

*The Hart Center*



*for Public Service*

**BUSINESS PLAN**

**JULY 2019**

The Hart Center for Public Service  
Business Plan  
July 2019

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## **1. Executive Summary**

The Hart Center for Public Service (“Hart Center”) is created to promote national civic participation through a deepening commitment to public service as fundamental to our democratic republic. Based on the life work of Gary Hart, D.Phil., author and former U.S. senator and presidential candidate, the Hart Center will provide for study, training and implementation of national and nonpartisan public service ideals and goals.

We are in the midst of a profound struggle and on its outcome will rest the future of our nation. The creation of the Hart Center comes at a time in our history where little emphasis is placed on the duties of citizenship and concerted efforts are being made to discourage participation in government.

Civic virtue, more commonly known as civic duty, requires participation in self-government. Voting is foundational. But intelligent voting requires being informed about the issues of the day which in turn requires a free press, public education, and individual commitments to listen and learn.

The commonwealth is all the things citizens in a republic hold in common and in trust for future generations. Highways, parks, clean water and air, schools, museums, and much more are parts of the commonwealth.

The Hart Center, along with its proposed academic partner, Metropolitan State University of Denver (“MSU Denver”), will work in Denver and nationally to facilitate with students, professionals and the public at large a deeper learning of civic duty and hands-on participation in activities that promote community stewardship and governance.

Not since John Kennedy’s charge to “give something back to our country” have the American people heard a challenge by leadership to devote a portion of their lives to improving our nation and to remain active all their lives in public activities. The Center will seek to restore this ideal in 21st century America. (See Attachment A: Hart Center for Public Service Prospectus.)

The following Business Plan has been developed with input from members of the Hart Center Board of Advisors and MSU Denver leaders. The plan is to provide context for why the Hart Center is being created and the purposeful direction - programmatic, financial and operational- in which it is being steered.

As the Hart Center evolves, through formalizing its academic partnership, launching a substantial long-term fund development plan, and solidifying its content or program structure, so will our long-term strategy.

## Guiding Principles

### Vision

The Hart Center for Public Service envisions a nation of engaged, productive and contributing citizens committed to public service and to promoting the values and principles of our American democratic republic.

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### Mission

To inspire and encourage greater civic engagement by providing all persons committed to public service with the tools needed to be effective through directed learning and active participation in community service and government.

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### Core Values

*Courage.* We believe that all people should have a voice in public affairs and be encouraged to use it.

*Collaboration.* We believe that by widespread community engagement, our country will be stronger.

*Inclusiveness and Equity.* We believe that all people should be guaranteed the same rights and assume the responsibilities of living in our democratic republic.

*Dignity.* We believe that all people deserve respect and inclusion in the democratic process.

*Inspiration.* We believe that all people should be inspired toward civic engagement.

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### Organizational Goals

The Hart Center for Public Service aims to (broadly):

- *Position the Hart Center and MSU Denver as national leaders in thought and action around public service*
  - *Provide students pursuing careers in public service and others with the background and tools needed to do so successfully through curriculum-based learning and hands-on experiences relevant to the roles and responsibilities of civic participation*
  - *Elevate public discourse and provide opportunities for civic engagement*
- 

### Guiding Philosophy

Central to the Founders' commitment to create a democratic republic - that a democracy is based on equality and rights of citizenship and a republic is based on popular sovereignty, civic virtue, a sense of the commonwealth, and a resistance to corruption - the Hart Center for Public Service will engage with, encourage and empower all people to participate more deeply and directly in civic life.

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## **2. Operational Structure / Governance**

The Hart Center is structured as a management team governance model. In June 2019, the Hart Center filed articles of incorporation as a Colorado registered nonprofit. An application for 501(c)3 status is expected to be filed with the IRS in early July 2019.

The Hart Center executive director manages daily operations administration and governance oversight. The executive director receives guidance and has performance oversight from a Board of Directors. The administrative team may include a development consultant at the start up, who, with the executive director, will help craft a long-term financial development strategy. (See Attachment B: Hart Center for Public Service Structure.) Eventually program officers will be hired to manage programs as each is launched and grows.

The Board of Directors is charged with 1) maintaining the Hart Center's mission and alignment with guiding principles, and 2) providing program oversight as that oversight pertains to measurable achievements and alignment with the Center's Mission and Vision. (See Attachment C: Board of Directors.)

The Hart Center has a robust and diverse professional Board of Advisors, comprised of national, state and local leaders in nonprofit, government, media, social philanthropy, social enterprise and other arenas promulgating community engagement. Standard to the model, members are selected due to their expertise and credentials that bring credibility and visibility to propel the Hart Center's mission and long-term fundraising efforts. Advisors, too, will be called upon to lead hands-on training, experiential learning mentorship, and internships for students pursuing career pathways congruent with board members' organizations. (See Attachment D: Board of Advisors.)

## **3. Financial / Fundraising**

Fundraising for the Hart Center is being conducted in three phases:

### **a. Phase 1: Start-up**

The Hart Center launched its initial development phase in November 2018. Through the fiscal sponsorship of an advisory board member's nonprofit organization,<sup>i</sup> the Hart Center has to date accepted tax-deductible donations directly to its interim website.<sup>ii</sup> Initial donations have gone to support the transition of the Hart Center from concept to structure, including formulating and finalizing the initial program content and the legal structural arrangements between the Hart Center and MSU Denver; growing a dynamic and diverse advisory board; and stimulating a strong development network.

### **b. Phase 2: Pre-launch Financing**

The Hart Center is holding two significant fundraising events in July 2019, one in Denver, CO, and the other in Los Angeles, CA. Both are hosted by the actors Hugh and Deborah-lee Jackman and are targeted to raise approximately \$300,000. We estimate that this initial infusion will sustain the Hart Center into Year 2, allowing the executive director and development director to focus on long-term financial sustainability, including the development of an endowment (see below). If these fundraising events meet their targets, we believe we can begin our first program activities in the Fall 2019.

c. Phase 3: Long-term Sustainability

Leveraging the success of the July 2019 events, the Hart Center anticipates holding follow-on events in Aspen, CO, and Washington, D.C., before the end of 2019. With the hire of a development consultant in the Summer 2019, the longer-term growth and sustainability roadmap will be developed and includes the possibility of pivoting to an endowment as a growth and longevity strategy.

The attached *Phase 1 Budget (Abbreviated)* (Attachment E: Phase 1 Budget [Abbreviated]) reflects start-up costs from May through September 2019. Prior to May 2019, the Hart Center received the following significant donations - cash, in-kind and grant - in addition to two dozen smaller donations all totaling approximately \$70,000:

- \$20,000 restricted to legal fees
- \$20,000 planning grant from the Gates Family Foundation
- \$10,000 (approximate) in-kind for fiscal sponsorship, creation of interim website and administrative fees related to processing donations

Although reflected in the *Phase 1 Budget (Abbreviated)* as attached, two fundraising events featuring the actor Hugh Jackman that are scheduled for July are a part of the Hart Center's *Phase 2: Pre-launch Financing* strategy. Anticipated returns are as follows:

- July 10, 2019 fundraiser in Denver: \$100,000
- July 22, 2019 fundraiser in Los Angeles: \$200,000

Invited attendees to both events will also become a part of our longer-term development network, as reflected in *Phase 3: Long-term Sustainability*. With direction from the development consultant and input from the Board of Directors, the Hart Center will pursue a sustainability strategy that will include:

- Leveraging existing individual donor networks of the Board of Advisors, Board of Directors and other supporters identified during the earlier development phases.
- Identifying opportunities to partner with individuals and private sector entities for named fellowships, public dialog events and other Hart Center sponsored activities.
- Pursuing an endowment-based financial model, if/when it is in the best interest of the Hart Center to do so.
- Identifying as early as possible potential funding gaps and deploying a recovery strategy to ensure consistent program and operational needs are fulfilled.

The Hart Center's proposed three-year budget (Attachment F: Proposed Budget Y1-Y3) reflects a strategic ramp-up of programming and operational support as the development plan is formalized.

#### **4. Content / Program**

For the Hart Center to fulfill its mission and vision, the core program components will leverage unique strengths and abilities, including:

- The academic strengths and civic engagement priorities and opportunities of MSU Denver

- The knowledge, expertise and national exposure of advisory board members
- The Hart Center’s extended network of experienced public servants and notable scholars
- The competency of staff and board to seek out and develop creative public-private-nonprofit partnerships

The Hart Center, in partnership with MSU Denver, will pursue the following core program components:

<b>CONTENT AREA</b>	<b>DESCRIPTION</b>
<i>Introductory Course</i>	MSU Denver will facilitate the creation of a framework course to be taught along with Sen. Hart that will focus on the meaning, history, goals and impact of public service. Coursework will be conducted alongside or in conjunction with hands-on civic engagement.
<i>Hart Center Fellows</i>	Hart Fellows are cutting-edge leaders and scholars working with public and private sectors to address cross-cutting societal challenges and problems. During the period of their fellowships, Hart Fellows will maintain a regular presence on the MSU Denver campus to study, research, teach and engage the public and students in their work.
<i>Student Fellowships</i>	The Hart Center, together with MSU Denver academic units, will facilitate and fund opportunities for selected students to propose, design and begin to implement new public service initiatives. Student fellowships will include study, research, direct action, or “ambassador” work on campus and in the community.
<i>Experiential Learning/Internships</i>	The Hart Center, together with MSU Denver, will facilitate and cultivate a robust array of experiential learning and Denver community internship opportunities for MSU Denver students.
<i>Public Events</i>	The Hart Center will host public events highlighting the work of current public service innovators and unmet public service challenges. Speakers will include high-profile leaders in government, nonprofit, social entrepreneurship and other arenas.

These five core program “buckets” have been developed in consultation with MSU Denver faculty, staff and students, as well as Hart Center advisory board members to deliver the greatest impact on young people and the public as a whole. Although the initial focus of the Hart Center is on Denver-based activities to build a solid program competency through Y1, a longer-term focus is to expand program activities nationally. Public service is a national message, and the Hart Center seeks to be a national leader in bringing it to the fore.

The Hart Center will work with MSU Denver to determine how to best gauge program impact through quantitative and qualitative measurable social and civic outcomes, including the number of students impacted through receipt of fellowships and internships, the number of individuals who receive support as the result of an experiential learning project sponsored by the Hart Center, and the number of messages promoting civic engagement disseminating through social and other media. By engaging public-private-nonprofit partners in our mission, the Hart Center seeks to exponentially spread the need for greater civic participation.

Many of the Hart Center’s advisors lead national NGOs that will be utilized in internship and experiential learning activities. These include:

NGO	DESCRIPTION
<i>Share Our Strength/No Kid Hungry</i>	Strives to eliminate childhood hunger
<i>City Year</i>	Works with people in low-income areas
<i>Teach for America</i>	Works with students in low-income areas
<i>Children’s Health Fund</i>	Helps children in need of health care
<i>Vets’ Community Connections</i>	Involving Americans from all walks of life in community reintegration for returning veterans and their families
<i>U.N. Foundation</i>	Promotes global issues such as the environment, climate change and human rights

**5. Marketing**

A strategic marketing and communications strategy for the Hart Center will be developed with MSU Denver and members of the Board of Advisors. Social media will be maximized as the primary medium for younger generations. The Hart Center has been purposeful in growing a generationally, professionally and characteristically diverse advisory board in order to reflect the diverse make-up of our population. Our academic partner, MSU Denver, is a leading urban higher education institution that has one of the highest student civic engagement rates in the nation.<sup>iii</sup>

In addition to developing a strategic marketing-communications plan, the Hart Center will expand its current [interim website](#)<sup>iv</sup> to be more explanatory of and interactive with its programs and development opportunities.



## Attachment A: Hart Center for Public Service Prospectus

The following prospectus outlines a proposal for a proposed new entity – the Hart Center for Public Service (“the Hart Center”) -- that will provide for study, training and implementation of public service ideals and goals, based on the life work of Gary Hart, D.Phil., author and former U.S. senator and presidential candidate.

### FOUNDING PRINCIPLES

America’s Founders created a democratic republic. A democracy is based on equality and rights of all people. A republic, since ancient Athens, is based on popular sovereignty, civic virtue, a sense of the commonwealth, and resistance to corruption.

Popular sovereignty resides political power in the people themselves, and a structure of government they ordain, but requires their constant attention as to how their power is wielded.

Civic virtue, more commonly known as civic duty, requires participation in self-government. Voting is foundational. But intelligent voting requires being informed about the issues of the day which in turn requires a free press, public education, and individual commitments to listen and learn.

The commonwealth is all things people in a republic hold in common and in trust for future generations. Highways, parks, clean water and air, schools, museums, and much more are parts of the commonwealth.

The corruption that threatens the very life of the republic is represented by placing narrow or special interests above the common good. Individual interests can be promoted only if the republic respects the common interests.

This pattern of undermining the rule of law and Constitutional process is changing our nation from a Republic to an autocracy as it has in republics throughout the ages. *Only an engaged and active citizenry can prevent it.*

The creation of the Hart Center comes at a time in our history where little emphasis is placed on the duties of citizenship and concerted efforts are being made to discourage participation in government, driven by bitter partisanship and moneyed private interests.

We are in the midst of this profound struggle and on its outcome will rest the future of our nation. That is the reason the creation of the Hart Center is now both timely and crucial.

Not since John Kennedy’s charge to “give something back to our country” have the American people, especially young people, heard a challenge by leadership to devote a portion of their lives to improving our nation and to remain active all their lives in public activities. The Hart Center will seek to restore this ideal in 21<sup>st</sup> century America.

## GOALS AND FRAMEWORK

There will be both academic and hands-on training components to the Hart Center. The academic component will include study and discussion of the reasons why our Founders spoke and wrote in the language of the republic and sought to create an American Republic on a scope and scale never seen. For those interested in studying the 2500-year-old concepts of republican thought throughout history, including the influences on our Founders, the academic coursework portion of the Hart Center will include readings from and discussion of this ideal. The central theme to be explored is why a republic, including the American Republic, requires civic duty and participation to maintain that ideal.

Close study will be made of current negative challenges, including barriers to voting, outlets that discourage participation and undermine confidence in our government, and the forces that promote special interest lobbying rather than the commonwealth.

Central to the aspirations of our Founders was civic engagement. The hands-on training component of the Hart Center will provide participants with channels for direct involvement in public service and social entrepreneurship, with the goal of providing participants with both the context and the tools for spending one or more years of their lives contributing to a specific chosen avenue of public service.

The Hart Center will invite men and women who have been trailblazers in charting new courses in public service to share their experiences, answer practical and theoretical questions offer guidance to the fellows of the Hart Center, and where possible, offer internship and training opportunities.

The stakes for our nation's future could not be higher. Young people especially must learn that their future rests on revival of civic participation at all levels of government or they will increasingly lose popular sovereignty, the power of American citizenship.

One person can make a difference and every person should try.

## PROGRAM DESCRIPTION

We propose to base the Hart Center and work closely with multiple relevant departments at Metropolitan State University of Denver (“MSU Denver”). As a leading urban academic institute in the Metro Denver Area, MSU Denver provides a uniquely passionate and diverse student body as well as academic and philosophical interest in civic engagement. The Hart Center will provide fellowships and other research- and application-focused study in academic and community-based settings. Additionally, the Hart Center will bring to campus cutting-edge public service leaders who have been instrumental in developing tools for successful public-private partnerships to speak and to lead recurring seminars throughout the year.

Students and those accepted as fellows will receive academic credit for both their course work and field work through the Hart Center. This work will be structured per rigorous, results-oriented project deliverables as established by the Hart Center and the academic partner. Results will range from published research to community-based activity, or other outcome that furthers the growth of democracy and the ideals of our American republic.

Participants may also be accepted from non-academic institutions, including professionals actively working in public, nonprofit and private organizations who demonstrate a commitment to public service and offer proposals for long-term strategies to address underserved public service objectives.

The Hart Center’s Board of Advisors will work with relevant administrative and academic leaders at MSU Denver to develop the set of criteria which will be applied to those seeking acceptance to the Hart Center’s academic and training programs.

## NEXT STEPS

The Hart Center will be small at the outset but will expand in scope and outreach over the years to fulfill the purpose and goals outlined above.

As financial support expands, so will the number of fellows who participate in the Hart Center’s life.

The Hart Center will have an executive director, a small management staff, and a public governing board of trustees as well as a board of expert advisors from across public, nonprofit and private sector interests. All activities of the Hart Center and its participants will be publicly available. Forums organized by the Hart Center will be open to the public.

The Hart Center will establish partnerships with many NGOs to enable Hart Center students and Fellows to have practical experience outside the classroom in developing and implementing best practices to accomplish frontline progress in programs designed to promote the common good. Examples include:

NGO	DESCRIPTION
<i>Share Our Strength/No Kid Hungry</i>	Strives to eliminate childhood hunger
<i>City Year</i>	Works with people in low-income areas
<i>Teach for America</i>	Works with students in low-income areas
<i>Children’s Health Fund</i>	Helps children in need of health care
<i>Vets’ Community Connections</i>	Involving Americans from all walks of life in community reintegration for returning veterans and their families
<i>U.N. Foundation</i>	Promotes global issues such as the environment, climate change and human rights

## Attachment B: Hart Center for Public Service Coordination Structure

This table defines the strategic business and program partnership structure, responsibilities and relationships to each other				
	<b>Hart Center Staff</b>	<b>Hart Center Board of Directors</b>	<b>Hart Center Board of Advisors</b>	<b>MSU Denver</b>
<b>Operations</b>	<p><i>Manages daily operations</i></p> <p><i>Coordinates with MSU Denver Foundation for disbursement of program funds</i></p>	<p><i>Co-oversight of Hart Center leadership</i></p> <p><i>Guides Hart Center operations</i></p>	<p><i>Coordinates with staff on achieving program outcomes</i></p>	<p><i>Provides employee HR "structure"</i></p> <p><i>Provides office space</i></p>
<b>Program</b>	<p><i>Manages all program activity, including fellowships, internships and public projects and events</i></p>	<p><i>Maintains oversight of program outcomes as a part of operational oversight</i></p>	<p><i>Helps to establish program parameters and implementation</i></p> <p><i>Organizes experiential learning/internship activities as needed</i></p>	<p><i>Helps to establish program guidelines</i></p> <p><i>Advises on program direction and implementation</i></p> <p><i>Establishes any curriculum-related programming</i></p>
<b>Financial</b>	<p><i>Manages fundraising and other development activities</i></p>	<p><i>Coordinates with MSU Denver Foundation on the financial health of the Hart Center</i></p>		<p><i>Coordinates with MSU Denver Foundation on the financial health of the Center</i></p>

\* Until IRS acceptance of 501(c)(3) application

Attachment C: Hart Center for Public Service Board of Directors (in development)

Interim Officers	
Hon. Gary Hart	Director and Interim Chair
Hon. Doug Wilson	Director and Interim Secretary
Harold Haddon, Esq.	Director and Interim Treasurer

## Attachment D: Hart Center for Public Service Board of Advisors

### Advisors

<b>Hon. Gary Hart</b>	<i>Former U.S. Senator (CO) and presidential candidate, author</i>
<b>Hon. Douglas Wilson</b>	<i>Former Assistant Secretary of Defense for Public Affairs</i>
<b>Billy Shore</b>	<i>Founder and Executive Chairman, Share Our Strength/No Kid Hungry</i>
<b>Kathy Calvin</b>	<i>President and CEO, U.N. Foundation</i>
<b>Hon. John Emerson</b>	<i>Former U.S. Ambassador to Germany</i>
<b>Alan Khazei</b>	<i>Founder and CEO, Be the Change, Inc., and Co-founder, City Year</i>
<b>Harold Haddon</b>	<i>Founder, Haddon, Morgan and Foreman</i>
<b>Thomas Hoog</b>	<i>Former President and CEO, Hill and Knowlton/USA</i>
<b>David Axelrod</b>	<i>Director, Institute of Politics, University of Chicago</i>
<b>Hon. Martin O'Malley</b>	<i>Former Governor (MD) and former presidential candidate</i>
<b>Bruce Katz</b>	<i>Author</i>
<b>David Miller</b>	<i>Executive Director, Barton Institute for Philanthropy and Social Enterprise, University of Denver</i>
<b>Dennis Walto</b>	<i>CEO, Children's Health Fund</i>
<b>Susan Casey</b>	<i>Former member, Denver City Council</i>
<b>Trevor Cornwell</b>	<i>Founder, Forum 280; social entrepreneur</i>
<b>Debbie Shore</b>	<i>Co-Founder, Share Our Strength/No Kid Hungry</i>
<b>Rick Ridder</b>	<i>President and Co-Founder, RBI Strategies</i>
<b>Michael Drayne</b>	<i>Federal government official</i>
<b>Laura Quinn</b>	<i>Founder and President, Catalist</i>
<b>Michael Stratton</b>	<i>Senior Policy Director, Brownstein Hyatt Farber Schreck</i>
<b>Steve Rabinowitz</b>	<i>President, Bluelight Strategies</i>
<b>Steve Bachar</b>	<i>Partner and Co-Founder, Empowerment Capital</i>
<b>Mark Blumenthal</b>	<i>Consultant</i>
<b>Ginny Terzano</b>	<i>Principal, Dewey Square Group</i>
<b>Melinda Paterson</b>	<i>CEO, Political Strategies, Inc.</i>
<b>Kevin Sweeney</b>	<i>Founder, Transforming Business</i>
<b>Gary Robinson</b>	<i>Former President and CEO, Synopsys Silicon Valley Science &amp; Technology Outreach</i>
<b>Debora Harding</b>	<i>Author, community activist</i>
<b>Robert Tyrer</b>	<i>Co-President, Cohen Group</i>
<b>John Pouland</b>	<i>Senior Advisor, GreenGen</i>
<b>Eric Schwarz</b>	<i>Co-Founder and CEO, College for Social Innovation</i>
<b>David Dreyer</b>	<i>Senior Principal, TSD Communications</i>
<b>Josh Brener</b>	<i>Actor</i>
<b>Kaitlyn Dever</b>	<i>Actor</i>
<b>Mamoudou Athie</b>	<i>Actor</i>
<b>Molly Ephraim</b>	<i>Actor</i>
<b>Tommy Dewey</b>	<i>Actor</i>
<b>Scott Berkowitz</b>	<i>President and Founder, RAINN</i>
<b>Joe Miklosi</b>	<i>Founder and CEO, Bridge Consulting</i>
<b>Mark Steitz</b>	<i>Founder, TSD Communications</i>
<b>Charles Sweeney</b>	<i>Speechwriter</i>
<b>Greg Lebel</b>	<i>Director Emeritus, Native American Political Leadership Program, GW University</i>
<b>Matt Bai</b>	<i>Author, journalist</i>
<b>Helen Estabrook</b>	<i>Film producer</i>

## Attachment D: Hart Center for Public Service Board of Advisors

### **Honorary Advisors**

<b>Hon. John Kerry</b>	<i>Former U.S. Senator (MA) and former U.S. Secretary of State</i>
<b>Hon. William Cohen</b>	<i>Former U.S. Senator (ME) and former U.S. Secretary of Defense</i>
<b>Hon. Lawrence Summers</b>	<i>Former U.S. Secretary of the Treasury and former President, Harvard University</i>
<b>Hon. Jeanne Shaheen</b>	<i>U.S. Senator (NH)</i>
<b>Cindy McCain</b>	<i>Chair, Board of Trustees, McCain Institute for International Leadership</i>
<b>Hon. Mark Udall</b>	<i>Former U.S. Senator (CO)</i>
<b>Gen. Charles Boyd</b>	<i>U.S. Air Force (Ret.)</i>
<b>Hon. Federico Pena</b>	<i>Former U.S. Secretary of Energy and former U.S. Secretary of Transportation</i>
<b>Hon. Alan Simpson</b>	<i>Former U.S. Senator (WY)</i>
<b>Hon. Kevin O'Malley</b>	<i>Former U.S. Ambassador to Ireland</i>
<b>Tom Brokaw</b>	<i>Journalist, author</i>
<b>Hugh Jackman</b>	<i>Actor, social philanthropist</i>
<b>Deborra-lee Jackman</b>	<i>Actor, social philanthropist</i>
<b>Michael Medavoy</b>	<i>Film producer</i>
<b>Arianna Huffington</b>	<i>Founder and CEO, Thrive Global, and Founder, Huffington Post</i>
<b>Warren Beatty</b>	<i>Actor</i>
<b>Annette Bening</b>	<i>Actor</i>
<b>Jason Reitman</b>	<i>Film director, screenwriter, producer</i>



# Attachment E: Phase 1 Budget (Abbreviated)

**Hart Center for Public Service-MSU Denver**  
 Simple Budget Framework for May-September 2019

Item	Amount
<i>Operations</i>	
Salary (Contractor)	\$20,000
<i>Legal</i>	
Attorney Fees	\$20,000
<i>Development</i>	
Fundraisers	\$500
Travel	\$1,000
<b>TOTAL</b>	<b>\$41,500</b>
<i>Expected Income/Contributions</i>	<b>\$320,000</b>

## Attachment F: Hart Center for Public Service Proposed Budget FYE 2020-2022

<b>Hart Center for Public Service</b>					
<b>Proposed Budget Y1-Y3</b>					
	<b>FYE 2020</b>	<b>FYE 2021</b>	<b>FYE 2022</b>	<b>TOTAL</b>	
	estimated	estimated	estimated	estimated	Notes
<b>Revenues</b>					
Gifts/grants and contributions	320,000	600,000	1,000,000	1,920,000	
<b>Expenses: Program</b>					
Student Fellowship	\$0.00	\$18,000.00	\$45,000.00		\$1200 in tuition/student and \$15 hour/10 hours
Course Development	\$2,500.00	\$2,500.00	\$2,500.00		
Hart Fellows	\$10,000.00	\$10,000.00	\$10,000.00		Semester-long fellowship OR periodic visit
Internship Fund	\$7,500.00	\$15,000.00	\$22,500.00		\$2500/student
Public Events	\$10,000.00	\$15,000.00	\$15,000.00		1 Launch, 1-2 Signature Public Dialogues
<b>Expenses: Operations</b>					
Executive Director	\$90,000.00	\$129,600.00	\$133,488.00		Y1 base only, Y2-3 base + benefits; adjustable based on revenue generated
Development Consultant	\$10,000.00				Adjustable based on fundraising performance and deliverables
Program Officers		\$58,320.00	\$116,640.00		1 PO Y1, 2 POs Y2
Professional Fees	\$10,000.00	\$5,000.00	\$5,000.00		Legal, accounting
Equipment & Furniture	\$2,000.00	\$1,000.00			
Fundraising	\$500.00	\$2,000.00	\$2,000.00		
Travel	\$5,000.00	\$5,000.00	\$5,000.00		
Website Development/Maintenance	\$6,000.00	\$500.00	\$500.00		
Branded Merchandise	\$2,000.00	\$1,000.00	\$1,000.00		
Insurance	\$3,000.00	\$3,000.00	\$3,000.00		
Discretionary	\$5,000.00	\$5,000.00	\$5,000.00		
<b>TOTAL (lines 9-23)</b>	<b>\$163,500.00</b>	<b>\$270,920.00</b>	<b>\$366,628.00</b>		

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i [www.forum280.org](http://www.forum280.org)

ii [www.hartpublicservicecenter.org](http://www.hartpublicservicecenter.org)

iii <https://msudenver.edu/early-bird/2018/11/6-voting.shtml>

iv [www.hartpublicservicecenter.org](http://www.hartpublicservicecenter.org)