

PARTNERSHIP FOR PUBLIC SERVICE

2025 - 2026
Impact Report



PARTNERSHIP
FOR PUBLIC SERVICE

**Better government.
Stronger democracy.**

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Letter from the President and Chair

For the past 25 years, the Partnership for Public Service has been the leading nonprofit organization striving to improve how the federal government works so that our country and our democracy are strengthened. Underlying this nonpartisan mission has been our core belief that a merit-based, expert civil service—and the millions of career public servants who comprise it—are essential to keeping our nation running.

Today, this vision is being threatened by the largest assault on our government's capacity to serve the public good in modern history.

In the first year of its second term, the Trump administration removed hundreds of thousands of professional, nonpartisan civil servants from the workforce, shuttered agencies, hampered the delivery of critical services, manipulated and censored government data, and eroded long-standing oversight and guardrails meant to check waste and corruption.

These actions represent a fundamental attack on the Partnership's mission and put us on a collision course with the administration. In 2025, our ability to work in the federal space and much of our programming was upended.

Pivoting to meet the moment, we responded. We launched a bold new strategy that seeks to protect our government from further harm while making it more effective, responsive and accountable in the future.

Our work remains nonpartisan, grounded in defense of the long-standing consensus that our government must effectively serve the public good. We speak out against the administration's actions not for political reasons, but to sound the alarm about the damage being done to the institution most critical to our democracy.

We are working with energy, conviction and confidence. Our impact is growing, and our mission is strong.



Our FedSupport Hub offers public servants real-time information and guidance to navigate a volatile federal environment.



Our Federal Harms Tracker raises public awareness about the value of government and the administration's actions, using data and stories to illustrate what we lose when federal workers and the services they deliver are disrupted.



Recognizing the increased responsibilities of state and local governments, we expanded our work outside the federal sector. Public servants from over 40 states joined federal cohorts in our leadership development programs, and we launched an initiative to support the gubernatorial transition in California, leveraging our deep expertise in facilitating the smooth transfer of presidential power.



Through our Government for a New Era Initiative, we are collaborating with a range of stakeholders and tapping into civil servants' experience to bring forth bold, practical ideas for transforming the way our government works.



We garnered more than 16,000 media mentions last year, more than any other one-year period in our history.

Our impact report highlights these achievements and more, outlining our plans to protect and support the federal government in the years to come.

Some 250 years ago, our founders created a government designed to serve the evolving needs of our nation. Today, we work in support of this democratic ideal, activating the public and building a government better able to help our country thrive.

Thank you to the donors and partners who make our work possible. We look forward to engaging others as we expand our impact.

We invite you to join us at this critical moment.



Max Stier
President and CEO

A handwritten signature in black ink that reads "Max Stier". The script is fluid and cursive.



Tom A. Bernstein
Chairman

A handwritten signature in black ink that reads "Tom A. Bernstein". The script is fluid and cursive.

Our Work

The Partnership for Public Service is the premier nonprofit, nonpartisan organization working to build a better government and a stronger democracy.

But today, with the core functions and purpose of government under threat, we are advancing three priorities that seek to protect our federal institutions from further harm while fundamentally transforming the way they work on behalf of the public.

- ★ First, we are **engaging the public about the value of government** and how its erosion harms us all. Through this work, we are activating the public to push back against the administration's harmful changes, hold those in power accountable and encourage future leaders to take responsibility for making our public institutions work better.
- ★ By getting the public to appreciate the value of effective government, we seek to **build momentum for government reform**, sparking a groundswell of support for sensible, bold and impactful changes that offer a better path forward. Through our Government for a New Era initiative and with various stakeholders, we are proposing big plans to develop and implement these changes so that our government works better for those it serves.
- ★ Finally, we are **supporting, developing and training public servants**—those who remain on the front lines of protecting the purpose of government—as well as former federal employees who want to stay connected to public service. We are also expanding our programs to state and local governments, recognizing their critical role in serving the public and the management challenges they share with the federal sector.

“

If there's any time to have an organization like the Partnership banging their fists down on the table saying, 'What's going on is wrong; here is everything that public servants do that's right,' it's now.

Bill Shields, executive director of the American Society for Public Administration



Explore Our Impact Over 25 Years

[Learn more](#)



Read Our Profile In The Chronicle Of Philanthropy

[Read more](#)

Engage the Public

Our Goal

Hold the administration accountable by calling out actions that harm government and by mobilizing the public to understand what is at stake when it is dismantled and to support positive reforms for more accountable and responsive federal institutions.

Our Progress

Federal Harms Tracker

In 2025, we launched the Federal Harms Tracker, an interactive tool that documents how the ongoing cuts to federal services, funding and personnel are affecting Americans nationwide.

The tracker includes:

- ★ A timeline of federal workforce reductions
- ★ A map showing the effects of federal cuts on every congressional district in the U.S.
- ★ Quantitative data that demonstrates the negative economic consequences of the administration's actions

Our data and analysis were included in major news coverage on the Trump administration.

Protecting Federal Science

Our Speakers Bureau of current and former federal employees highlights the value of public service, with an initial focus on federal science, and we built a tracker that documents the public consequences of severe efforts to disrupt the federal scientific community.

[Explore our products](#)

Federal Harms Tracker by the Numbers

2 million

Data records processed

50,000+

Views

Showcasing Success

25th Annual Service to America Medals® Gala

The Partnership's 25th annual Service to America Medals® program highlighted the strength, resilience and continued impact of public servants working in a difficult climate.

Recognizing both new and past honorees who have made America safer, stronger, healthier and more prosperous, the 2026 Sammies featured videos from former Presidents George W. Bush and Joe Biden, as well as numerous luminaries from government, the media, and the private and social sectors. Award-winning journalist Ari Shapiro emceed the program.

Since 2002, the Sammies has honored over 800 public servants. In early June, the 2026 program aired on the local PBS affiliate in Washington, D.C.



Partnership President and CEO Max Stier



Josh Bolten, chief of staff for President George W. Bush (left); 2026 Sammies honoree Gharun Lacy (middle); Jeff Zients, chief of staff for President Joe Biden (right)

[Learn more](#)

“

The Sammies mitigate the negative image that many people have about public servants and awaken folks to the breadth and depth of the work of federal employees.

Carolyn Hightower, 2023 Sammies honoree

Shaping the Public Conversation

Garnering major media coverage, we **emerged as a leading voice** against the administration's harmful efforts to decimate our civil service and undermine democratic norms, including by speaking out early against the chaotic and haphazard actions of the Department of Government Efficiency.

We **partnered with social media influencers** to expand our reach, launching a TikTok account and tapping into other nontraditional media, including podcasts and Substack platforms.

We are **engaging with local journalists and media outlets** to surface relevant stories about public servants, government and the effects of the Trump administration's cuts for local audiences.

By the Numbers

16,400+

Media mentions sharing our perspective on key issues

22,000+

New social media followers, bringing our total audience to over 87,000

The Washington Post

Bloomberg

THE WALL STREET JOURNAL

CNN

A

The Atlantic

CBS NEWS

The Boston Globe

CSPAN

POLITICO

The New York Times



PBS

AXIOS

npr

USA TODAY

Forbes

LA Times

Chicago Tribune

FASTCOMPANY

AP

The Economist

Uncovering Public Perceptions of the Government and Federal Cuts

We published nine research products to better understand public perceptions of government and the Trump administration's federal cuts, shedding light on how they are being experienced by Americans across the country.

Our sweeping analysis of President Trump's first year back in office examined how numerous actions taken by his administration have undermined the government's capacity to serve the public interest.



**Read our
trust report**



**Read our analysis of
federal cuts**



**Read our one-year
retrospective**

By the Numbers

**According to our October 2025 online poll*

61%

Americans who say the management of the federal government is headed in the wrong direction

58%

Americans who say the federal government is operating worse today than it was a year ago

Federal Public Service in Peril: A Report Card on the Trump Administration's Management of Our Government

Last August, the Office of Personnel Management canceled the administration of the annual Federal Employee Viewpoint Survey, an instrument that has measured how civil servants view their jobs and workplaces across four administrations, with serious implications for government performance.

Instead of leaving government leaders without essential data to understand the state of their workforce and organization, the Partnership administered its own Public Service Viewpoint Survey.

Our survey, while not administered at the same scale as the FEVS, is the only source of federal employees' views of their jobs and workplaces. More than 11,000 civil servants responded to the survey, which revealed deep dissatisfaction and disengagement throughout the federal workforce.

These findings underscore the dire need for Congress to act. We urge lawmakers to provide greater oversight, preserve civil service worker protections and improve employee engagement for the good of the public.

Our Public Service Viewpoint Survey analysis has garnered over **43,000 total website views** and roughly **60,000 views on Reddit**, where it went viral in its first week of publication.



[Learn more](#)

By the Numbers

32.0/100

Government-wide
Employee Engagement and
Satisfaction Index Score

58.2%

Employees who say their
engagement has gotten worse
since this time last year

7.5%

Employees who say their political
leaders generate high levels of
motivation in the workforce

The Partnership at 25: Bestselling Author Michael Lewis Speaks With Partnership President and CEO Max Stier

This excerpt has been lightly edited for clarity.



Author Michael Lewis in conversation with Partnership President and CEO Max Stier at the 2026 Service to America Medals® gala.

Lewis:

Catch us up. How is the Partnership doing?

Stier:

I am hopeful. I believe there is an amazing opportunity to activate the public to understand something they always should have but haven't. We have seen a 10-point jump in Americans' belief that civil servants help people like them. That's powerful. This is the way out for us: A public that cares, understands and demands of our political leaders that they do more.

Lewis:

Walk me through your decision to speak up about what is happening in government.

Stier:

We are in a world where we must stand up for the idea that our government exists for the public interest. Our leadership model is based on the idea that leading in government is special because you are a steward of the public good. We have our North Star, we have our values, and we do not want to compromise those.

Lewis:

Looking back on 25 years and where the Partnership is now, how do you feel?

Stier:

I feel a great deal of peace—I feel like I am doing what I need to do to help us build a brighter future.

Build Better Government

Our Goal

Develop and advocate for a plan to reimagine the federal government with a broad coalition of stakeholders.

Our Progress

The Partnership's Vision for Better Government

To build a government that delivers for the American public, we must think beyond “the way things have always been done,” develop a roadmap of constructive solutions and bring experts, new voices and policymakers together to make those solutions a reality.

Our **Government for a New Era initiative** is developing policy proposals to reimagine the operations of the executive branch, offering a better path to modernizing our federal institutions than this past year’s destructive approach. In tandem, we are building coalitions, engaging the public and leading advocacy efforts to turn these proposals from promising ideas into concrete action that enables our government to meet its responsibilities to the public.

[Learn more](#)

By the Numbers

300+

Organizations and
individuals engaged with to
build better government

“

The Partnership isn't just an organization—it is a mission-driven organization that is trusted across administrations.

Penny Pritzker, Former secretary of commerce, President Barack Obama



Our Goal

Activate Congress by educating its members about how arbitrary and deep cuts are affecting their constituents nationwide and by engaging policymakers to advance crucial reforms for better government.

Our Progress

Together with a network of other organizations, we are leading a coordinated advocacy effort to engage and activate Congress at this critical moment.

Our priorities include educating legislators about harms to their constituents, the needs of federal employees in their district, and solutions to timely civil service and government management issues.

By the Numbers

115

Meetings across 72
congressional offices held to
advocate for better government

“

The Partnership for Public Service is a crucial organization for this country. It embodies the spirit that whatever the situation is on partisanship and politics, every American needs to get behind a strong public service.

Josh Bolten, Former chief of staff, President George W. Bush



Support, Develop and Train Public Servants

Our Goal

Support current and former civil servants and engage former federal workers to help inform a better path forward.

Our Progress

FedSupport

We developed the FedSupport Hub, a centralized resource that helps public servants navigate a challenging federal landscape as they continue to serve in government or seek a new career. The hub also offers former federal employees opportunities to stay involved in efforts to improve government.

Our growing collection of resources includes:

- ★ Free webinars
- ★ Career transition guidance
- ★ Information on federal job protections
- ★ Links to pro bono legal support
- ★ A guide for employees facing layoffs or other job separations

[Explore the hub](#)

Federal Alumni Network

We convened the Federal Alumni Network, a group of more than 25 organizations representing former federal employees.

The network offers a space for its members to build community, share stories, stay up to date on changes to the civil service and shape government reform.

[Learn more](#)

“

Thank you for all you have done—and continue to do—to support federal employees. When my role was affected by a reduction in force this spring, you stepped in right away with much-needed information, training and events. It meant so much to know that you have our backs.

Former Public Servant

FedSupport by the Numbers

113,000+

Visitors to FedSupport

15,000

Live webinar attendees

160+

Curated resources

Our Progress

Provide government leaders with the skills, and government agencies with the talent, to enable effective, responsive and accountable government

Public Service Leadership Institute®

Despite federal cutbacks, our Public Service Leadership Institute® helped civil servants meet the standards for effective government leadership, offering training centered on the core values of stewardship of public trust and commitment to public good.

For the first time, we also expanded our work to state and local government, recognizing the Trump administration’s efforts to shift responsibility for many services away from the federal space.

Public servants from across more than 40 states joined our eLearning and leadership development courses for individual leaders, and we delivered our first paid custom engagement with state and local governments, most notably a senior leadership retreat for Wisconsin’s Department of Administration. We also offered executive coaching and customized, off-the-shelf training for state offices and teams across the country.

[Learn about our leadership work](#)

[Learn about our impact in state and local government](#)

AI Center for Government®

In March 2025, we established the AI Center for Government®, which fosters AI leadership, talent and literacy across federal, state and local governments.

A centerpiece of these efforts is the AI Government Leadership Program, run in partnership with the Public Service Leadership Institute®.

The Center also helps administer the Future Leaders in Public Service Program. In 2025, Future Leaders launched its first AI intern cohort, placing interns across 11 different Maryland state agencies—the first time the program operated outside the federal government. The program is currently expanding to more states.

In the coming year, the Center will develop a national inventory of government AI use cases and an AI Leadership Maturity Model. It will also host its first AI Summit, convening public sector practitioners to learn and connect.

[Learn more](#)

By the Numbers

1,500+

Federal leaders trained

600

State and local leaders trained

40+

States represented

“

I understood AI very superficially before taking the course. Today, I know how to use AI ethically in programming, policymaking and executive decision-making.

Former AI Government Leadership Program participant

“

The internship provided a foundational understanding of what it is like to work in public service and moved me to think about gearing my career toward government work.

Sabra Winston, former Future Leaders in Public Service intern

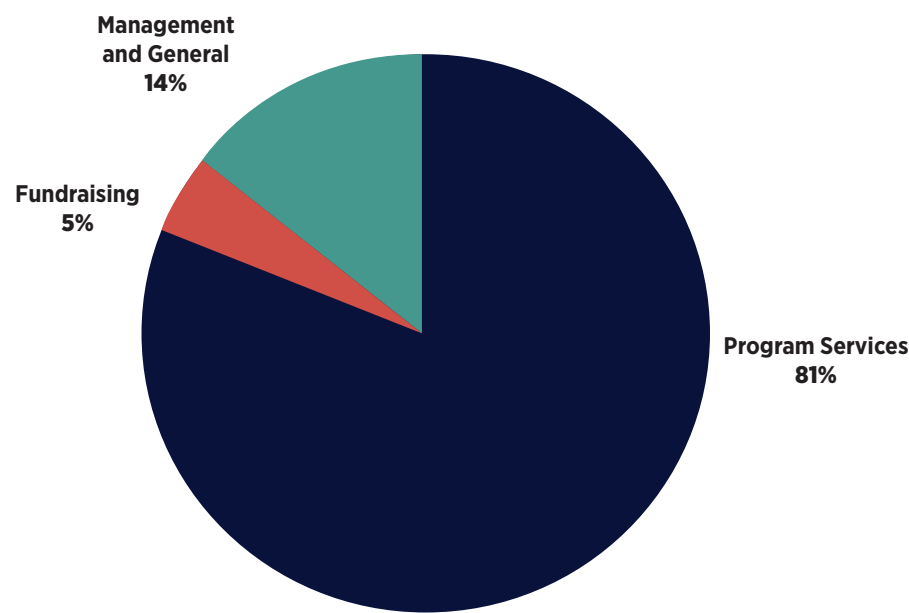
Statement of Financial Position as of December 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
ASSETS		
Current assets		
Cash and cash equivalents	\$ 6,701,320	\$ 7,675,036
Investments	38,600,929	35,150,067
Accounts receivable, net	94,459	1,300,930
Pledges receivable	1,500,000	2,833,000
Prepaid expenses	<u>349,066</u>	<u>320,322</u>
Total current assets	<u>47,245,774</u>	<u>47,279,355</u>
Property and equipment, net	<u>1,879,317</u>	<u>2,116,499</u>
Other assets		
Deposits	216,353	217,048
Operating lease right-of-use asset	<u>9,876,647</u>	<u>10,823,923</u>
Total other assets	<u>10,093,000</u>	<u>11,040,971</u>
Total assets	<u>\$ 59,218,091</u>	<u>\$ 60,436,825</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 837,652	\$ 916,787
Deferred revenue	2,009,432	4,416,361
Refundable advance	8,327,786	9,138,652
Operating lease liability	<u>1,427,896</u>	<u>1,327,832</u>
Total current liabilities	<u>12,602,766</u>	<u>15,799,632</u>
Noncurrent liabilities		
Operating lease liability, net	<u>13,339,848</u>	<u>14,767,743</u>
Total liabilities	<u>25,942,614</u>	<u>30,567,375</u>
Net assets		
Without donor restrictions		
Board designated	28,330,286	24,429,778
Undesignated	<u>1,762,112</u>	<u>338,271</u>
Total without donor restrictions	30,092,398	24,768,049
With donor restrictions	<u>3,183,079</u>	<u>5,101,401</u>
Total net assets	<u>33,275,477</u>	<u>29,869,450</u>
Total liabilities and net assets	<u>\$ 59,218,091</u>	<u>\$ 60,436,825</u>

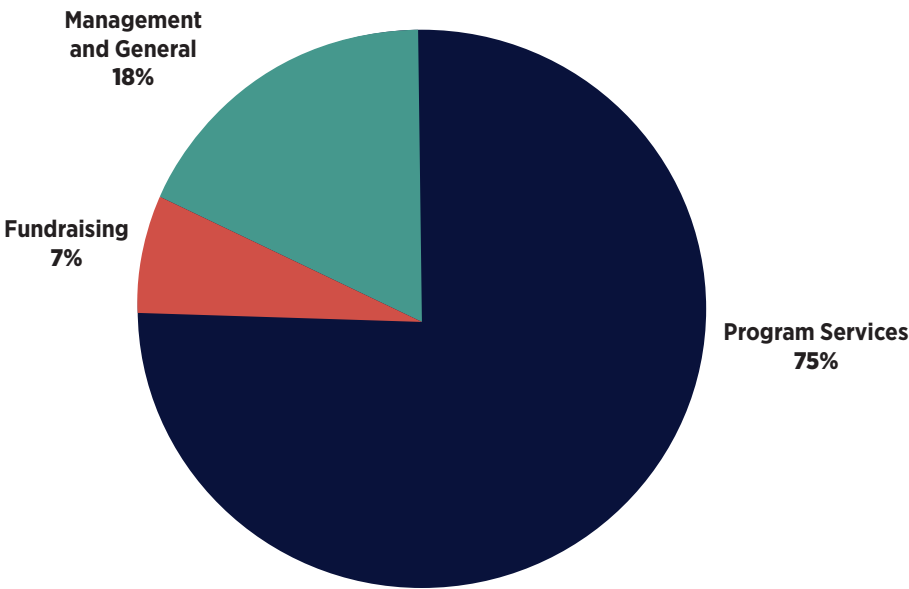
Statement of Activities and Change in Net Assets for the Year Ended December 31, 2025

	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and support			
Contributions	\$ 2,346,814	\$ 2,250,000	\$ 4,596,814
Grant revenue	6,741,716	1,928,180	8,669,896
Fee for service revenue	6,881,131	-	6,881,131
Net investment interest, dividends and realized gains	5,130,834	53,109	5,183,943
Contributed nonfinancial assets	664,417	-	664,417
Sponsorship revenue	1,752,382	-	1,752,382
Rental income	304,968	-	304,968
Other revenue	114,927	-	114,927
Net assets release from donor restrictions	6,166,731	(6,166,731)	-
Total revenue and support	<u>30,103,920</u>	<u>(1,935,442)</u>	<u>28,168,478</u>
Expenses			
Program services			
Communications and Public Engagement	4,396,696	-	4,396,696
Center for Government AI	565,689	-	565,689
Public Policy and Stakeholder	2,034,370	-	2,034,370
Public Service Leadership Institute (PSLI)	911,490	-	911,490
PSLI: Government Solutions	1,353,858	-	1,353,858
PSLI: Open Enrollment - PSLI	166,200	-	166,200
PSLI: Executive Networks	1,595,969	-	1,595,969
Workforce	2,030,475	-	2,030,475
Programs Administration	6,132,299	-	6,132,299
Total program services	<u>19,187,046</u>	<u>-</u>	<u>19,187,046</u>
Supporting Services			
Development	1,740,292	-	1,740,292
Operations	4,564,802	-	4,564,802
Total supporting services	<u>6,305,094</u>	<u>-</u>	<u>6,305,094</u>
Total expenses	<u>25,492,140</u>	<u>-</u>	<u>25,492,140</u>
Change in net assets before non-operating activity	4,611,780	(1,935,442)	2,676,338
Non-operating activity			
Net unrealized appreciation in fair value of investments	<u>712,569</u>	<u>17,120</u>	<u>729,689</u>
Change in net assets	5,324,349	(1,918,322)	3,406,027
Net assets, beginning of year	<u>24,768,049</u>	<u>5,101,401</u>	<u>29,869,450</u>
Net assets, end of year	<u>\$ 30,092,398</u>	<u>\$ 3,183,079</u>	<u>\$ 33,275,477</u>

2024



2025



Board of Directors

as of June 30, 2026

TOM A. BERNSTEIN

Chairman, Partnership for Public Service
President and Co-Founder, Chelsea Piers
Management, Inc.

KARAN BHATIA

Vice President, Government Affairs & Public Policy,
Google

DOUGLAS R. CONANT

Founder and CEO, ConantLeadership
Former CEO and President, Campbell Soup
Company

NORA GARDNER

Senior Partner, McKinsey & Company

W. SCOTT GOULD

CEO, Mountain Lake Associates, LLC

DAVID J. KAPPOS

Partner, Cravath, Swaine & Moore LLP

GENERAL (RET.) LESTER L. LYLES

Former Chairman of the Board, USAA
Former Chairman of the Board, KBR Corp.
Former Vice Chief of Staff, United States Air Force
Former Commander, Air Force Materiel Command

DOROTHY MCAULIFFE

Former U.S. Special Representative for Global
Partnerships, Department of State
Former First Lady of the Commonwealth of Virginia

TOM NIDES

Vice Chairman, Strategy and Client Relations,
Blackstone

SARAH O'HAGAN

Nonprofit leader

SEAN O'KEEFE

Syracuse University Professor Emeritus

RAJIV SHAH

President, The Rockefeller Foundation

MAX STIER

President and CEO, Partnership for Public Service

DAN TANGHERLINI

Managing Director, Emerson Collective

GEORGE W. WELLDE, JR.

Former Vice Chairman, Securities Division,
Goldman Sachs & Company

NEAL S. WOLIN

Vice Chairman, Brunswick Group