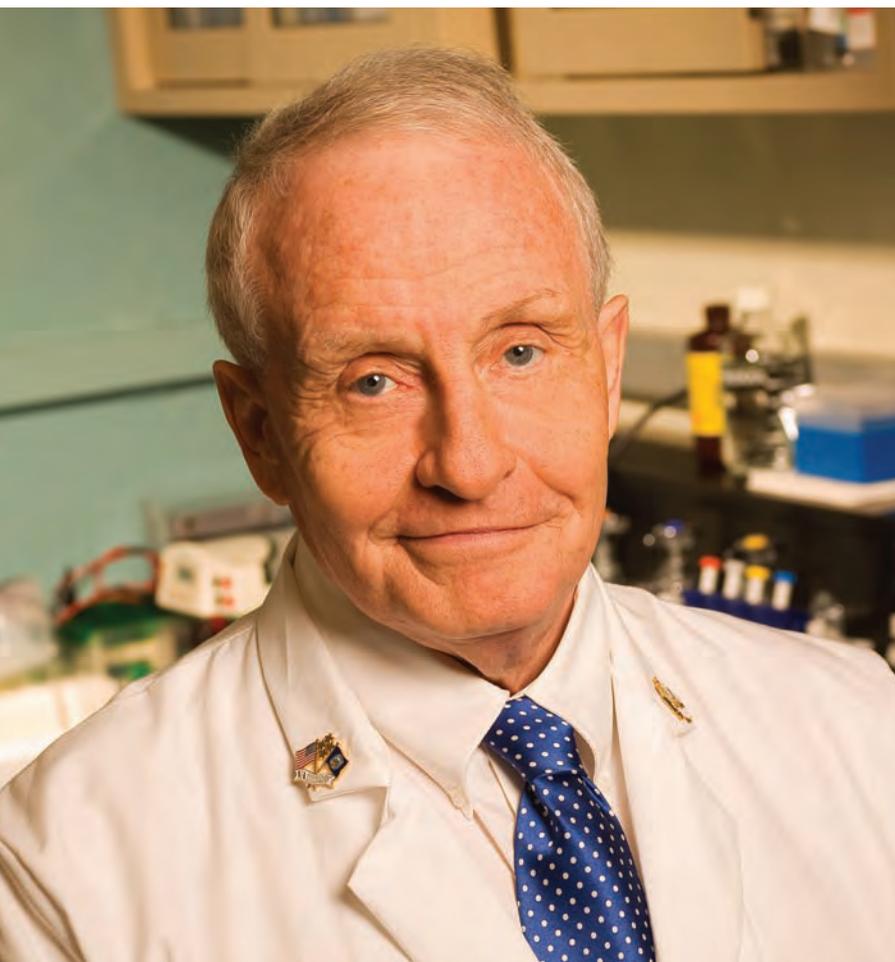
The U.S. Department of Housing and Urban Development was making \$3.2 billion annually in improper rental assistance payments, due in large part to the inability of housing authorities to accurately verify tenant income. Nicole Faison joined HUD and helped the agency create an income verification system that has eliminated more than \$2 billion in improper payments within HUD's rental assistance programs, prompting GAO to remove the program from its high-risk list.



**SECOND LINE
OF DEFENSE**

Tracy Mustin has led the creation of a global program to place radiation monitors at border crossings, airports and seaports all around the world, creating a vital defense against the smuggling of nuclear materials. This achievement is not only a technological feat, but a diplomatic one as well. Mustin has traveled to more than 30 nations to enlist their support.





A GIFT FROM THE HEART

For 25 years, Dr. David Vesely has served his nation on the frontlines in the fight against some of the world's deadliest diseases. During that time, he has discovered three hormones made by the heart that have had tremendous beneficial effects in the treatment of congestive heart failure, kidney failure and cancer. Within a 24-hour period, these hormones are capable of eliminating in test tubes as many as 97 percent of human pancreatic, prostate, breast, colon and kidney adenocarcinomas—malignant tumors in a gland.



POWER TO THE PEOPLE

During the 2006 Israeli-Lebanese armed conflict, a naval blockade cut off fuel sources and threatened to shut down the power grid across Lebanon, which would have closed water and sewage plants and sparked a humanitarian crisis. For three weeks, Edward Messmer coordinated and persuaded disparate parties in Lebanon, Israel and surrounding nations to move fuel into Beirut. He eventually succeeded, getting 300,000 tons of fuel into Lebanon just as the existing stocks had dwindled to near vapor.

LEVELING THE PLAYING FIELD

Dinah Cohen helped establish the Defense Department's initiative to provide assistive technologies to employees with disabilities and help them thrive in the workplace. In 2000, Cohen's program was expanded to cover all federal employees. To date, it has leveled the playing field for more than 60,000 workers, including 2,400 service members who were injured in Iraq or Afghanistan.



MR. CLEAN

The Rocky Flats nuclear weapons facility outside of Denver was one of the nation's most dangerous toxic waste sites. Cleanup was projected to cost \$37 billion and take 70 years — if it was even possible. Frazer Lockhart and his team of public- and private-sector partners got the job done in just 10 years at a cost of \$7 billion, making it the largest and most successful cleanup in Department of Energy history. The majority of the site will soon become a national wildlife refuge.



SUSTAINING OUR MISSION

Thanks to the generous contributions of our supporters, 2007 was another outstanding year for the Partnership.

A gift from The Annenberg Foundation enabled the Partnership to launch an innovative leadership development program, as well as an effort to enlist dynamic civil servants to educate young audiences about federal opportunities. The Atlantic Philanthropies helped us expand our outreach efforts to include older workers who could potentially help fill government's most immediate talent needs. The continued support of Siemens Corporation and DuPont solidified our *Service to America Medals*' reputation as the premier program honoring the best in government service.

We acknowledge with grateful appreciation all those who have contributed to our success, and look forward to continued progress in the future.

2007 PRIVATE SECTOR COUNCIL MEMBERS

- adidas Group
- Adobe Systems
- Alcoa
- Aon Consulting
- Bunge Limited
- CH2M Hill
- Chevron Corporation
- Detica
- DuPont
- Ernst & Young, LLP
- Grant Thornton LLC
- IBM Corporation
- News Corporation
- Northrop Grumman Corporation
- Pfizer Inc
- PPG Industries, Inc.
- RHR International
- Siemens Corporation
- Watson Wyatt Worldwide

FOUNDERS

- Samuel J. and Ronnie Heyman

FOUNDER'S CIRCLE (\$100,000 AND ABOVE)

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- The Atlantic Philanthropies (USA)
- CareerBuilder.com
- DuPont
- Robertson Foundation
- Siemens Corporation

PRESIDENT'S CIRCLE (\$50,000 - \$99,999)

- CH2M Hill
- Chevron Corporation
- Citigroup Inc.
- Ernst & Young, LLP
- Horace W. Goldsmith Foundation
- International Specialty Products Inc.
- JPMorgan Chase
- McKinsey & Co.
- Mr. and Mrs. Robert K. Steel

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(\$25,000 - \$49,999)

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CBRE
The Fritz and Adelaide Kauffmann
Foundation, Inc.
GEICO
General Atlantic LLC
Grant Thornton LLP
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Monster Government Solutions
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Proteus Funds Inc.
Rockefeller Brothers Fund
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LEADERSHIP CIRCLE
(\$15,000 - \$ 24,999)

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ALCOA Inc.
Avaya Inc.
Booz Allen Hamilton
Bunge Limited
Jason A. Caamano
General Dynamics
Goldman Sachs & Co.
Merck & Co., Inc.
Pfizer Inc
SAS
Xerox

PATRONS
(\$5,000 - \$14,999)

Acquisition Solutions
adidas Group
Anne Bingaman
Cantor Fitzgerald Securities
Geoff Craft
Cushman & Wakefield
Detica

Exxon Mobil Corporation
FedChoice Federal Credit Union
GlaxoSmithKline
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More than 300,000 U.S. troops are currently deployed overseas

670 schools in Afghanistan have been built or restored by USAID, schooling 80,000 girls who were previously denied education

In 2006, victims in 55 countries received disaster relief from the U.S. government

4.8 million Americans have purchased their home with a federally insured mortgage

Nearly 1.8 million children receive child care through the U.S. Department of Health and Human Services' Child Care and Development Block Grant



Approximately 22 million veterans have received educational assistance through the U.S. Department of Veterans Affairs' GI Bill

5.5 million Americans were treated at Veterans Affairs facilities in 2006

87,000 U.S. students are enrolled in Defense Department schools overseas

The U.S. Departments of Defense and Labor jointly invested \$35 million for their Military Spouse Career Advancement Initiative

In 2007, there were 63 federal disaster declarations in 40 states across the U.S.

2 million low-income U.S. households are able to afford decent, safe, and sanitary housing in the private market with the assistance of the Department of Housing and Urban Development's Housing Choice Voucher Program

In 2005, nearly 75,000 AmeriCorps members served 62.4 million service hours and managed 1,376,194 community volunteers

72 percent of AmeriCorps members continue to volunteer in their communities after their term of service ends



In 2007, \$7.8 million in zero-interest grants were provided to Rural Utilities Service borrowers to promote rural economic development and job creation projects

The EPA's Brownfields program cleaned and made ready for reuse 1,598 contaminated acres in 2006

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For their efforts on behalf of the Partnership:
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Every effort has been made to ensure the accuracy of this annual report for contributions received from January 1, 2007, to December 31, 2007. Please inform the development office at 202-775-9111 of any inaccuracies.

Collectively, U.S. Department of Education-chartered Future Farmers of America members earn \$4 billion annually through their hands-on work experience

The federal Tennessee Valley Authority – the nation's largest public power company – provides power to nearly 8.5 million Americans

In 2007, the federal government supported the training of more than 129,000 animal health workers and 17,000 human health workers in H5N1 – avian flu – surveillance and outbreak response

41 percent of farms across the U.S. receive federal crop subsidies from the U.S. Department of Agriculture



In 2007, EPA and USDA's joint AgSTAR Program produced 215 million kilowatt-hours of energy, generated from agricultural methane emissions from manure management

In 2004, the Food Safety and Inspection Service inspected 3.2 billion pounds of egg products

More than 23,000 households were served with basic water and sewer infrastructure by the federal Appalachian Regional Commission in 2007

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In 2007, 162 million metric tons of cocaine were seized or destroyed by the Coast Guard

U.S. companies exported more than \$63 billion in goods with the support of the federal Foreign Market Development program in 2006

More than 600 Customs and Border Patrol canine teams – capable of identifying narcotics, bulk currency, human beings, explosives, agricultural pests, and chemical weapons – are deployed at our ports of entry

Trade barriers removed by the International Trade Administration increased U.S. exports by \$8.75 billion in 2007



On average, each day the U.S. Coast Guard saves 14 lives, assists 98 people in distress, and conducts 74 search and rescue cases

On a typical day, Customs and Border Patrol agents process 70,200 truck, rail and sea containers

The U.S. Coast Guard responds to more than 4,000 oil pollution and hazardous chemical material spills each year

The U.S. Army Corps of Engineers helps maintain the nation's ports, harbors and navigation channels – more than 1.3 billion tons of cargo move through these facilities annually

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FINANCIAL STATEMENTS

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

	2007	2006
ASSETS		
CURRENT ASSETS:		
Cash	\$ 1,577,756	\$ 4,223,337
Accounts receivable	56,356	160,000
Pledges receivable	5,907,941*	324,050
Prepaid expenses	63,711	72,684
TOTAL CURRENT ASSETS	\$ 7,605,764	\$ 4,780,071
INVESTMENTS	\$ 13,792,840	\$ 13,149,700
PLEDGES RECEIVABLE, NON CURRENT	2,108,595	—
PROPERTY, EQUIPMENT, SOFTWARE, NET	210,906	227,374
OTHER ASSETS:		
Deposits	115,162	115,162
TOTAL ASSETS	\$ 23,833,267	\$ 18,272,307
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable and accrued expenses	\$ 177,751	\$ 157,225
Deferred Revenue	137,925	58,335
TOTAL LIABILITIES	\$ 315,676	\$ 215,560
NET ASSETS:		
Unrestricted:		
Undesignated	\$ 1,708,215	\$ 9,527,693
Board-designated endowment	13,792,840	8,205,004
	15,501,055	17,732,697
Temporarily restricted	8,016,536	324,050
TOTAL NET ASSETS	\$ 23,517,591	\$ 18,056,747
TOTAL LIABILITIES AND NET ASSETS	\$ 23,833,267	\$ 18,272,307

* \$5 million of this amount represents a pledge to be used for 2008 operating expenses.

Unaudited financial statements

FINANCIAL STATEMENTS
STATEMENT OF ACTIVITIES — FOR THE YEARS ENDED DECEMBER 31,

	2007		2006	
SUPPORT AND REVENUE:				
Contributions	\$	5,030,851	\$	5,009,746
Special Event		330,730		2,401,260
Less: cost of direct benefits to donors		–		(177,180)
Membership revenue		158,333		189,646
In-kind contributions		282,740		97,500
Sponsorship and grant revenue		5,320,241*		402,310
Contract and publications revenue		52,579		623,567
Investment income		847,705		1,035,989
Miscellaneous income		127,825		6,074
TOTAL SUPPORT AND REVENUE	\$	12,151,004	\$	9,588,912
EXPENSES:				
Program services:				
Education and outreach	\$	1,463,742	\$	904,328
Government transformation		1,310,383		1,191,384
Policy and research		1,163,085		737,435
Communications		1,485,390		1,118,059
Government Affairs		287,384		257,015
TOTAL PROGRAM SERVICES	\$	5,709,984	\$	4,208,221
Supporting services:				
Management and general	\$	535,213	\$	542,007
Fundraising		444,963		662,147
Total supporting services		980,176		1,204,154
TOTAL EXPENSES	\$	6,690,160	\$	5,412,375
CHANGE IN NET ASSETS	\$	5,460,844	\$	4,176,537
NET ASSETS, BEGINNING OF YEAR		18,056,747		13,880,210
NET ASSETS, END OF YEAR	\$	23,517,591	\$	18,056,747

* Approximately \$3 million of this amount represents revenue from Annenberg Foundation pledges which will be received in 2008 through 2010.

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS — FOR THE YEARS ENDED DECEMBER 31,

	2007		2006
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash received from contributions, special events and special activities	\$ 3,427,673	\$	3,248,512
Dividends and interest received	1,079,563		548,424
Cash paid to suppliers and employees	(6,298,385)		(5,339,012)
NET CASH (USED IN) OPERATING ACTIVITIES	\$ (1,791,149)	\$	(1,542,076)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of investments	\$ (5,733,842)	\$	(3,575,609)
Proceeds from the sale of investments	5,087,994		8,314,572
Purchases of property, equipment, and software	(208,584)		(32,260)
NET CASH PROVIDED (USED IN) INVESTING ACTIVITIES	\$ (854,432)	\$	4,706,703
NET INCREASE (DECREASE) IN CASH	\$ (2,645,581)	\$	3,164,627
CASH, BEGINNING OF YEAR	4,223,337		1,058,710
CASH, END OF YEAR	\$ 1,577,756	\$	4,223,337
RECONCILIATION OF CHANGE IN NET ASSETS TO NET CASH (USED IN) OPERATING ACTIVITIES			
Change in net assets	\$ 5,460,844	\$	4,176,537
Reconciliation adjustments:			
Donated stock	–		(4,930,041)
Depreciation	80,352		111,468
Net realized and unrealized gains on investments	231,858		(487,565)
(Gain) Loss on disposal of equipment	(84,450)		(500)
Changes in assets and liabilities:			
Accounts receivable	103,644		22,315
Pledges receivable	(7,692,486)		(290,050)
Prepaid expenses	8,973		22,631
Other assets	–		(115,162)
Accounts payable and accrued expenses	20,526		(51,709)
Deferred revenue	79,590		–
NET CASH (USED IN) OPERATING ACTIVITIES	\$ (1,791,149)	\$	(1,542,076)

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GPS technology was developed by the U.S. Department of Defense

170 million acres of wilderness are protected by the Department of the Interior

Nearly 750,000 people visit a national park every day

The National Park Service maintains 25,749 miles of trail for park visitors

The U.S. Geological Survey monitors seismic activity worldwide for an estimated 1.4 million earthquakes each year

NASA's Hubble Telescope has recorded images from over 12 billion light years away



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