# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter From the President and Chair</td>
<td>3</td>
</tr>
<tr>
<td>Public Service Leadership Institute</td>
<td>7</td>
</tr>
<tr>
<td>Federal Talent</td>
<td>12</td>
</tr>
<tr>
<td>Society’s Commitment to Government</td>
<td>18</td>
</tr>
<tr>
<td>The Partnership</td>
<td>24</td>
</tr>
<tr>
<td>Our Supporters</td>
<td>26</td>
</tr>
<tr>
<td>Statements of Financial Position</td>
<td>31</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>33</td>
</tr>
</tbody>
</table>
Our federal government is facing an enormous opportunity.

To address a daunting set of domestic and international challenges, a series of historic measures—the American Rescue Plan, the bipartisan infrastructure law, the CHIPS and Science Act, and the Inflation Reduction Act—have provided federal agencies with significant funding to tackle issues that touch on nearly every aspect of American life, from economic uncertainty and climate change to infrastructure, technological development and COVID-19.

Our government must operate effectively to ensure that these once-in-a-generation investments make an impact, cultivating effective leadership, workforce and management strategies to implement programs and services that reach thousands of communities and individuals across the country. This work is essential to the health of our democracy. By solving its most critical operational challenges, our government can fulfill its promise to execute an ambitious national agenda that both reflects and seeks to meet the diverse needs of our nation.

At the Partnership for Public Service, we equip our government to meet this challenge.

Since 2001, we have worked to create a more dynamic, innovative and modern government that effectively serves the public. It has been an incredible journey filled with remarkable accomplishments—and 2022 was no exception.

This past year, we launched the Public Service Leadership Institute® as the preeminent source of programs, policies and perspectives related to leadership in government. The institute will serve as a critical hub for federal employees at all levels to learn and network, with an increased focus on career senior executives. We also supported senior executives at agencies that received major funding under recent legislation, including the departments of Health and Human Services and Transportation, the IRS, and the Environmental Protection Agency.

We launched new internship programs and reinvigorated our Call to Serve network, the only national network of colleges and universities that promotes public service to students and recent alumni. We envision this network as the single greatest contributor to helping attract next-generation talent into public service. In addition, our Best Places to Work in the Federal Government® rankings provided agencies with a roadmap to improve employee engagement and satisfaction, a main driver of government performance, and match the best of the private sector.

Finally, we worked to increase public trust in government by improving knowledge about how government serves the public interest, by telling stories about exceptional public servants and their work through the Samuel J. Heyman Service to America Medals®, and by providing agencies with the data and performance insights they need to succeed. Moving forward, our research will continue to be an authoritative source for assessing government effectiveness.
Together, these achievements help lay the groundwork for our government to transform the way it works and develop the management strategies it needs to effectively deliver and implement large federal investments that drive important outcomes for the public.

Today, we have a unique opportunity to advance this work. As we look to our new strategic era, we plan to build on the past, capitalize on our growth and prepare for the future. For 2023 and the years ahead, we will steadily grow and expand our work in four core areas.

- **Public Service Leadership**
  Federal leaders are equipped to achieve their agencies’ missions and contribute to the public good.

- **Federal Talent**
  Our government recruits, engages and retains the nation’s best talent.

- **Society’s Commitment to Government**
  Society trusts and engages with a well-functioning government.

- **The Partnership**
  The Partnership has the talent and organizational capacity to deliver on and sustain its nonpartisan mission.

This work will not be easy. Our government is facing turbulent times that may make progress seem unlikely, underscored by increased partisanship, low public trust and threats to our democracy.

However, our record of accomplishment makes us optimistic about the possibilities for meaningful change. As we enter our next era of work, we will position ourselves to deliver enduring and measurable impact on our government and the people it serves for decades to come.

In this Impact Report, we highlight the results of our programs and activities in 2022 and outline our plans for the coming year. Our accomplishments would not be possible without the generous support of our donors and partners, whom we thank for supporting our work.

Together, we can build a better government and a stronger democracy. **Join us.**
Public Service Leadership

We empower public service leaders to deliver results at their agencies and for the public.

Our Impact by the Numbers

**Federal employees reached**

- 2021: 5,000+
- 2022: 8,000+

**Leadership development sessions**

- 2021: 300+
- 2022: 490+

95% of all participants agreed their program made them a better leader.
Building on our more than 10 years of expertise in developing federal leaders, we launched the Public Service Leadership Institute in June of 2022 to serve as the preeminent source of programs, policies and perspectives related to leadership in government. A key element of the new institute is the Public Service Leadership Model, which seeks to set the standard for effective federal leadership.

The institute has three main goals:

• To amplify the importance of public service leadership.
• To develop government leaders at all levels—from aspiring supervisors to political appointees.
• To unify around a shared standard of federal leadership.

“The institute will serve as a ladder that public servants can climb and will drive us closer to an equitable and inclusive vision for our country and our government.”

Secretary of the Interior Deb Haaland
Working with Senior Leadership

We facilitated leadership retreats with the secretaries of commerce, transportation, and health and human services. These retreats offer executive teams the opportunity to address their unique needs and develop meaningful action plans through structured collaboration and custom working sessions.

Our work with senior leaders also includes various custom engagements and the AI Federal Leadership Program, which helps members of the Senior Executive Service understand and apply AI and other emerging technologies to improve their agencies’ service delivery.

Partnership President and CEO Max Stier with IRS Commissioner Danny Werfel.

“The program opened my eyes to what I thought I knew about AI and helped me gain more leverage to advance it at my agency.”

Sarah Pollock, director of NASA’s IT Procurement Office; AI Federal Leadership Program participant

Featured Report


We analyzed data from our proprietary 360 assessment tool to better understand women’s experiences in government leadership roles as well as the barriers and challenges they face in the workplace.

Read the report
The Center for Presidential Transition®

The Partnership’s Center for Presidential Transition® is the premier nonpartisan source of information to help presidential candidates and their teams prepare for a new administration or a president’s second term. In 2022, the Center raised awareness about the broken Senate confirmation process, prepared new political appointees to lead, and developed thought leadership that shared best practices and shaped the national conversation on transitions.

200+

New and prospective political appointees reached in 2022

Championing Legislative Reform

In 2022, Congress enacted two legislative mandates that we championed to ensure smoother presidential transitions and more transparency around federal leadership vacancies:

- That presidential candidates receive transition assistance even if there is a delay in our government’s official recognition of an apparent election winner.
- That our government publish a new modernized, online and yearly updated Plum Book, the most comprehensive directory of federal political appointees and senior career officials.

“I cannot imagine doing a presidential transition in a modern era without the Partnership. If a transition team itself had to assemble the information that the Partnership provides to every presidential transition, it would turn an incredibly difficult job into a complete nightmare. What the Partnership does is incredibly worthwhile.”

Edward “Ted” Kaufman, Former chairman of the Biden Transition; former United States Senator
“Slow Nominations and Confirmations Pose a Threat to National Security”

Our data reveals chronic delays at nearly every step of the nomination and confirmation process—even for the national security positions that all stakeholders agree are essential to minimize threats during the first months of a new administration.

Read the report

New Book: “The Peaceful Transfer of Power”

Based on our 2020 podcast series, “Transition Lab,” “The Peaceful Transfer of Power” uses interviews with senior officials from the past eight presidential transitions to illuminate the inner workings of one of our most vital democratic traditions.

Learn More
Building Critical Connections

We convene roundtables and other forums for federal executives—including deputy secretaries, general counsels, public affairs officers, chief diversity officers, customer experience leads, assistant secretaries for administration and management, innovation and human resources leaders, and others—to collaborate with their peers, share ideas and solve problems.

These meetings provide us with insight into the major issues of concern to federal leaders. Recent discussion topics include implementing return-to-office plans, building productive relationships with congressional committees and managing surge staffing for emergencies.

In 2022, we also emerged as a trusted partner in the field of public interest technology, bringing together cross-sector leaders in dozens of convenings to discuss issues such as federal innovation, the tech workforce, cloud computing, accessibility in government and more.

For the Future

We will facilitate the adoption of the Public Service Leadership Model through advocacy of a single leadership standard.

We will strengthen our efforts to develop senior federal executives through custom retreats, training opportunities, and individual, group and team coaching.

We will refresh our transition resources and programs to help political and career leaders prepare for the 2024 transition cycle.
Federal Talent

We help our government recruit and retain the skilled and diverse talent it needs to effectively serve the public.

Future Leaders in Public Service

Encouraging college students to consider careers in public service and strengthening federal internship and fellowship programs are key to helping government fill critical talent gaps and solve future challenges.

To meet this need, we launched the Future Leaders in Public Service Internship Program with support from Schmidt Futures. The program placed more than 140 students from schools across the country in paid summer internships with the departments of Commerce and Transportation and serves as a powerful model for agencies. We are on track to place 250 interns in government during the summer of 2023.
Call to Serve

As part of our goal to encourage college students to consider careers in the federal government, we visited nearly 60 campuses—and made many virtual presentations—to promote our Call to Serve network, a community of approximately 700 colleges and universities we train to recruit the next generation of public servants.

Our Call to Serve communications campaign received honorable mention from PRNEWS’ 2023 Nonprofit Awards, which honor talented communicators who work to make the world a better place.

OVERALL REACH

2,318 Students

349 Advisors

21 STATES VISITED

PA, VA, OH, FL, NJ, TX, MI, CA, NY, AZ, WI, WV, MA, IL, NC, GA, IN, CT, OR, UT, DC

97%

Program participants who said they would be likely or extremely likely to pursue a career in the federal government.
“This program provides you with a really strong foundation if a career in public service is something you’re interested in.”

Hannah Lyons, Pennsylvania State University, Department of Commerce intern

**CAMPUS VISITS AND NATIONWIDE REACH**

58 Total Campus Visits

43% of Visits at Minority-Serving Institutions

**Featured Resource**

“Retaining My Generation: Retention Strategies for Generation X and Generation Z Federal Employees”

With support from ServiceNow, we compared and contrasted the retention strategies for Gen X and Gen Z civil servants, offering strategies for keeping them both in the federal workforce.

[Read the report]
Answering the Call to Serve

In 2022, we redesigned our GoGovernment.org website, a one-stop shop for job seekers to better understand the federal hiring process. The revamped site provides a more user-friendly and interactive experience that helps young people learn about the Partnership’s internship and fellowship programs, access career guides and find the right federal agency, better understand the federal application process, explore inspiring stories from public servants, and much more.

After enrolling in the Partnership’s Cybersecurity Talent Initiative, a first-of-its-kind public-private partnership aimed at developing a cybersecurity workforce, Sangi Ranadeeve joined the State Department as an IT cybersecurity specialist.

Visit GoGovernment.org

Featured Resource


In The Washington Post, Partnership President and CEO Max Stier and Dr. Anthony Fauci outlined how our government could bring more young people into the federal workforce.

Read the op-ed
Building a Better Workplace

In partnership with Boston Consulting Group, we released our 2021 and 2022 Best Places to Work in the Federal Government® rankings, the most comprehensive insight into the federal employee experience and an invaluable tool for agencies to better engage their workforce.

In collaboration with The Washington Post, we also released a special top 10 edition of the 2022 Best Places to Work rankings and data, featuring the highest-ranked large, midsize and small agencies, and agency subcomponents. Our full rankings release and annual awards event took place on April 12, 2023.

View the top and most improved agencies at bestplacetowork.org

NASA has finished atop the Best Places to Work rankings for 11 consecutive years. Read our impact story to learn how agency leaders used the rankings to revitalize their workplace.

Explore the special preview of our 2022 Best Places to Work rankings, produced with The Washington Post.
Fostering Diversity, Equity, Inclusion and Accessibility

Through two executive orders, the Biden administration has recognized government’s need to strengthen diversity, equity, inclusion and accessibility in the federal workforce, and advance federal support for underserved communities.

To help our government deliver on these twin imperatives and regain the public’s trust, we delivered DEIA training to nearly 2,000 employees at the Department of Labor, the Centers for Disease Control and Prevention, and several other agencies in 2022.

With support from the W. K. Kellogg Foundation, our 18-month program with the CDC helped the agency work toward becoming more diverse, equitable and inclusive, a key pillar of its new strategic plan focused on health equity.

Learn more about our impact

Read our op-ed on these efforts, co-authored with PolicyLink

For the Future

We will reinvigorate our Call to Serve network of colleges and universities, offering them a tiered membership model and certificate program to support efforts that promote government careers to students.

We will expand our employee engagement and DEIA work with federal agencies.

We will advocate before Congress and federal agencies for critical systems reforms to address barriers to recruiting and retaining young talent.
We work to build a government that connects with and delivers effective services to the public in collaboration with other champions of good government. By spotlighting the achievements of public servants and helping agencies better serve our diverse nation, we aim to increase the perception of our government as trustworthy, accountable and transparent.
We also recognized Darren Walker (left), president of the Ford Foundation, as our 2022 Spirit of Service award winner. The award recognizes individuals outside of government who make significant contributions to public service. Raj Shah (right), president of the Rockefeller Foundation, spoke with Walker about his work.

Kiran Ahuja, director of the Office of Personnel Management.

Second Gentlemen Doug Emhoff.

Julie Su, acting secretary of labor.

Former NASA engineer Gregory Robinson accepts the 2022 Federal Employee of the Year Award for spearheading the James Webb Telescope program.
The G Word

We held a special event to celebrate “The G Word,” a Netflix docuseries based on Michael Lewis’ book, “The Fifth Risk,” that shows government’s unheralded positive impact on our lives. The event featured a panel discussion with “The G Word” host and creator Adam Conover; Jamie Rhome, acting director of the National Hurricane Center and a 2019 Service to America Medals® winner; and Ada Chiaghana, a senior vice president at Higher Ground Productions.

Watch the full event

From left to right: Moderator Elizabeth Williamson, feature writer for The New York Times; Jamie Rhome; Adam Conover; and Ada Chiaghana
We issued recommendations to help agencies improve their customer experience and shed light on new performance data to hold government accountable for better serving the public.

**National Poll**

Conducted in partnership with Freedman Consulting, our first-ever national poll examined public attitudes toward the federal government.

**“Trust in Government: A Close Look at Public Perceptions of the Federal Government and Its Employees”**

Based on this polling, our report revealed that despite low trust in government, Americans demonstrate more positive attitudes toward nonelected federal employees and some of the agencies they work in.


Our research report became the basis for an op-ed in Politico co-authored by Max Stier, Partnership president and CEO, and Tom Freedman, president of Freedman Consulting, outlining how and why public trust in government must be rebuilt.
Society’s Commitment to Government
Featured Resources

Agency Performance Dashboard

Our agency performance dashboard provides a real-time snapshot of the operations, staffing and organizational health of 24 major federal agencies, enabling greater government accountability and transparency.

View the dashboard

“Designing a Government for the People”

Our fourth annual “Government for the People” report identifies the key ingredients agencies need to serve the public equitably and meet the Biden administration’s customer experience goals.

Read the report

Op-ed: “The IRS is becoming a model of efficiency. Really.”

In Bloomberg News, Partnership President and CEO Max Stier examined the IRS’ once-in-a-generation opportunity to improve its service and rebuild faith in the agency and our government.

Read the op-ed
We will launch a new initiative to restore public trust in government by engaging outside allies, educating the public and supporting the communications capacity of federal agencies.

We will increase publicly available government performance measures and data, and expand our support for federal digital transformation efforts.

We will explore opportunities to research and showcase best practices to help agencies deliver and distribute large federal investments to individuals and communities across the country.
The Partnership

Building a better government and a stronger democracy requires us to have the talent and organizational capacity to deliver on and sustain our mission.

Building our organization’s future

In the coming years, we will continue to improve our management and workforce to realize our ambitious goals and vision. Guided by our 2023-2026 strategic plan, we will prioritize several areas that will help us expand and grow our work, including:

- Supporting the growth, development and long-term engagement of our employees.
- Meeting our evolving talent needs.
- Maintaining an inclusive workplace.
- Growing and diversifying our revenue streams.

Throughout, we will be unwavering in our commitment to supporting our government and the public servants who work there.

In March, we transitioned to a new office and hybrid work environment. Our new state-of-the-art facility provides the technology, space and setup to engage our customers and federal partners, attract talent, and deliver our mission in new and exciting ways.
Diversity, Equity and Inclusion

The Partnership for Public Service is committed to building a diverse, equitable and inclusive workplace culture.

To pursue meaningful change for both the federal government and the millions of public servants who comprise it, we strive to uphold the nonpartisan values of fairness and equity—values rooted in our representative democracy—and engage in social discourse about how we can achieve equity in both our society and in our federal institutions.

Learn more about our commitment to DEI

Solving our government’s management, operational, performance and talent challenges requires the involvement of people within and outside the federal government and across many sectors.

We invite you to join with us to build a better government.
OUR SUPPORTERS

We gratefully acknowledge the generous support of the following corporations, foundations and individuals who sustain our work to build a better government and a stronger democracy.

Chairman’s Circle ($1,000,000 and above)
- Anonymous
- Ford Foundation
- The David and Lucile Packard Foundation
- Schmidt Futures

Innovators’ Circle ($500,000 to $999,999)
- Anonymous
- Bloomberg Philanthropies
- Democracy Fund
- The William and Flora Hewlett Foundation
- Microsoft
- Craig Newmark Philanthropies
- TDF Foundation

Founders’ Circle ($250,000 to $499,999)
- Accenture Federal Services
- Boston Consulting Group
- Google
- Google.org Charitable Giving
- Ronnie F. Heyman and Family
- Open Society Foundations
- TDF Foundation
- Patricia A. and George W. Wellde Jr.

Directors’ Circle ($100,000 to $249,999)
- B.A. Women’s Alliance
- Guidehouse
- The James Irvine Foundation
- Sharon Marcil and Tom Monahan
- Jennifer and David Millstone
- Poses Family Foundation
- Lise Strickler and Mark Gallogly
- Workday

President’s Circle ($50,000 to $99,999)
- Tom and Andi Bernstein
- ConantLeadership
- Deloitte
- Roberta and Steven Denning
- IBM Center for The Business of Government
- Estate of Ira A. Lipman
- Maximus
- Medallia
- Daniel and Teresa Murrin
- Penny Pritzker
- Pritzker Innovation Fund
- ServiceNow

Leadership Circle ($15,000 to $24,999)
- Attain Partners
- Jonathan D. Eilian
- J.P. Morgan
- Amy and Bruce Pascal
- Steve and Molly Preston
- Bernard & Audre Rapoport Foundation
- Max Stier and Florence Pan
- John Yochelson

Champions of Service ($25,000 to $49,999)
- Carahsoft
- Citi
- Fearless
- William and Elyssa Friedland Foundation

Patrons ($5,000 to $4,999)
- ANDAH Foundation
- Harold and Stephanie Bronson
- Charina Endowment Fund
- Joel L. Fleishman
- Nora Gardner
• Giudice Family Fund
• Scott Gould and Michèle A. Flournoy
• Carl and Gail Icahn
• Josephine Lawrence Hopkins Foundation
• Carol and Gene Ludwig Family Foundation
• Mathematica
• Robert A. and Diane J. McDonald Family Foundation
• Sabina Menschel and Bill Priestap
• Sean and Laura O’Keefe
• Mr. Andrew Rechtschaffen and Mrs. Monique Rechtschaffen
• Robertson Foundation for Government
• Douglas N. Silberman
• Dan and Theresa Tangherlini
• Jim and Autumn VandeHei
• Watermark LLC
• Neal Wolin and Nicole Elkon

Higgins Trapnell Family Foundation, courtesy of Neal Higgins
• Ralph Huber
• Craig Katerberg
• Patricia and John Koskinen
• Les L. Lyles
• Rajive Mathur
• Luke McCormack
• Nolan Family Charitable Fund
• John and Shaaron Palguta
• Bob and Ellen Peck
• The Mark Rosenthal Family
• Michele K. Ross
• Charles Rossoiti
• Ronald Sanders
• Kevin Sheekey and Robin Caioala
• Kristine and John Simmons
• Stan Soloway
• Richard Stithem
• Robert and Christine Van Kirk
• Karen Lerohl Wilson
• Renee Wynn

• Claire Buchan Parker
• Dr. Allan V. Burman
• Scott Cameron
• Christine Carroll and David Robertson
• Michell Clark
• Ellen Cleary
• Mike Clow
• Patricia Cogswell
• Kenneth S. Colburn
• Laura Colker
• Steven Cooper
• Michael Coughlin
• Troy Cribb
• Doug Criccitello
• Chris Cummiskey
• Linda and Doug Cureton
• Joan DeBoer
• Samantha L. Donaldson
• Katya and David Dow Charitable Fund
• Troy Edgar
• Kay Ely
• Enright Charitable Fund
• Karen S. Evans
• Vernetta Fields
• Ronald C. Flom
• Brodi Fontenot
• Mark Forman
• Emily Franklin
• Stephen D Galvan
• Greg Giddens
• Daniel Ginsberg
• Vincette L. Goerl
• Claire M. Grady
• Margaret Graves
• Chuck D. Grimes
• John Gutman
• Sallyanne Harper
• Ruby Harvey
• Cynthia Heckmann
• Andrew Henshilwood
• J. (“Ned”) Holland Jr.
• Ella Holman
• Daniel Horner

Partners in Service ($1,000 to $4,999)

• Anonymous
• Angela Bailey
• Karan Bhatia
• Charles F. Bolden Jr
• Robert Brese
• Steve Bunnell and Laura Hills
• Judson A. Crane
• Linda and Doug Cureton
• Diana Farrell and Scott Pearson
• John M. Gilligan
• Richard and Judy Gilmore
• Larry and Karen Grisolano
• Leonard and Fleur Harlan
• Paul and Elena Harrington
• Brian Harris-Kojetin

Donors (up to $999)

• Jonathan Alboum
• Fred Ames
• Bruce Andrews
• 6 Anonymous Donors
• Maureen Atkins Vollmer and Scott Vollmer
• Beverly Babers
• Roger Baker
• Alan P. Balutis
• Betsy Beaumon
• Bill Beaver
• Francis Beidler Foundation
• Lucas Bladen and Megan Handau
• Danah Boyd
• Katherine Bryan
The support of these individuals and companies that provided the Partnership with pro bono or volunteer services has helped make the Partnership’s work possible. We gratefully acknowledge their generous support.

- Ashley Nicole Black

Special Thanks
• Congresswoman Stephanie Murphy
• Natalie Tran
• Dr. Gregory Washington

Center for Presidential Transition Advisory Board
• Josh Bolten
• Edward “Ted” Kaufman
• Michael Leavitt
• Thomas “Mack” McLarty
• Penny Pritzker

Government Leadership Advisory Council
• Thad Allen
• Bernie Banks
• Charlie Bolden
• Doug Conant
• Stephen M. R. Covey
• Amy Edmondson
• Sally Jewell
• Les L. Lyles
• Robert A. McDonald
• Mette Norgaard
• Chris Porath
• Liz Wiseman

Partnership West Advisory Council
• Caitlyn Fox
• Don Howard
• Michael McAfee
• Amanda Renteria
• Leonard D. Schaeffer
• Ashley Swearengin
• Laney Whitcanack

Cybersecurity Talent Initiative Executive Advisory Council
• Ellen Ambrosini

• Denise Biaggi-Ayer
• Karissa Calvo
• Erin Collard
• Robert Costello
• Josh DeFigueiredo
• Christopher Emery
• Zev Goldrich
• Ron Green
• Beau House
• Wenchun Jiang
• Jeffrey D. Johnson
• Patrick Johnson
• Rachel Lange
• Tonya Manning
• Sarah Nur
• Alec Palmer
• Douglas Perry
• Simone Petrella
• Greg Sisson
• Robert Tagalidoc
• Nicole Vinson
• Sharon Wong

Strategic Advisors to Government Executives (SAGE)
• Jonathan Aloum
• Bruce Andrews
• Napoleon Avery
• Beverly Babers
• Angie Bailey
• Roger Baker
• Alan P. Balutis
• Jeremy Bash
• Donald Bice
• Charles F. Bolden Jr.
• Rafael Borras
• Robert Brese
• Claire Buchan Parker
• Jeri Buchholz
• Dr. Allan V. Burman
• Robert Burton
• Reynolds Cahoon
• Scott J. Cameron
• Roger Campbell
• Michael Carleton
• Daniel J. Chenok
• Michell Clark
• Patricia Cogswell
• Miriam Cohen
• Casey Coleman
• Rebecca Contreras
• Steve Cooper
• Douglas Criscitello
• Chris Cummiskey
• Linda Y. Cureton
• Melinda Darby
• Joan DeBoer
• Mark Doboga
• Troy Edgar
• Kay Ely
• Karen S. Evans
• Michael Fischetti
• Ronald C. Flom
• Michèle Flournoy
• Brodi Fontenot
• Mark Forman
• Mike French
• Stephen D. Galvan
• Greg Giddens
• John M. Gilligan
• Daniel Ginsberg
• Vincette L. Goerl
• Claire M. Grady
• David Grant
• Margaret Graves
• Chuck D. Grimes
• Krysta Harden
• Sallyanne Harper
• Ruby Harvey
• Cynthia Heckmann
• Ira Hobbs
• Jon Holladay
• J. (“Ned”) Holland Jr.
• Michael Howell
• Myra Howze Shiplett
• Jody L. Hudson
• Karlease Kelly
Every effort has been made to ensure the accuracy of contributions received from January 1 through December 31, 2022. Kindly inform the development office at ccarroll@ourpublicservice.org or 202-464-5387 of any oversights or inaccuracies.
## Statements of Financial Position
### December 31, 2022 and 2021

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$6,740,463</td>
<td>$7,300,613</td>
</tr>
<tr>
<td>Restricted cash</td>
<td>-</td>
<td>1,365,791</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>5,325,876</td>
<td>4,297,322</td>
</tr>
<tr>
<td>Pledges receivable - current portion</td>
<td>1,556,961</td>
<td>200,000</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>305,758</td>
<td>296,030</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>$13,929,058</td>
<td>$13,459,756</td>
</tr>
<tr>
<td>Pledges Receivable - Non-Current Portion</td>
<td>-</td>
<td>$350,000</td>
</tr>
<tr>
<td><strong>NET PROPERTY AND EQUIPMENT</strong></td>
<td>$2,590,864</td>
<td>$65,334</td>
</tr>
<tr>
<td>Right of Use Asset</td>
<td>$12,617,705</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>$15,705,303</td>
<td>$16,418,936</td>
</tr>
<tr>
<td>Deposits</td>
<td>214,273</td>
<td>214,273</td>
</tr>
<tr>
<td><strong>TOTAL OTHER ASSETS</strong></td>
<td>15,919,576</td>
<td>16,663,209</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$45,057,203</td>
<td>$30,508,299</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$757,344</td>
<td>$449,474</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>6,781,188</td>
<td>4,478,912</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>$7,538,532</td>
<td>$4,928,386</td>
</tr>
<tr>
<td>Operating Lease Liability</td>
<td>16,434,073</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$23,972,605</td>
<td>$4,928,386</td>
</tr>
<tr>
<td><strong>Net assets without donor restrictions:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board designated</td>
<td>$16,511,964</td>
<td>$19,240,362</td>
</tr>
<tr>
<td>Undesignated</td>
<td>1,178,575</td>
<td>2,346,019</td>
</tr>
<tr>
<td><strong>Net assets with donor restrictions</strong></td>
<td>3,394,059</td>
<td>3,993,532</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>$21,084,598</td>
<td>$25,579,913</td>
</tr>
</tbody>
</table>

| TOTAL LIABILITIES AND NET ASSETS | $45,057,203 | $30,508,299 |
## Statements of Activities
### Years Ended December 31, 2022 and 2021

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$2,880,321</td>
<td>$4,741,041</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>52,632</td>
<td>293,659</td>
</tr>
<tr>
<td>Sponsorship revenue</td>
<td>2,628,485</td>
<td>2,853,578</td>
</tr>
<tr>
<td>Grant revenue</td>
<td>7,295,831</td>
<td>2,476,137</td>
</tr>
<tr>
<td>Fee for service revenue</td>
<td>10,326,695</td>
<td>10,426,078</td>
</tr>
<tr>
<td>Investment income</td>
<td>35,545</td>
<td>208,625</td>
</tr>
<tr>
<td>Other revenue</td>
<td>24,838</td>
<td>182,688</td>
</tr>
<tr>
<td><strong>TOTAL SUPPORT AND REVENUE</strong></td>
<td><strong>$23,244,347</strong></td>
<td><strong>$21,181,806</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Service Leadership Institute</td>
<td>$7,915,177</td>
<td>$6,681,510</td>
</tr>
<tr>
<td>Workforce and Engagement</td>
<td>5,143,107</td>
<td>2,693,650</td>
</tr>
<tr>
<td>Federal Executive Networks</td>
<td>259,547</td>
<td>236,137</td>
</tr>
<tr>
<td>Presidential Transition</td>
<td>836,615</td>
<td>1,645,698</td>
</tr>
<tr>
<td>Communications</td>
<td>4,181,772</td>
<td>4,695,459</td>
</tr>
<tr>
<td>Government Affairs</td>
<td>1,002,575</td>
<td>2,010,463</td>
</tr>
<tr>
<td>Modern Government</td>
<td>1,936,385</td>
<td>2,314,003</td>
</tr>
<tr>
<td>Research and Evaluation</td>
<td>588,536</td>
<td>77,734</td>
</tr>
<tr>
<td><strong>TOTAL PROGRAM SERVICE EXPENSES</strong></td>
<td><strong>$21,863,714</strong></td>
<td><strong>$20,354,654</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>$1,780,632</td>
<td>$1,664,227</td>
</tr>
<tr>
<td>Development</td>
<td>1,395,264</td>
<td>1,307,485</td>
</tr>
<tr>
<td><strong>TOTAL SUPPORTING SERVICES EXPENSES</strong></td>
<td><strong>$3,175,896</strong></td>
<td><strong>$2,971,712</strong></td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$25,039,610</strong></td>
<td><strong>$23,326,366</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHANGES IN NET ASSETS</strong></td>
<td>$(1,795,263)</td>
<td>$(2,144,560)</td>
</tr>
<tr>
<td><strong>NET APPRECIATION (DEPRECIATION) IN FAIR VALUE OF INVESTMENTS</strong></td>
<td>$(2,700,052)</td>
<td>1,646,627</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of Year</td>
<td>$25,579,913</td>
<td>$26,077,846</td>
</tr>
<tr>
<td>End of Year</td>
<td>$21,084,598</td>
<td>$25,579,913</td>
</tr>
</tbody>
</table>

![Pie chart showing program services at 87% for 2022 and 2021]
BOARD OF DIRECTORS

As of May 31, 2023

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

Karan Bhatia
Vice President, Government Affairs and Public Policy, Google

Margaret Brennan
Face the Nation Moderator and Chief Foreign Affairs Correspondent, CBS News

Douglas R. Conant
Founder and CEO, ConantLeadership
Former CEO and President, Campbell Soup Company

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

Nora Gardner
Senior Partner, McKinsey & Company

W. Scott Gould
CEO, Mountain Lakes Associates, LLC

David J. Kappos
Partner, Cravath, Swaine & Moore LLP

Gen. Lester L. Lyles, retired
Former Chairman of the Board, USAA
Former Vice Chief of Staff, United States Air Force
Chairman of the User Advisory Group, United States National Space Council

Sharon Marcil
Managing Director and Senior Partner, North America Chair, Boston Consulting Group

Jennifer Millstone

Indra K. Nooyi
Former Chairman and CEO, PepsiCo

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

Steven C. Preston
President and CEO, Goodwill Industries International, Inc.

Kevin Sheekey
Global Head of External Relations, Bloomberg LP

Max Stier
President and CEO, Partnership for Public Service

Dan Tangherlini
Managing Director, The Emerson Collective

Toni Townes-Whitley
Digital Leadership, Social Impact, Tech Innovation

Jim VandeHei
Co-founder and CEO, Axios

George W. Wellde, Jr.
Former Vice Chairman, Securities Division, Goldman Sachs & Company

Neal S. Wolin
CEO, Brunswick Group