

The Volcker Alliance 2019 Annual Report



A Message from the Volcker Alliance President



2019 was a significant year in the history of the Volcker Alliance. In December 2019, Volcker Alliance founder Paul A. Volcker passed away at the age of 92. Tributes poured in from around the world celebrating Mr. Volcker's extraordinary public service legacy. US presidents and other world leaders, leaders of the Federal Reserve, economists, scholars, business leaders, and public servants wrote to the Volcker Alliance to express their admiration and appreciation for Mr. Volcker's life work and the integrity he singularly personified. Our team mourned. We also felt the weight of Mr. Volcker's legacy in the best possible way: inspiration.

Earlier in the year, the Volcker Alliance received an email informing us that Justine Rodriguez Kilpatrick had passed away and that she named the Volcker Alliance a beneficiary of her estate. Ms. Kilpatrick had worked with Mr. Volcker at Chase Manhattan Bank nearly sixty years before her death and spent most of her career in the federal civil service. We were overwhelmed when we learned that her gift exceeded \$10 million.

Mr. Volcker was deeply moved by Ms. Kilpatrick's generosity. To him, her gift validated the importance of the Volcker Alliance's mission and confirmed that our work truly matters. In the final months of his life, her support for the Volcker Alliance raised Mr. Volcker's spirits immensely.

Ms. Kilpatrick's gift compelled us to ask: Who was Justine Rodriguez Kilpatrick, and what moved her to choose the Volcker Alliance as a recipient of her final gift? Interviews with her colleagues, family, and friends from over the course of Ms. Kilpatrick's 83 years painted a picture of a dedicated public servant and a pioneering female economist for the federal government.

After working a few years at Chase Manhattan, Ms. Kilpatrick—still a young professional—left to work in the public sector because she wanted to make a difference. She moved to Washington, DC, to join the Department of Health, Education, and Welfare, and then transferred to the Office of Management and Budget, where she stayed for over thirty years and where she met her husband, Bob Kilpatrick, who shared her devotion to public service. Just as she had hoped, through her work, Ms. Kilpatrick had a tangible, positive impact on people's lives.

As a public servant, she had a hand in writing policy that started a health care system for migrant farmworkers, defended the necessity of the Department of Education, and guaranteed civil rights and education for non-English-speaking students. Over the course of her career, she developed a strong conviction that an effective government should be held accountable to the public for the results it achieves.

The loss of Mr. Volcker and the generosity of Ms. Kilpatrick vitalized our work in 2019 and strengthened our commitment to our mission to advance effective management of government to achieve results that matter to citizens. Like Mr. Volcker and Ms. Kilpatrick, we envision a public sector workforce with the experience, preparation, and commitment to ensure that government is accountable and delivers with excellence. We will not let them down.

The jarring experience of the coronavirus pandemic and the international outrage over the horrific killings of George Floyd, Breonna Taylor, and other Black Americans at the hands of police have made clear that the survival and security of people everywhere depend on government. The success of our response to this remarkable period in our nation's history hinges in large part on the talent, preparedness, and dedication of our government workforce. As such, the mission of the Volcker Alliance has been thrust to the forefront.

We are proud and humbled to be a part of the Volcker Alliance at this critical time. We remain dedicated to Mr. Volcker's vision and inspired by his legacy. Thank you for your continued support and interest in our organization.

Sincerely,

Thomas W. Ross PRESIDENT

Senator Bill Bradley, Chairman of the Board of Directors



In December 2019, the board of directors of the Volcker Alliance elected Bill Bradley chairman. Mr. Bradley had served as vice chair of the board during the last few years of Mr. Volcker's tenure as chair. Mr. Bradley and Mr. Volcker shared not only great height but also long and illustrious records of public service. Mr. Bradley served three terms as a US Senator from New Jersey and is widely known for his legendary career in basketball with the New York Knicks. In 2019, he featured Mr. Volcker in a terrific interview on his weekly radio show, *American Voices* on Sirius/XM Radio.

"Paul was the quintessential public servant, blessed with courage and great competence and possessed of an unshakeable integrity. He worked for six presidents, and he

never hesitated to speak truth to power—whether it was politicians or bankers."

—Excerpted from Bill Bradley's eulogy of Paul A. Volcker, delivered in December 2019

Our Work

We are better positioned now than we have been since our founding to make the changes Mr. Volcker cared about so profoundly. We are building the talent pipeline into government, catalyzing innovation in public service education, promoting truth and integrity in state budgeting, and honoring the legacy of Paul A. Volcker by inspiring the next generation of public servants.



***Strengthening the
Talent Pipeline into
Government***



***Catalyzing Innovation
in Public Service
Education***



***Promoting Truth
and Integrity in
State Budgeting***



***Honoring the Legacy
of Paul A. Volcker***

Strengthening the Talent Pipeline into Government



The success of our nation's response to the historic challenges we face hinges in large part on the talent, preparedness, and dedication of our government workforce. The Volcker Alliance is working to inspire young people to enter public service and connect them with jobs in government.



Government-to-University Initiative (G2U)



ABOVE Volcker Alliance president Thomas W. Ross delivers the keynote address at MARC's 2019 Annual Regional Assembly to discuss the role of government effectiveness in community prosperity and enlist the region to support the G2U effort. TOP Panelists speak to an audience of over 200 academics and government practitioners at the March 2019 G2U Launch event in Washington, DC.

Launched in 2019, the Volcker Alliance's Government-to-University (G2U) initiative demonstrates that bringing government and university leaders together is a powerful way to strengthen government's ability to deliver on its mission. G2U is an innovative approach to addressing critical governance challenges by building structured regional networks of governments and universities. Government-university partnerships are particularly important with government bandwidth severely reduced, unemployment surging, tax revenues plummeting, trust waning, and the skills needed in government changing rapidly.

G2U's focus on the public sector talent pipeline has struck a chord with many in both government and higher education. In Kansas City, the first of our G2U networks, a Regional Coalition was formed that has engaged over one hundred stakeholders from at least twenty-five government, university, and civic institutions. The Coalition has arranged events, panels, and networking opportunities for college students in the Kansas City region to engage directly with public sector employers; it is also connecting municipal employees to data management training opportunities.

Throughout 2019, we worked with partners across the country to develop G2U networks. G2U is now active in Pittsburgh, Los Angeles, Chicago, and North Carolina. With universities, governments, and the job market undergoing massive transformations, the opportunity for collaboration and learning across the G2U network is tremendous. G2U is positioned to play a powerful role in reshaping the future of government.



Strengthening the Talent Pipeline into Government

Paul A. Volcker Careers in Government Essay Contest

The Volcker Alliance held the inaugural Paul A. Volcker Careers in Government Essay Contest, in partnership with the City University of New York, to recognize students who want to pursue a career in public service. A central goal of the contest is to better understand what motivates students to choose a career in government. It also aims to raise student awareness about the opportunities that come with working in public service, including mission, impact, job security, and pathways for advancement.

The contest asked students to describe their vision for effective government and motivation for pursuing public service careers. From over one hundred essay submissions, we selected two winners: Arslan Mohamed, a biomedical sciences student working toward his MD who aspires to be a public health leader; and Jason Waitkus, a forensic psychology and criminology student with a passion for criminal justice reform. Each of the two winners received:



CUNY professor Joan Dorn introduces essay contest winner Arslan Mohamed and Volcker Alliance board member Anthony Foxx.



\$5,000
cash prize



Paid internship
with government
agency



Participation in
public service-related
conference



Monthly MetroCard
for duration of
internship



Recognition at
award breakfast



Essay contest winners and finalists pose with Volcker Alliance president Thomas W. Ross and former US secretary of transportation Anthony Foxx. From left to right: Thomas W. Ross, Quymbee Chen, Abdul Samed Walker, Arslan Mohamed (winner), Stephanie Walker, Jason Waitkus (winner), and Anthony Foxx.

In planning and working towards a better future, the ability to ensure an expansive and inclusive scope in policies, the proper training of government officials as liaisons with the public, and the courage to think outside the box are key aspects of effective government. In my pursuit of becoming a physician at the helm of a public service career, I intend to emulate these qualities through my work. —ARSLAN MOHAMED

To be effective, government must be constantly working, interacting with the public to understand the public's needs and beliefs and conducting research in order

to find solutions. Effective government must be filled with people who can listen, learn, and compromise, in both elected and appointed positions. —JASON WAITKUS



Catalyzing Innovation in Public Service Education



The performance of our government institutions depends critically on the training and education of current and future public servants.

GEAR Center Challenge Pilot

Improved data management skills are increasingly essential for federal workers, and demand is high for customized data management training across the federal government. In the Kansas City region, the Volcker Alliance is working with our partners Johns Hopkins University Centers for Civic Impact (Civic Impact) and the Mid-America Regional Council (MARC) to train 250 federal practitioners in the use of data for decision-making and accountability. The Volcker Alliance provides overarching project coordination and reporting. MARC assembled a working group of the G2U Regional Coalition in Kansas City to drive the effort, including representatives from local universities, the Federal Executive Board, and federal agencies in the region. Civic Impact tailors and delivers the training focusing on inventorying data, strengthening analytic inquiries, and communicating with data, to seventeen federal agencies with workforces in the Kansas City area.

This effort addresses a priority federal training need identified by the US General Services Administration and the Office of Management and Budget. In 2019, the Volcker Alliance, Civic Impact, and MARC were awarded one of three GEAR Center Challenge grand prizes to develop and implement this pilot.



Taskforce to Reinvent Public Service Education

Over the course of 2019, the Volcker Alliance worked closely with deans from the nation's leading schools of public affairs, administration, and policy—collectively, Schools of Public Service—to develop strategies to expand the reach and impact of public service education. The deans formed the Task Force to Reinvent Public Service Education (the Task Force) and worked together to articulate and share a cohesive vision of the values and curricular pillars that distinguish public service education programs.



Volcker Alliance executive vice president Sara Mogulescu facilitates a discussion amongst deans and other leaders of Schools of Public Service at a workshop held in New York City in September.

The Task Force vetted its best ideas for strengthening public service education with academic, governmental, and philanthropic leaders. Its work catalyzed the creation of the Next Generation Service Partnership (NextGen Service), a national initiative developed by the Watts College of Public Service and Community Solutions at Arizona State University and the Volcker Alliance. Inspired by the Task Force's keen interest in broadening the reach and impact of public service education for undergraduates, NextGen Service seeks to facilitate the adoption of learning experiences that inspire and equip undergraduate students to drive needed change and impact throughout their careers.



Promoting Truth and Integrity in State Budgeting



The Truth and Integrity in Government Finance Initiative aims to improve state and local budgeting, financial reporting, and fiscal practices.

Truth and Integrity in Government Finance Initiative

The Alliance's longitudinal study of state budgeting practices, conducted in cooperation with public finance experts at eight US public universities, showed strong results in 2019. The impact of the initiative has been seen in national media coverage and improved legislative practices. In December 2019, both houses of the New Jersey legislature passed a measure establishing a

consensus revenue estimating process adhering to the Volcker Alliance's best practice recommendations. The passage of the New Jersey bill follows budgetary reforms and proposals in several states, including Illinois, Pennsylvania, Utah, and Vermont, that are based on principles advanced by the Alliance.



Expanding on findings from the 2018 report *Truth and Integrity in State Budgeting: Preventing the Next Fiscal Crisis*, the Volcker Alliance released fifty report cards outlining each state budget's strengths and weaknesses, covering fiscal 2016 through 2018. Building on the grades, conclusions, and best practice recommendations contained in the *Truth and Integrity* reports and State Budget Report Cards, the Alliance and the Federal Reserve Bank of Atlanta hosted the FY2020 State Fiscal Conference, "Truth and Integrity in State Budgeting: Looming Risks, Durable Solutions," in Atlanta.

The conference marked the release of a working paper titled *Rainy Day Fund Strategies: A Call to*

Action, in which the Volcker Alliance examined the rainy day fund policies and practices of all fifty states and set out a ten-point program for states to use as a template for reform. At the event, the Alliance produced a four-part podcast series on best practices in state budgeting. The Alliance's budgetary data and findings were also presented to major credit-rating agencies, municipal investors, and conferences of state and local government officials, and academics produced at least eighteen research papers based largely on the Alliance's budget work.

The Volcker Alliance brought attention to a specific budgetary practice in a working paper titled *America's Trillion-Dollar Repair Bill: Capital Budgeting and the Disclosure of State Infrastructure Needs*. The paper reported that states and local governments do not fully disclose the costs of infrastructure maintenance that is necessary to address America's critical need to rebuild crumbling public assets. The Alliance offered a ten-point action plan that states should follow to promote transparency and help set agendas for reform.



CLOCKWISE FROM TOP

William Glasgall, Volcker Alliance senior vice president and director of state and local initiatives.

Former Atlanta mayor and Volcker Alliance board member Shirley Clarke Franklin delivered a keynote address at the FY2020 State Fiscal Conference.

The conference convened state legislators, budget officials, investors, Fed officials, media, and others to discuss strategies for meeting critical budgetary challenges.

Federal Reserve Bank of Atlanta president Raphael Bostic delivered a keynote address at the FY2020 State Fiscal Conference.



Honoring the Legacy of Paul A. Volcker



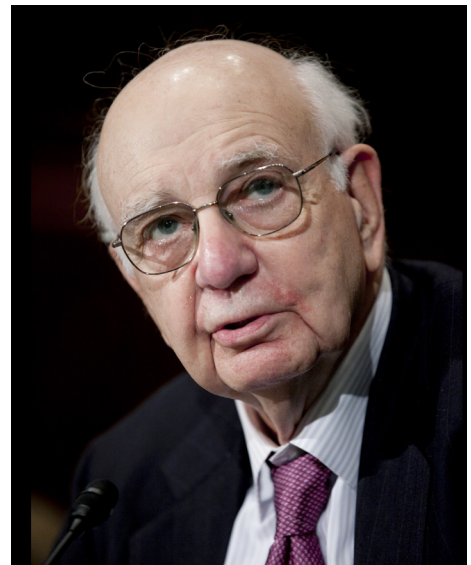
Paul A. Volcker (1927–2019) was known for his lifelong dedication and commitment to the public good. His legacy continues to inspire the work of the Alliance every day.

Paul A. Volcker Career Achievement Award

The Partnership for Public Service established the Paul A. Volcker Career Achievement Award in 2019 in honor of Mr. Volcker's long and illustrious record of public service. The award, supported by Ray and Barbara Dalio, will be presented to an honoree every fall as part of the Samuel J. Heyman Service to America Medals (Sammies), which celebrate the outstanding achievements of the nation's federal workforce. Finalists for this award are ranked on demonstrated leadership, the significance and impact of their accomplishments, how well they foster innovation, and the extent to which they exemplify excellence in public service over a career of at least twenty years in federal government. The inaugural Paul A. Volcker Career Achievement Award, in 2019, was given to Dr. Ann McKee, neuropathology chief at the Department of Veterans Affairs Boston Healthcare System, for her extraordinary work as a trailblazer in the field of head trauma.



Dr. Ann McKee revolutionized scientific research and our understanding of the long-term effects of concussions in veterans and athletes.



Paul A. Volcker Fund for the Future of Public Service

Soon after Mr. Volcker's passing in December 2019, the Board of Directors of the Volcker Alliance established the Paul A. Volcker Fund for the Future of Public Service. The purpose of the fund is to honor and uphold Mr. Volcker's remarkable legacy of public service and further the Alliance's mission and vision. The Fund awards grants to spur development of innovative educational experiences that inspire and prepare current and future public servants; implementation of programs or strategies that strengthen the talent pipeline into public service; and elevation, replication, or scaling of best practices that further public sector workforce development. Donations to the Volcker Alliance may be specifically directed to the Paul A. Volcker Fund for the Future of Public Service at volckeralliance.org.

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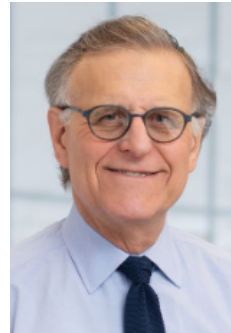
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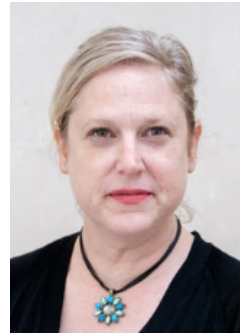
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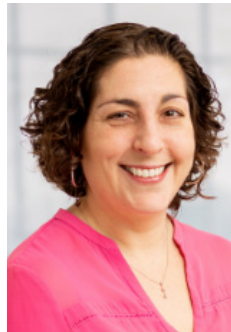
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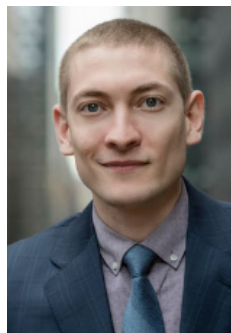
Peter Morrissey



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Neilia Stephens



Noah A. Winn-Ritzenberg

Not pictured: Emily S. Bolton.

Melanie Martha, Maureen McCarthy, and Gaurav Vasisht left the organization before the publication of this report.

Designer: Don Besom. Copy editor: Michele Arboit. Cover illustration: Robert Neubecker. Photos courtesy of: Ralph Alswang, Albert Cheung, KS Photography, Federal Reserve Bank of Atlanta, Mid-America Regional Council, and the Partnership for Public Service.



Financials

Statements of Financial Position

Years ended December 31

	2019	2018
ASSETS		
Cash and cash equivalents	\$786,333	\$1,725,578
Investments	14,321,699	10,754,929
Grants and contributions receivable	300,000	0
Accounts receivable	0	27,790
Prepaid expenses	44,364	25,627
Security deposits	70,327	70,327
Premises and equipment, net	3,798	22,229
Total assets	\$15,526,521	\$12,626,480
LIABILITIES		
Accounts payable and accrued expenses	\$163,584	\$195,208
Funds held for others	268,934	0
Total liabilities	\$432,518	\$195,208
NET ASSETS		
Without donor restrictions net assets	\$13,756,948	\$11,431,272
With donor restrictions net assets	1,337,055	1,000,000
Total net assets	15,094,003	12,431,272
Total liabilities and net assets	\$15,526,521	\$12,626,480

Statements of Activities

Years ended December 31

	2019	2018
REVENUES		
Grants and contributions	\$4,978,746	\$1,886,210
Other income	39,175	28,798
Investment return, net	1,998,634	(492,281)
Releases from restriction	0	0
Total revenues	\$7,016,555	\$1,422,727
OPERATING EXPENSES		
Program services	\$2,822,150	\$3,044,500
Supporting services		
Communications	240,302	495,529
Development	394,651	152,793
Management and general	896,721	1,043,808
Total supporting services	1,531,674	1,692,130
Total expenses	\$4,353,824	\$4,736,630
Change in net assets	\$2,662,731	\$(3,313,903)
Net assets, beginning of year	12,431,272	15,745,175
Net assets, end of year	\$15,094,003	\$12,431,272

Our Supporters



We gratefully acknowledge the following foundations and individuals, whose generosity and commitment to our mission made it possible to launch the Volcker Alliance in 2013 and continue to help us advance our mission.*

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Paul A. Volcker

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* This report reflects support received through December 2019.

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