NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION®

2020
Annual Congressional Report

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About the Academy

The National Academy of Public Administration is an independent, nonprofit, and nonpartisan organization established in 1967 and chartered by Congress in 1984. It provides expert advice to government leaders in building more effective, efficient, accountable, and transparent organizations. To carry out this mission, the Academy draws on the knowledge and experience of its over 900 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, business executives, and public administrators. The Academy helps public institutions address their most critical governance and management challenges through in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums and conferences, and online stakeholder engagement. Learn more about the Academy and its work at www.NAPAwash.org.

Every summary of 2020 seems to start with "Wow!" and this one is no exception. But we start our reflection not from when the coronavirus seemed to stop time, but from our annual Fall Meeting in November of 2019, when we unveiled our set of twelve Grand Challenges in Public Administration. Our list included, among others, Protect Electoral Integrity and Enhance Voter Participation, Foster Social Equity, Connect Individuals to Meaningful Work, Advance the Nation's Long-term Fiscal Health, Build Resilient Communities, and Advance National Interests in a Changing Global Context. We were sure we had developed an on-target agenda for the coming decade, but we had no idea how prescient and relevant the work of our Fellows in identifying these Grand Challenges would prove to be over the next few months!

On March 13th, we executed a sharp pivot to remote work, as did most of the country in response to the increasing threat of COVID-19. Fortunately, our technology investments made this transition almost seamless. Our amazing team never missed a beat as they continued work on incredibly important studies with and for government agencies. This report outlines our projects both completed and begun during this year, and the recommendations we made to improve public administration across a wide array of programs.

As we were adapting our work processes to the new environment, we made the decision to host our annual Social Equity Leadership Conference virtually. This year, the University of Minnesota in Minneapolis was to be our host, and the conference was to take place June 10-12. As fate would have it, both the location and the dates were close to the tragic death of George Floyd, the event that sparked a nationwide conversation about racial and social justice. The urgent need to address systemic inequality through public administration permeated our virtual discussions at this conference and throughout the year. Our Standing Panel on Social Equity convened a number of public conversations and even created special edition podcasts that engaged leaders in the public work to address equity in government programs. We are reminded of the power of the Academy's voice and expertise on this topic daily as our office in Washington D.C. looks onto Black Lives Matter Plaza, only two blocks from the White House.

The pandemic also highlighted the importance of our intergovernmental system as we watched state and local leaders devise their own strategies to mitigate both the spread of the virus and the economic devastation that followed in its wake. The Grand Challenge to Develop New Approaches to Public Governance and Engagement took center stage as governments struggled to understand and meet the needs of their people. Our Standing Panel on the Intergovernmental System developed case studies and tool kits to support leaders at all levels of government in improving cooperation and collaboration for better outcomes. We created a COVID resources library to highlight emerging lessons learned on the front lines of government. And, our Agile Government Center developed and promoted case studies and principles to help government agencies learn to work flexibly across boundaries to solve challenging problems.

Over the course of the year, we built on the expertise of over 100 of our Academy Fellows to develop nonpartisan Election 2020 action plans that the next presidential administration could use to make progress on our Grand Challenges in its first year. Although each paper's specific recommendations are tailored to the needs of that particular Grand Challenge, several cross-cutting issues and themes arose, including the importance of using the early months of 2021 to develop strategies and organize for success; ensuring that social equity is considered across all policy domains and administrative operations; leveraging larger policy and program changes, such as national pandemic response spending or any new national infrastructure investment program; using existing processes such as the Cross Agency Priority Goals and the President's Management Agenda; strengthening interagency, intergovernmental, and intersectoral coordination and collaboration; and working with Congress on needed longer-term legislative changes. We are encouraged to see many of these recommendations included in the Biden-Harris administration's emerging plans and programs.

This year, despite being fraught with challenge, proved to be both formative and rewarding for the Academy. We look forward to continuing our work to use the power of public administration to promote electoral integrity, enhance voter participation, reduce systemic inequity, advance recovery from the pandemic and its economic devastation, and strengthen our democracy in 2021. We hope that you will join us as we strive to make government work, and work for all.

JEFF NEAL
Chair, Academy Board of Directors

TERRY GERTON
President/CEO

Annual Congressional Report

A Summary of National Academy of Public Administration
Studies, Projects, and Activities
October 1, 2019 – September 30, 2020

Who We Are

The Academy is an independent, nonprofit, and nonpartisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Chartered by Congress to provide nonpartisan expert advice, the Academy's unique feature is its over 900 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, career public administrators, and business executives. The Academy helps governments at all levels address critical management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and stakeholder engagement.

The Congressional Charter of the National Academy of Public Administration (the Academy) (Public Law 98-257, Sec. 3) assigns the following responsibilities to the organization:

- Evaluating the structure, administration, operation, and program performance of federal and other governments and government agencies, anticipating, identifying and analyzing significant problems, and suggesting timely corrective action;
- Foreseeing and examining critical emerging issues in governance and formulating practical approaches to their resolution;
- Assessing the effectiveness, structure, administration, and implications for governance of present or proposed public programs, policies, and processes and recommending specific changes;
- Advising on the relationship of federal, state, regional, and local governments; increasing public officials', citizens', and scholars' understanding of requirements and opportunities for sound governance and how these can be effectively met; and
- Demonstrating by the conduct of its affairs a commitment to the highest professional standards of ethics and scholarship.

The Congressional Charter also gives the Academy a particularly important responsibility with respect to the federal government, stipulating that the Academy "shall, whenever called upon by Congress, or the federal government, investigate, examine, experiment, and report upon any subject of government...." Accordingly, Congress often tasks the Academy to study, assess, and recommend solutions to critical issues in government. The Academy exists to help governments strengthen their capacity to serve the public.

OUR VISION

Making government work, and work for all.

OUR MISSION

To improve governance and advance the field of public administration.

OUR CORE VALUES

Excellence
The Academy provides excellent service and solutions through the unique breadth of expertise and experience contributed by its Fellows and professional staff, who represent the best in existing and emerging leadership in the field of public administration.

Independence
Clients and stakeholders rely upon the fact that the Academy's work and recommendations are always evidence-driven, unbiased, and nonpartisan.

Integrity
The Academy adheres to the highest standard of ethical conduct, internally and externally.

Innovation
The Academy leverages the expertise of its Fellows and staff with cutting-edge technology to think creatively about challenges in public administration and to deliver innovative and effective solutions.

Inclusion
The Academy is strongly committed to diversity, equity, and inclusion in its internal operations, its Fellowship, and its client work. In its studies and reports, the Academy supports public administration practices and solutions that recognize and address the needs of all communities.

OUR STRATEGIC GOALS

1. The Academy will champion ideas and practices that advance the theory and practice of public administration and associated public policy matters by generating thoughtful original content that is recognized for its excellence and reliability, and will encourage and promote research, collaboration, and innovation across all aspects of the field/practice.

2. The Academy will provide its Fellows with a responsive and effective forum for collaboration on public administration and governance challenges that motivates their active, substantive, and sustained engagement.

3. The Academy will ensure it has the financial stability to independently develop original research and policy recommendations that assure its continued leadership in the field of public administration.

4. The Academy will apply technologies in its internal operations, including staff development, in a state-of-the-art manner that promotes a productive and engaging work environment.

5. The Academy will continue its commitment to raising and resolving issues of equity in governance, and to incorporating and modeling social equity in its own policies and practices.

What We Do

Much of the Academy's work is requested by Congress or federal government agencies seeking assistance with complex governance and management challenges, but the Academy has also worked with state and local government activities to provide similar assistance. Working with the requester, the Academy develops a scope of work and draws from its pool of Fellows to form a Panel or Expert Advisory Group with experience tailored to the client's needs. The Panel oversees the project, providing the high-level expertise and broad experience that clients seek. Academy study teams support the work of the Panel with quality research and analysis. In Fiscal Year (FY) 2020, Academy Panels completed a number of studies, including those that:

- Recommended a path forward for obtaining the best scientific advice for Members of Congress;

- Assessed the current regulatory regime for small unmanned aircraft (drones);

- Recommended the best federal agency to take on the responsibility of space traffic management; and

- Recommended options for phasing the renewal of congressional office buildings.

The Academy also develops and produces original research and commentary on important issues in the field of public administration. Over the course of 2020, the Academy engaged over 100 of its Fellows to develop action plans that the next presidential administration could follow to make progress on the twelve Grand Challenges in Public Administration over its first year in office. The Academy also launched the Agile Government Center to provide guidance to government agencies seeking to apply agile principles to improve their operations and outcomes. The Grand Challenges agenda will drive the Academy's thought leadership work for the next decade and will shape the future of the field of public administration.

GRAND CHALLENGES IN PUBLIC ADMINISTRATION

PROTECTING AND ADVANCING DEMOCRACY

1
Ensure Electoral Integrity and Enhance Voter Participation

2
Modernize and Reinvigorate the Public Service

3
Develop New Approaches to Public Governance and Engagement

4
Advance National Interests in a Changing Global Context

STRENGTHENING SOCIAL AND ECONOMIC DEVELOPMENT

5
Foster Social Equity

6
Connect Individuals to Meaningful Work

7
Build Resilient Communities

8
Advance the Nation's Long-Term Fiscal Health

ENSURING ENVIRONMENTAL SUSTAINABILITY

9
Steward Natural Resources and Address Climate Change

10
Create Modern Water Systems for Safe and Sustainable Use

MANAGING TECHNOLOGICAL CHALLENGES

11
Ensure Data Security and Individual Privacy

12
Make Government AI Ready

www.napawash.org/grandchallenges

A REPORT BY THE NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

Strategic Initiatives

The Academy's Strategic Initiatives group works with public and private stakeholders to address the most significant public administration issues facing the country.

Grand Challenges In Public Administration

In 2017, the Academy hosted a series of interactive summits across the country focused on "Governing Across the Divide" that addressed the future of governance. The next year, in 2018, the Academy launched the Grand Challenges in Public Administration campaign to identify the biggest challenges that government will face during the 2020s. In 2019, the Academy announced its list of twelve Grand Challenges in four focus areas, as shown in Table 1.

FOCUS AREA	GRAND CHALLENGE
Protecting and Advancing Democracy	1. Protect Electoral Integrity and Enhance Voter Participation 2. Modernize and Reinvigorate the Public Service 3. Develop New Approaches to Public Governance and Engagement 4. Advance National Interests in a Changing Global Context
Strengthening Social and Economic Development	5. Foster Social Equity 6. Connect Individuals to Meaningful Work 7. Build Resilient Communities 8. Advance the Nation's Long-Term Fiscal Health
Ensuring Environmental Sustainability	9. Steward Natural Resources and Address Climate Change 10. Create Modern Water Systems for Safe and Sustainable Use
Managing Technological Changes	11. Ensure Data Security and Privacy Rights of Individuals 12. Make Government AI Ready

Table 1. Focus Areas and Grand Challenges

In helping the field address these challenges, the Academy is committed to working with stakeholders at all levels of government, in universities, and in the private and nonprofit sectors so that, collectively, the nation can make the needed progress. The Academy's role is to inspire action, enhance understanding, connect stakeholders, and drive change.

ACADEMY ROLE	KEY TASKS
Inspire Action	· Set a ten-year agenda for the field (practitioners & academics) · Develop baseline understanding · Educate & inform stakeholders
Enhance Understanding	· Conduct or support research to determine what works, identify key innovations, and disseminate effective practices and lessons learned · Convene conferences and seminars on particular GCs and focus areas · Develop case libraries and toolkits
Connect Stakeholders	· Interagency · Intergovernmental · Intersectoral · International · Academics and practitioners
Drive Change	· Identify and assess solutions · Highlight successful innovations & promote effective practices · Identify ways to scale up solutions · Develop action plans & issue recommendations · Assess & report on progress

Table 2. Role of the Academy

In 2020, the global spread of the coronavirus pandemic crystalized the urgency of addressing these challenges. The Academy established the Election 2020 project with Working Groups of Fellows charged with identifying immediate practical steps that the Administration in 2021—whether a reelected Trump Administration, or a newly elected Biden Administration—should take to begin addressing each Grand Challenge. The Working Group papers were released on a rolling basis during the summer and fall of 2020.

Although each paper's specific recommendations are tailored to the needs of that particular Grand Challenge, several cross-cutting issues and themes arose, including the importance of:

- Using the early months of 2021 to develop strategies and organize for success;

- Ensuring that social equity is considered across all policy domains and administrative operations;

- Leveraging larger policy and program changes, such as national pandemic response spending or any new national infrastructure investment program;

- Using existing processes such as the Cross-Agency Priority Goals and the President's Management Agenda;

- Strengthening interagency, intergovernmental, and intersectoral coordination and collaboration; and

- Working with Congress on needed longer-term legislative changes.

Nearly 100 of our Fellows were involved in developing this practical non-partisan agenda for the Administration in 2021. Their proposals lay out important steps for beginning to address the Grand Challenges. They will disseminate these recommendations and track progress while developing a longer-term strategy for each Grand Challenge.

Agile Government Center

Public administration institutions and programs will have to be critical components of addressing each Grand Challenge, and individual agencies and administrators also will have to act in in new and innovative ways for the nation to make the necessary progress. To successfully address these Grand Challenges, we believe that public organizations will have to address core management issues and learn to operate differently:

- Manage amidst risk and uncertainty;

- Conduct business in an agile manner;

- Reflect the nation's diversity and ensure inclusion;

- Improve service delivery;

- Protect cybersecurity; and

- Ensure environmentally sustainable operations.

These core management issues both cut across the Grand Challenges in Public Administration as a whole and must be addressed within each one of them.

To begin addressing these core management issues, the Academy established the Agile Government Center https://napawash.org/the-agile-government-center/overview (AGC) in partnership with the IBM Center for the Business of Government in November 2019. Agile government applies many of the lessons of agile software development to how public organizations are managed, including:[1]

- **Customer orientation.** Too often, organizations say that their top priority is the end-user, but this is only so within the constraints of its systems and processes. The customer or end user should drive every-thing. Instead, most public organizations currently want to fit the customer into their systems, processes, and practices—not vice versa.

- **Small teams.** To the maximum extent possible, work should be done in small teams with short cycles. Teams should be autonomous but customer-driven. Each team must have a customer-based metric. This reconciles scientific rigor with agile practice. Managers become enablers (they should help resolve priorities and remove impediments).

- **Networks.** The agile organization is not a top-down organization, but one that functions like a fluid network where ideas and infor-mation can come from anywhere in the organization. Collaboration across units might be facilitated by common physical space, daily decision-making sessions, and so on. Leaders become gardeners, not top-down commanders.

The AGC worked with its network members to identify a set of key principles of agile government:

- **Mission** should be extremely clear, and the organizational unit/team laser-focused on achieving it.

- **Metrics for Success** should be widely agreed upon, evidence-based, and easily tracked.

- **Customer-Driven Behavior** should include frequent collaboration with direct and indirect program beneficiaries, and should be ingrained in the culture.

- **Speed** should be encouraged and facilitated, including by using physical co-location of teams where possible.

- **Empowered, Highly-Skilled, Cross-Functional Teams** engaging in continual face-to-face communication should replace siloed bureaucratic systems.

- **Innovation,** within the overall framework of existing rules and regulations, should be rewarded—and changes in rules and regulations should be proposed where necessary.

- **Persistence** should be promoted through continuous experimentation, evaluation, and improvement in order to learn from both success and failure.

- **Evidence-based solutions** should be the gold standard for creating policy and program options.

- **Organizational leaders** should eliminate roadblocks, aggregate and assume risk, and empower teams to make decisions.

- **Diversity of thought** should be encouraged in crafting solutions to complex problems.

The AGC's purpose is to serve as the hub of a network that will bring together governments, nonprofits, foundations, academic institutions, and private sector partners to assist in developing and disseminating agile government principles and case studies of agile policies and programs. This network seeks to be a source of assistance to those who want to adopt and implement agile to provide public goods and services that fully meet customer needs and build public trust.

In FY 2020, the Academy received funding from the Samuel Freeman Charitable Trust and the Project Management Institute to determine how the federal government can become more agile by exploring the following questions:

- How would an agile federal government differ from current management practices?

- What are the issues and impediments to an agile federal government?

- Under what circumstances is it most appropriate for the federal government to become more agile? Are there circumstances when it would be inappropriate for the federal government to become more agile? If so, when?

- How could an agile federal government be promoted by central management agencies such as the Office of Management and Budget, the Office of Personnel Management, and the General Services Administration?

- How could the President's Management Agenda be used to promote an agile federal government?

The final white paper (released in FY 2021, in December 2020) provided an agenda-setting document and a practical guide for policymakers.

Other Major Activities

Other major strategic initiatives activities in FY 2020 included:

- COVID-19 resource platform with information from government agencies, commentaries by Fellows, and repositories of articles;

- Grand Challenge of the Month with Fellow-written articles, roundtables, and other content; and

- New podcast, *Management Matters: Where Policy Meets Practice*, with weekly episodes on Grand Challenges, agile government, and other key governance issues.

Academy Studies

The Academy completed 17 studies for federal agencies and other entities in Fiscal Year 2020 (October 1, 2019 to September 30, 2020). Reports for completed studies can be accessed at www.napawash.org.

Congressionally Requested Organizational Studies
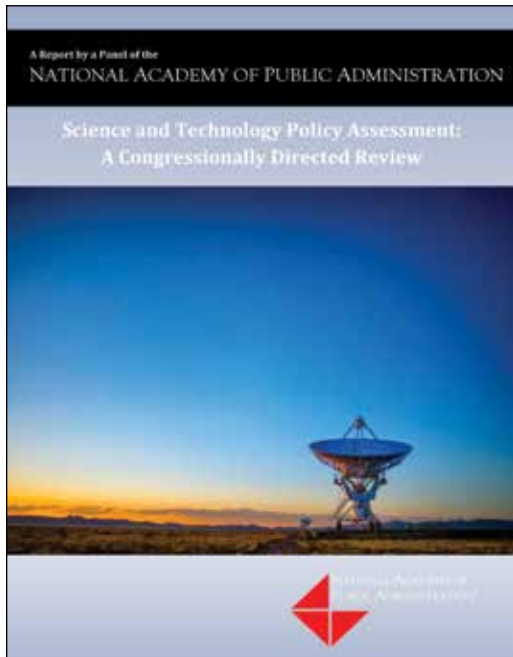
**Science and Technology Policy Assessment: A Congressionally Directed Review**

In the Conference Report to Accompany H.R. 5895, Congress directed the Congressional Research Service (CRS) to contract with the National Academy of Public Administration (the Academy) to conduct a review detailing the current resources within the Legislative Branch that are available to Members of Congress regarding science and technology policy. These resources include the U.S. Government Accountability Office (GAO).

As mandated by the Conference Report language, the Academy's study:

- Produced a report detailing the current resources available to Members of Congress within the Legislative Branch regarding science and technology policy, including GAO;

- Assessed the potential need within the Legislative Branch to create a separate entity charged with the mission of providing nonpartisan advice on issues of science and technology, such as the former Office of Technology Assessment (OTA); and

- Addressed whether the creation of a separate entity would duplicate services already available to Members of Congress.

Link to the full study: https://napawash.org/academy-studies/science-and-technology-policy-assessment-for-the-us-congress
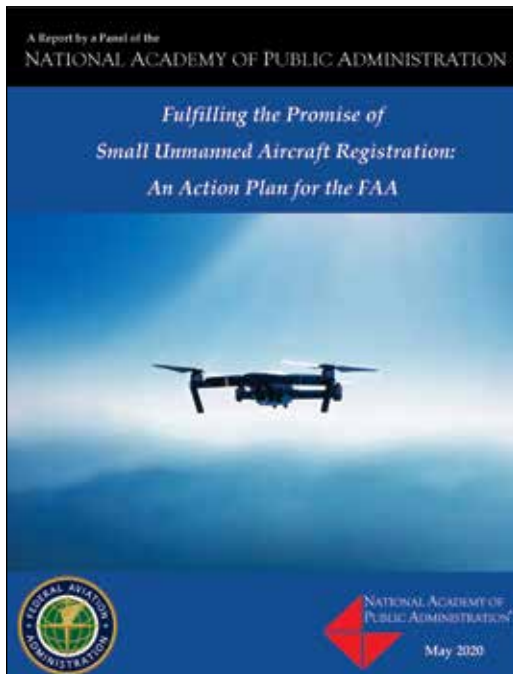
Federal Aviation Administration: Assessment of Compliance with and Effectiveness of Registration for Small Unmanned Aircraft

As directed in the Reauthorization Act, the Academy supported the FAA with detailed examination of compliance with and the effectiveness of the Interim Final Rule on Small Unmanned Aircraft registration. This analysis included:

• Whether the types and quality of information currently collected by the FAA under the registration program for small unmanned aircraft are well suited for monitoring performance;

• The regulatory environment and organizational aspects of FAA's program, and metrics to measure compliance with the interim final rule; and

• Examining how noncompliance is determined, including reporting processes to the FAA from state and local law enforcement.

Link to the full study: https://www.napawash.org/studies/academy-studies/federal-aviation-administration-assessment-of-compliance-with-and-effective

United States Department of Commerce: Space Traffic Management

The National Academy of Public Administration (the Academy), pursuant to directives set forth in the Consolidated Appropriations Act 2020, contracted with the National Oceanic and Atmosphere Administration to conduct an assessment of the Office of Space Commerce. The Academy was charged with five main tasks that in-clude:

1. To conduct an assessment of which department or agency, and entity within that department or agency, is best suited for responsibility for space traffic management;

2. To define any statutory, regulatory, or licensing authorities necessary to facilitate such a transfer;

3. To describe the funding implications of a transfer, including infrastructure and personnel costs;

4. To consult with appropriate officials from across the federal government, as well as industry figures, and other key stakeholders; and

5. To account for data integrity, information technology, and national security considerations incumbent upon a transfer.

Link to the full study: https://www.napawash.org/studies/academy-studies/united-states-department-of-commerce-office-of-space-commerce

National Nuclear Security Administration Governance & Management Review Interim Report 4

The National Defense Authorization Act for Fiscal Year 2016 (the Act) directed NNSA's Administrator to enter into an agreement with the National Academy of Sciences, Engineering and Medicine and the National Academy of Public Administration to create an Implementation Assessment Panel to:

1. Provide guidance to the Secretary and Administrator on the implementation plan content;

2. Track implementation plan progress; and

3. Assess implementation plan effectiveness.

Link to the full study: https://napawash.org/academy-studies/report-2-nuclear-study

# Federal Agency-Initiated Studies
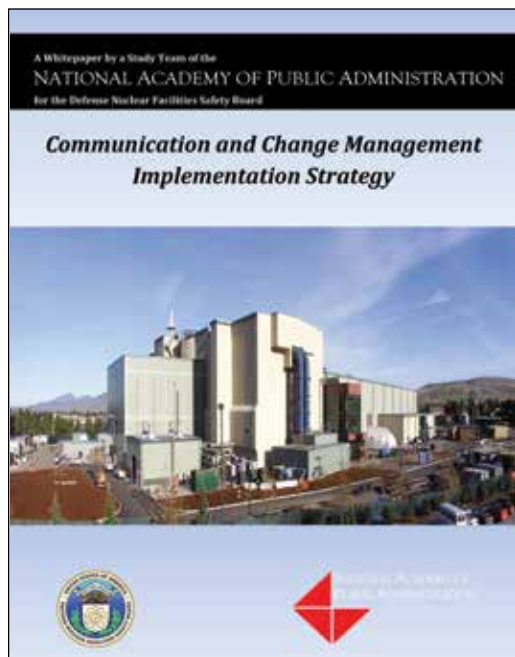
Defense Nuclear Facilities Safety Board: Phase II

The Academy worked with the Defense Nuclear Facilities Safety Board (DNFSB) to develop a five-year Strategic Plan, and Communications and Change Management Implementation Strategy. This process included facilitated planning and visioning sessions with the DNFSB Board, agency leadership team, and operational offices; interviews with key external stakeholders; surveys of the entire DNFSB staff; facilitated employee focus groups; and interactive drafting process with DNFSB input.

The Academy formed a five-member Expert Advisory Group of Fellows to oversee the work of the project staff and provide guidance on the study approach in order to provide a proposed updated strategic plan to DNFSB for consideration.

Link to the full study: https://napawash.org/academy-studies/defense-nuclear-facilities-safety-board-phase-ii
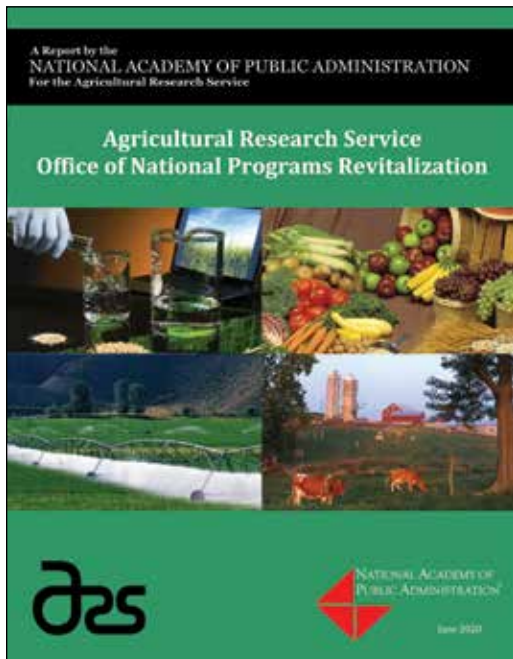
Agricultural Research Service: Office of National Programs Revitalization

The Academy contracted with the Agricultural Research Service (ARS) to provide an assessment specifically focused on:

- Benchmarking ARS program organization and management relative to other leading federal research agencies;

- Collecting informed external stakeholder views and views from leaders of ARS and its programs, as well as program staff, on directions for reforms and development; and

- Developing recommendations for organizational reforms, based on documented findings, that warrant considerations by ARS.

Link to the full study: https://napawash.org/academy-studies/agricultural-research-service-office-of-national-programs-revitalization

United States Agency for International Development

The Academy provided ongoing subject matter expertise and support to USAID's Mobility and Flexibility team to:

- Review USAID's demonstration project concept and lessons learned;

- Provide guidance on successful stakeholder engagement;

- Provide expertise and guidance to the Mobility and Flexibility team; and

- Provide technical assistance as needed.
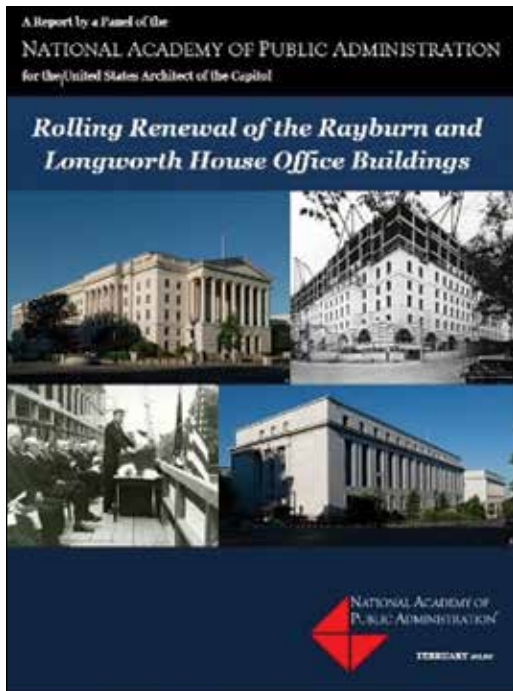
Architect of the Capitol: *Rolling Renewal of the Rayburn and Longworth Office Buildings*

The Academy worked with architectural and engineering subject matter experts to:

- Assess major structural options for a rolling renewal of the Longworth House Office Building (LHOB) and Rayburn House Office Building (RHOB);

- Offer high-level strategies and plans based on evaluation of functional requirements, costs, and risks; and

- Provide recommendations for phasing to sequence renewal, reconstruction, and new construction including swing space.
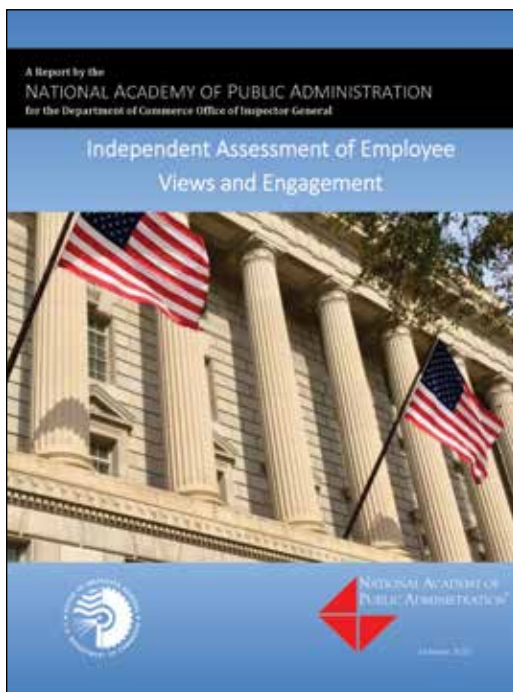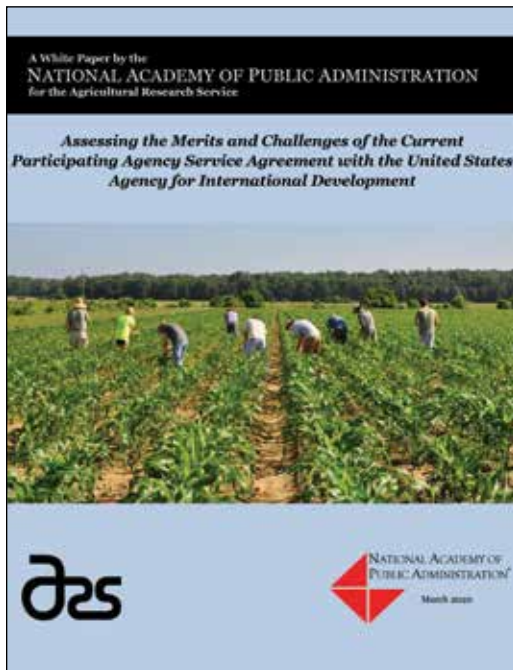
Department of Commerce Office of Inspector General: Assessment of Employee Views and Engagement

The Department's Office of the Inspector General (OIG) contracted with the Academy to conduct an independent assessment of employee views and engagement, and to assist in creating an action plan for improving the working climate. The project utilized 2019 Federal Employee Viewpoint Survey (FEVS) results as a starting point. Outreach to staff and leaders focused on identifying opportunities to strengthen the agency's employee performance management and engagement, as per the President's Management Agenda.

The assessment was conducted via a multi-pronged approach including: analysis of FEVS results, a survey across office staff to measure OIG's organization and work environment, interviews with staff across departments within OIG, and focus groups of different sets of OIG staff. At the end of the assessment the Academy worked with the OIG to develop an action plan for OIG leaders to plan their next steps for continued improvement of their climate and culture.

Link to the full study: https://napawash.org/academy-studies/department-of-commerce-office-of-inspectors-general-assessment-of-employee

Agricultural Research Service: Assessing the Merits and Challenges of the Current Participating Agency Service Agreement

The Academy provided an assessment of the merits and challenges of the current Participating Agency Service Agreements (PASA) between ARS and USAID, with the goal of supporting an arrangement that provides value to ARS as well as USAID. The assessment included both qualitative and quantitative assessments of the value of the PASA to ARS.

The assessment included interviews of ARS officials and staff members, review of budgetary and related financial information, analysis of available data, and discussions with other stakeholders and experts.

Link to the full study: https://napawash.org/academy-studies/ars-pasa

Independent Assessment of Allegations of Scientific Misconduct Filed Under the National Oceanic and Atmospheric Administration Scientific Integrity Policy

The National Oceanic and Atmospheric Administration (NOAA) engaged the Academy to conduct an independent assessment of those allegations. The goal of the assessment was to determine by a preponderance of evidence, meaning the standard of proof of making a finding of misconduct under NOAA's Scientific Integrity Policy and accompanying Procedural Handbook, if the NOAA personnel involved with the development and issuance of the September 6 Statement violated NOAA's Scientific Integrity Policy and engaged in the misconduct intentionally, knowingly, or in reckless disregard of the Scientific Integrity Policy. Pursuant to the Scope of Work, the Academy provided an assessment that:

• Determined if scientific misconduct or loss of scientific integrity had not occurred and the allegation be dismissed; or

• Scientific misconduct or loss of scientific integrity had occurred and recommend any specific action by NOAA to restore scientific integrity.

Link to the full study: https://napawash.org/academy-studies/independent-assessment-of-allegations-of-scientific-misconduct-noaa
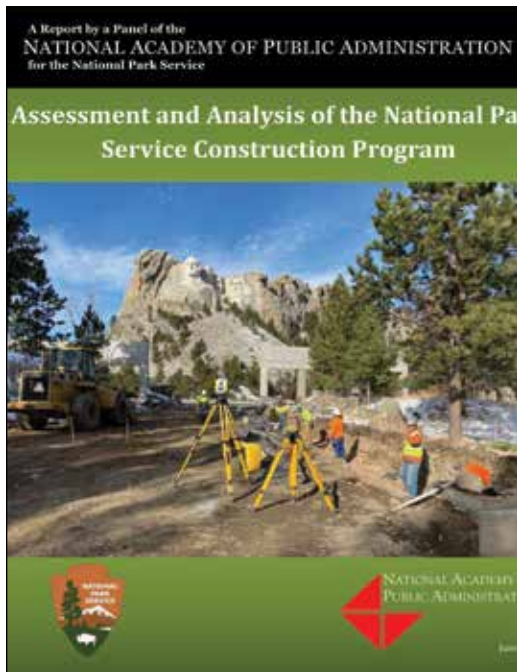
National Park Service: Assessment of Design and Construction Program

The Academy assessed the National Park Service's (NPS) major construction program with a focus on the role of the Denver Service Center and the NPS Construction Program Management Division. The assessment included, but was not limited to:

- Whether NPS's design and construction costs are in line with comparable projects;

- Whether DSC's design and construction process and contracting methods are in line with industry standards and the processes used by other government agencies;

- Whether DSC is employing the best management practices to deliver high quality projects, appropriate to the NPS mission, as cost-effectively as possible; and

- Whether DSC is appropriately resourced to carry out its mission.

Link to the full study: https://napawash.org/academy-studies/national-park-service-assessment-of-design-and-construction-program
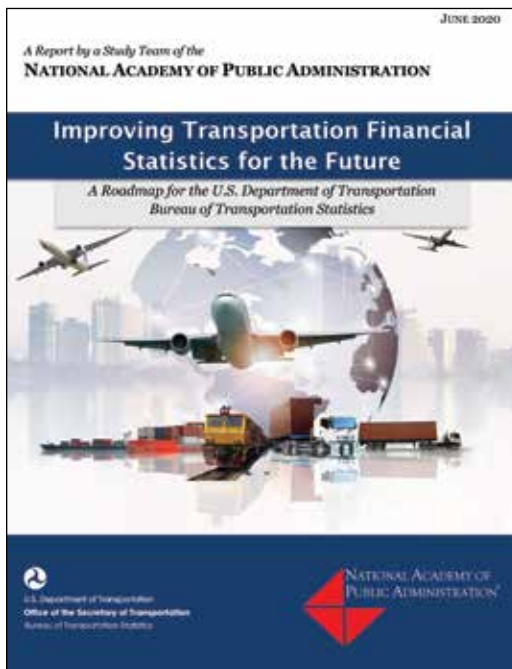
Bureau of Transportation Statistics: Developing a Statistical Roadmap to Inform Transportation Financing Decisions

The Bureau of Transportation Statistics (BTS) contracted with the Academy to develop this high-level statistical roadmap to ensure that the nation has the transportation financial statistics necessary to adequately inform decision making and transportation stakeholders, including on issues related to public financing and public-private partnerships.

Link to the full study: https://napawash.org/academy-studies/bureau-of-transportation-statistics-developing-a-statistical-roadmap-to-inf
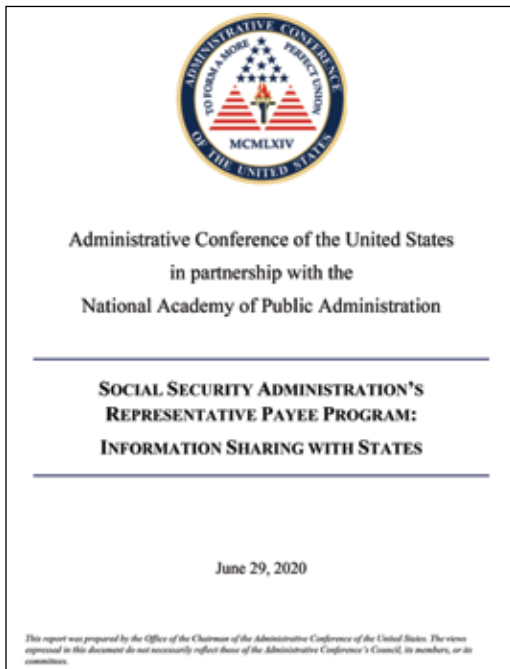
Social Security Administration's Representative Payee Program: Information Sharing with States

In support of a broader Administrative Conference of the Unites States study on information sharing with states, the Academy conducted an independent third-party evaluation of the opportunities, challenges, risks, and potential options for implementing information sharing between SSA and state courts and relevant state agencies from a public administration perspective. This assessment included consideration of financial, information technology (IT), operational and organizational capacity issues, and highlighted administrative and technology barriers and opportunities for improvement.

Link to the full study: https://napawash.org/academy-studies/ssarpp

Montgomery County Council – Organizational Assessment

At the request of the Montgomery County Council, the Academy conducted a three-month organizational assessment of the Legislative Branch of the County Government with the goal of ensuring effectiveness and efficiency in the County's operations. The Academy's work was based on documentary research and interviews with Councilmembers and Legislative Branch officials and staff. The Academy team reviewed foundational documents and administrative guidance; budgetary and strategic planning documents; and past internal and external assessments of relevant Legislative Branch offices' operations and performance and provided recommendations for achieving a more effective model for operational decision making and implementation.

Link to the full study: https://napawash.org/academy-studies/montgomery-county-council-legislative-branch-operations-assessment
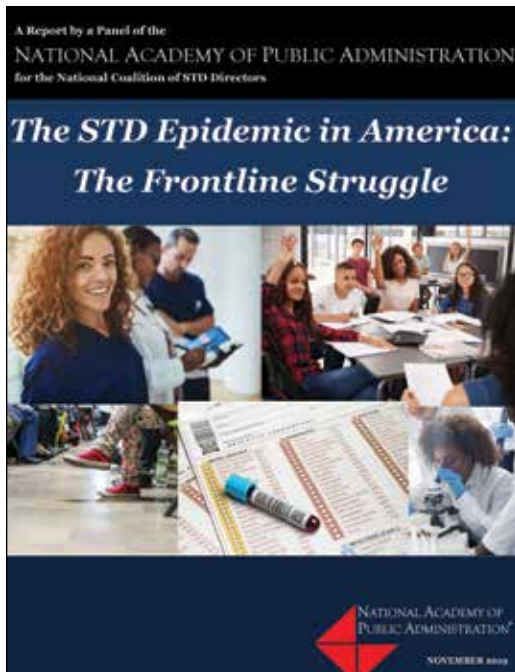
## National Coalition of STD Directors – STD Epidemic in America: The Frontline Struggle

Following from the Academy's previous work with National Coalition of STD Directors (NCSD) (The Impact of Sexually Transmitted Diseases on the United States: Still Hidden, Getting Worse, Can Be Controlled), this project assessed the efforts of frontline STD prevention and control programs and ascertained the burden placed upon state, local, and territorial authorities as a consequence of the intensifying STD epidemic. The Academy team attempted to trace funding streams facilitating those programs and authorities; identified and examined intergovernmental obstacles to program execution including administrative burden, conflicting policies, and funding constraints; and developed a set of Actions for Consideration and reforms to bolster efforts to reduce STD rates.

Link to the full study: https://napawash.org/academy-studies /national-coalition-of-std-directors-phase-ii
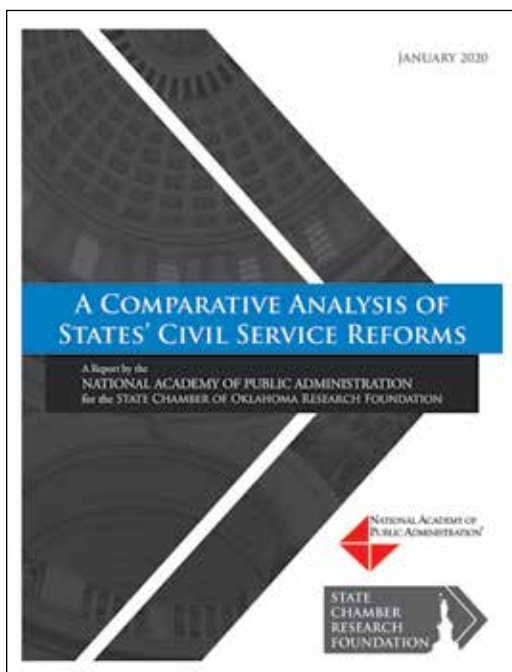
State Chamber of Oklahoma Research Foundation – Analysis of Civil Service Reform

The State Chamber of Oklahoma Research Foundation, an initiative of the Oklahoma State Chamber, engaged the Academy to review civil service reforms in six states— Texas, Georgia, Florida, Tennessee, Utah, and Wisconsin— highlighting promising practices, lessons learned, and reform options that promote accountability, efficiency, transparency, and fairness in the states' management of public employment.

Link to the full study: https://napawash.org/academy-studies/state-chamber-of-oklahoma-research-foundation -a-comparative-analysis-of-sta

STUDIES

Academy Studies Scheduled for Completion in Fiscal Year 2020

The Academy began work on the following projects and activities during Fiscal Year 2020 that have been or are scheduled to be completed in Fiscal Year 2021. Reports for completed and ongoing studies can be accessed at www.napawash.org. Links to reports that have been completed as of the publication of the Academy's FY 2020 annual report are included here.
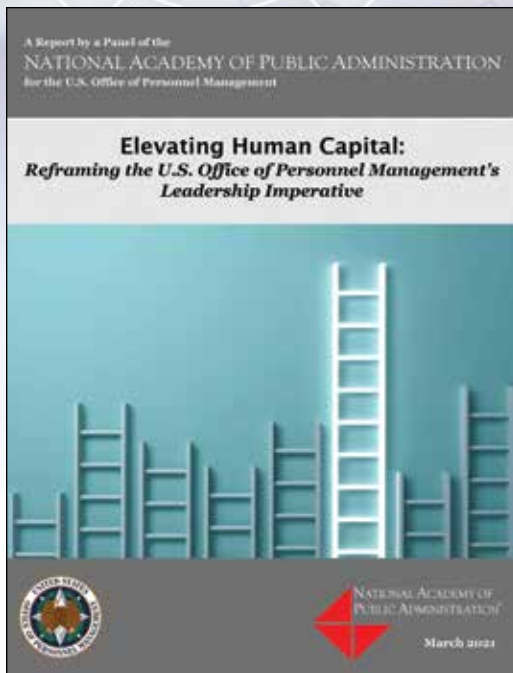
Congressionally Requested Organizational Studies

Department of Energy – An Assessment of the Value of a Nonprofit Foundation to Promote Department of Energy Technology Transfer to the Marketplace

In recent years, Congress has created a number of agency-related nonprofit research foundations to provide a flexible, efficient method to establish and enhance public-private research and development partnerships. The Conference Report on the Energy and Water Appropriations Act for Fiscal Year 2020 directs the Department of Energy (DOE) to provide to the Committees on Appropriations of both Chambers of Congress a report on the value of creating a nonprofit foundation with requirements as outlined in the House and Senate Reports. The referenced Report directs the DOE to contract with the National Academy of Public Administration (the Academy) to convene an expert Panel and issue a report regarding the value of creating a nonprofit foundation to assist the Department with advancing its mission of addressing the nation's energy, environmental and nuclear challenges through transformative science and technology solutions. As directed, the Academy supported the DOE with a detailed examination of agency-related nonprofit research foundations. This analysis, among other aspects, included findings and recommendations to address:

- An independent assessment, led by a Panel of Academy Fellows, of the value of a nonprofit foundation to promote technology transfer through DOE programs and laboratories to the marketplace and for the broader public benefit;

- An examination of comparable foundations at other Federal agencies, with detail on their structure and governance and how they engage with the private sector to enhance ongoing and new efforts supporting the research, development, demonstration, and commercial application of innovative technologies; and

- An analysis on whether the DOE laboratory foundations associated with the DOE National Laboratories would be complemented by a DOE foundation and any anticipated challenges associated with such an effort.

Link to the full study: https://napawash.org/academy-studies/an-assessment-of-the-value-of-a-non-profit-foundation-to-promote-department-of-energy-technology-transfer-to-the-marketplace

Office of Personnel Management Independent Assessment

The Office of Personnel Management (OPM) was created by the Civil Service Reform Act of 1978 to serve as the chief human resource (HR) and personnel policy management agency for the federal government. In that role, OPM provides HR leadership and support to federal agencies in enterprise HR management to achieve a trusted and effective civilian workforce. Key functions are executed by program offices organized around several broad functional categories including human capital management leadership, benefits, and vetting. Section 1112(b) of the Fiscal Year 2020 National Defense Authorization (NDAA) Act directs the Director of OPM to contract with the Academy to conduct a comprehensive, independent study that addresses a series of specific questions regarding OPM's responsibilities and include:

- the statutory and non-statutory functions assigned to OPM and the challenges associated with executing those mandates;

- the means, options, and recommended course of actions for addressing the challenges identified, including feasibility, costs, and benefits;

- a timetable for the implementation of identified options and recommendations;

- the statutory or regulatory changes needed to execute the recommendations;

- the methods for engaging with other Federal entities potentially affected by recommendations involving change to OPM's structure, functions, responsibilities, and authorities; and

- the views of identified stakeholders, including federal and non-federal entities or organizations representing customers and beneficiaries.

A Report by a Panel of the
NATIONAL ACADEMY OF PUBLIC ADMINISTRATION
for the U.S. Office of Personnel Management

Elevating Human Capital:
Reframing the U.S. Office of Personnel Management's Leadership Imperative

NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION

March 2021

This twelve-month project overseen by a five-member Panel of Academy Fellows will provide a series of findings and recommendations to address the key questions posed.

Link to the full study: https://napawash.org/academy-studies/united-states-office-of-personnel-management-independent-assessment

United States Merchant Marine Academy – Comprehensive Assessment

The U.S. Merchant Marine Academy (USMMA) is an accredited institution of higher education with about 950 cadets located at Kings Point, New York. The mission of the USMMA is "to educate and graduate licensed merchant mariners and leaders of exemplary character who will serve America's maritime transportation and defense needs in peace and war." To help advance this mission, Section 3513 of the National Defense Authorization Act (NDAA) for Fiscal Year 2020 directs the Secretary of Transportation to enter into an agreement with the Academy to conduct an independent study to examine a series of matters related to the USMMA. The NDAA identifies specific issues that shall be considered by the study. Specifically, the study shall include:

- A comprehensive assessment of the United States Merchant Marine Academy's systems, training, facilities, infrastructure, information technology, and stakeholder engagement;

- Identification of needs and opportunities for modernization to help the United States Merchant Marine Academy keep pace with more modern campuses; and

- Development of an action plan for the United States Merchant Marine Academy with specific recommendations for—

    - improvements or updates relating to the opportunities described in paragraph (2); and

    - systemic changes needed to help the United States Merchant Marine Academy achieve its mission of inspiring and educating the next generation of the mariner workforce on a long-term basis.

The Academy has assembled a Panel of Fellows to oversee and guide this study.

NOAA National Marine Fisheries Service – Budget Structure and Allocation Review

National Oceanic and Atmospheric Administration (NOAA), National Marine Fisheries Service (NMFS), is responsible for the management, conservation, and protection of living marine resources within the United States' Exclusive Economic Zone (waters three to 200 miles offshore). NMFS assesses and predicts the status of fish stocks, ensures compliance with fisheries regulations, works to reduce wasteful fishing practices, and recovers protected marine species without unnecessarily impeding economic and recreational opportunities. Research/science operations and regulatory/policy activities, conducted principally within the six science centers and their laboratories and field stations along with five regional offices, allow Fisheries to work with communities on fishery management issues. Fisheries manages its mission portfolio through a decentralized network of Funds Management Centers (FMCs) including 11 Regional Offices and Science Centers; 5 Headquarters offices, and operations support offices. Fisheries Headquarters provides general guidance and support and is the principal liaison with NOAA. FMCs are responsible for day-to-day funds execution in support of their missions. NOAA's NMFS has contracted with the Academy to:

- review NOAA Fisheries' Strategic Resource Management process;

- outline cost drivers and the budget environment with a specific focus on fish surveys;

- review the appropriated Program, Project, and Activity architecture;

- review the budget planning and allocation processes and how they meet Regional priorities;

- benchmark NOAA Fisheries' budget structure and allocation process against other similar federal entities; and

- evaluate the budget process and structure for use by Congress, NOAA Fisheries, and constituents.

This Panel-led study will provide findings and recommendations to address key budget, allocation, and planning concerns.

STUDIES

NATIONAL MARINE SANCTUARIES

NOAA Office of National Marine Sanctuaries – External Review of the National Marine Sanctuary System

Since 1972, the National Marine Sanctuary System has served as the national trustee for a growing network of marine parks. The system, administered by the National Oceanic and Atmospheric Administration (NOAA)'s Office of National Marine Sanctuaries (ONMS), is designed to promote sustainable ocean uses and ensure the health of the nation's ocean locales. These marine parks are designated as National Marine Sanctuaries or National Marine Monuments. Sanctuaries and monuments host recreational, conservation, research, and educational activities, and serve a critical role in their locality's economy and culture. As of September 2020, there are 13 sanctuaries and monuments, encompassing more than 600,000 square miles in a diverse array of locales, from the Pacific islands of American Samoa and Hawaii's Papahānaumokuākea to Thunder Bay in Lake Huron and the Florida Keys. Beyond wildlife and natural resources, sanctuaries and monuments are frequently home to artifacts of American heritage, such as shipwrecks. NOAA's ONMS has contracted with the National Academy of Public Administration to conduct:

- An evaluation of the impact and major achievements of the National Marine Sanctuaries program over the past five decades;

- An assessment of potential high-level directions for the program over the next 20-50 years; and

- An assessment of the major opportunities and challenges facing the program over the next 20-50 years.

The Academy has assembled a three-member Panel of Fellows to oversee and guide the work of the study team.

STUDIES

Agricultural Research Service – Follow-Up Assessment of Administrative and Financial Management Services

The Agricultural Research Service (ARS) and the other Research, Education and Economic (REE) agencies (the Economic Research Service, the National Agricultural Statistics Service, and the National Institute for Food and Agriculture) within the U.S. Department of Agriculture (USDA) are research-focused agencies with offices located throughout the United States. ARS has adopted a shared services concept for administrative and financial service delivery and created the Administrative and Financial Management (AFM) service organization to manage the delivery of these essential mission support functions. ARS is seeking a follow-up assessment of its AFM services organization to evaluate progress since the February 2017 report of the National Academy of Public Administration. That report provided ARS with findings and recommendations aimed at improving the effectiveness of these services. The Academy will assess the Agency's progress on implementing the nearly four dozen recommendations provided along with all the strategies and processes that were made by ARS.

The assessment is led by an Expert Advisory Group (EAG) of Academy Fellows and based upon:

- Discussions with Agency leaders at headquarters and regional offices;

- Quantitative and qualitative performance metrics;

- Industrial or Federal benchmarks;

- A survey of all Agency personnel; and

- Focus groups organized to explore issues by job classification, region, grade level, and other relevant crosscuts, to elicit a broad set of candid views.

The Academy shall provide findings on service delivery and customer satisfaction, any significant barriers to service delivery and customer satisfaction, areas where recommendations, strategies, processes, or procedures should be revised, and potential new areas identified through the assessment processes noted above. The Academy shall also provide recommendations on prioritized next steps for the Agency's focus to address these findings. This is an eight-month project.

United States Secret Service

The United States Secret Service (U.S. Secret Service/USSS) was established in 1865, originally tasked with the sole purpose of combating the forgery of the American dollar. It was, over time, re-tasked by Congress to undertake the protection of the President of the United States, and other key government officials, in addition to the protection of critical infrastructure. Following up on a 2016 assessment of the agency, The U.S. Secret Service seeks to use the views and goals of its senior leaders and the Federal Employee Viewpoint Survey (FEVS) to strengthen the agency's organizational functionality and climate, as per the President's Management Agenda. USSS has contracted with the Academy to review the organizational missions, structures, and challenges of mission support and field offices, as well as identify necessary reforms to improve working climate. This assessment will be conducted via interviews with staff at mission support and field offices, along with other USSS mission stakeholders. The Academy will draw on the findings and recommendations from the 2016 study and develop recommendations to address and improve organizational culture and performance.

US Trade And Development Agency

The US Trade and Development agency contracted with the Academy to facilitate USTDA's annual all-staff meeting. The session was structured and facilitated to:

• Bring together staff and contractors from around the world, virtually;

• Provide staff with an opportunity to reflect upon accomplishments from the past year;

• Provide updates from agency leaders and managers;

• Include brainstorming exercises to address current issues, including the global pandemic, and increase team building and strengthen the organizational culture;

• Develop ideas and action for the agency's annual strategic plan.

Studies Initiated by Other Organizations

Agile Government White Paper

The Samuel Freeman Charitable Trust and the Project Management Institute cosponsored an Academy white paper that explored the issues associated with agile government and recommended ways that the federal government can become more agile. The study considered such issues as:

- How agile differs from current management practices;
- When agile approaches are appropriate and when they are not;
- How agile should be promoted by central management entities; and
- What implementation actions should be undertaken by federal departments and agencies.

This was a six-month project. The Academy formed a three-member Expert Advisory Group to provide guidance to the professional study team.

Link to the full study: https://www.napawash.org/studies/academy-studies/increasing-the-agility-of-the-federal-government

ACADEMY STANDING PANELS

The Academy's Standing Panels are comprised of Fellows who choose to align with particular topics and are responsible for review and evaluation of significant developments in public administration. Standing Panel meetings generally feature presentations by distinguished guests, followed by informal discussion.

Standing Panel on Social Equity in Governance

The Social Equity in Governance Panel focuses on the fair and equitable management of all institutions serving the public. This Panel addresses multiple facets of social equity in governance, serving to advance research and create a resource for researchers, students, scholars, and public administrators. Established by the Board of Directors in the spring of 2000, this Standing Panel holds meetings throughout the fiscal year, at the Annual Fall meeting and, working with local hosts, co-sponsors an annual Social Equity Leadership Conference.

The Standing Panel sponsored two sessions at the 2019 Annual Meeting of the Academy.

- **Institutionalizing Social Equity into the Public Policy Decision Process.** At many levels of government, pending laws, regulations, and policies are evaluated for their potential impact on costs, the environment, and other factors of public interest. Yet, with few exceptions, there is no systematic method for evaluating their impact on key social equity indicators. This session explored the opportunity to develop a tool kit to enable legislators, policy makers, and others to explore potential impacts based upon past experience and research. The session was moderated by David Birdsell, Dean, Marxe School of Public and International Affairs, Baruch College, City University of New York and included:

  - RaJade M. Berry-James, Associate Professor of Public Administration, School of Public and International Affairs, North Carolina State University;

  - Erika Poethig, Vice President and Chief Innovation Officer, Research to Action Lab, Urban Institute; and

  - Sally Katzen, Senior Adviser, Podesta Group; Visiting Professor, School of Law, New York University

- **The Role of Impact Investing in Advancing Social Equity.**
  Impact investors put an emphasis on social as well as financial
  return. As more money is directed towards these goals, there is
  an opportunity to build new alliances and to capitalize on market
  forces to drive social equity. During this session, we heard from
  leaders in the impact investing field and how they are addressing these
  new demands from funders, investors, and philanthropy. The session
  was moderated by Gary Glickman, Managing Director, G2 Consulting
  and former Managing Director, Health & Public Service Innovation,
  Accenture and included:

  - Roger Low, Policy Director, America Forward; and,

  - Keith R. Mestrich, President and Chief Executive Officer,
    Amalgamated Bank

The 2020 Social Equity Leadership Conference was planned as an
in-person event for early June in conjunction with the Humphrey
School of Public Affairs at the University of Minnesota. However, the
coronavirus pandemic forced us to convert this critical and timely event
to a virtual format and invited presenters to post their sessions online.
This approach, novel at the time, allowed for some robust conversations
to take place even as we grappled with the new challenges in the work-
place. The event included 12 sessions conducted over a five-day period.

The Standing Panel helped to amplify the Academy's response to the
national conversation about systemic inequity that arose in the summer of
2020. The panel published an open letter signed by nearly 200 Academy
Fellows on the importance of addressing systemic inequity through public
administration, published several podcasts focused on social equity, and
prepared two Election 2020 action plans to promote progress on the
Grand Challenge to Foster Social Equity.

*"I've had the honor to work with and for the public sector from
several vantage points—at every level of government, in academia,
in good-government nonprofits, and in industry. I learned that we
can have great impact when we cross boundaries to communicate
and work together for a shared purpose. This is how we affirm
and enliven "our noblest aspirations into practical realities" I hope that one of
the blessings emerging from our shared pandemic challenges will be a renewed
appreciation for the nobility of public service. This work is the very fabric of our
society. With gratitude, as a descendant of an immigrant family, I am proud
to serve."* — JUDITH DOUGLAS (ACADEMY FELLOW AND CLIENT INDUSTRY EXECUTIVE, PERSPECTA)

Standing Panel on International Affairs

In support of the Academy's overall mission, the Standing Panel on International Affairs considers a broad range of issues focused on assisting in the development of democratic institutions in transitional democracies throughout the world, addressing public management challenges in developing countries, examining the management of the U.S. government's international activities, and promoting information sharing on promising practices in public management. The Panel endeavors to be action-oriented in carrying out its work and uses the Academy's Fellows as the principal intellectual resource to address the Panel's international affairs agenda.

The International Affairs Panel works closely with the Africa Working Group (AWG), a sub-committee of the International Affairs Panel established in 2001, to enhance public administration and governance in Africa. The AWG sets its own agenda but collaborates with the International Affairs Panel chair to generate synergy and to ensure continuity of effort.

Grand Challenges Agenda: The Academy's Grand Challenges initiative was the common denominator for the Academy's standing panels during the year. The International Affairs Panel adopted the Grand Challenge to ***Advance National Interest in a Changing Global Context*** as the Grand Challenge on which it would initially focus

Events and Activities: The International Affairs Panel hosted and actively participated in several forums during the year.

- **International Trade:** The Panel commenced its 2019-2020 program year in October 2019 with a forum examining China's impact on international trade. The forum continued a series of meetings the Panel had hosted focused on China, the Association of Southeast Asian (ASEAN) Region, and the ever-present international trade debate. The Honorable Irving A. Williamson, a NAPA Fellow and Former United States International Trade Commission (USITC) Commissioner and Chairman and Former United States Trade Representative (USTR) Deputy General Counsel, organized and moderated the meeting. Mr. Alexander B. Hammer, Lead International Economist and Head of China Research at the USITC, was the principal guest speaker. Discussants endeavored to answer a number of critical questions, including:
  (1) Is China a rival or partner to the US?
  (2) What are the implications of China's rise on the global economic order?
  (3) What are the implications for the tools the U.S. traditionally uses to address foreign unfair trade practices?

- **Global work in the 21st Century:** In support of the Academy's 2019 Annual Fall Meeting, the Panel hosted an informative forum which addressed the subject: ***Improving the Development of Public Administration for Global Work in the 21st Century***. The Robertson Foundation for Government sponsored the forum. Acknowledging that public administration continues to cross national boundaries and realizing that major policy issues cannot be solved without international collaboration, the Panel convened an expert panel to discuss where fostering global innovation and diffusion of best practices was an intended outcome. The session was moderated by Chris Mihm, Managing Director, U.S. Strategic Issues, Government Accountability Office (GAO). Panelists included:

  - Dr. Marcelo Giugale, Director, Financial Advisory and Banking, Treasury, The World Bank;

  - Mr. Dustin Brown, Deputy Associate Director, Office of Personnel Management, Office of Management and Budget; and

  - Dr. Geert Bouckaert, Professor and Director, Public Management Institute, Faculty of Social Sciences, Katholike Universiteit Leuren, Belgium.

- **Africa Youth Bulge:** Also at the Academy's Fall Meeting, the AWG organized and hosted a forum to address the topic ***Africa's Youth Bulge: A Threat, Opportunity or Something Else?*** The forum and topic were linked to the Grand Challenge Focus Area, ***Protecting and Advancing Democracy—Utilizing Global Partnership to Advance National Interests.*** The session was moderated by AWG Chair Professor Sylvester Murray, Visiting Professor, Jackson State University. Panelists included:

  - Professor Harvey L. White, PhD, Associate Director of the Joseph J. Biden, Jr. School of Public Policy and Administration, University of Delaware;

  - Mr. Anthony J. Snipes, City Manager, Missouri City, TX and Chair of the National Forum for Black Public Administrators; and

  - Dean Laura Bloomberg, PhD, Humphrey School of Public Affairs, University of Minnesota.

- **Public Administration in Morocco:** In January 2020, the Panel hosted a delegation from Morocco to discuss information and research that could assist public administrators in Morocco with improving the efficiency and effectiveness of their local and national government services. The delegation also expressed interest in the International Affairs Panel and its activities. This opportunity to engage Morocco resulted from a request for assistance by NAPA Fellow Dr. Howard R. Balanoff, Professor & Director the William P. Hobby Center for Public Service, Texas State University.

- **Sustainability in the COVID-19 Era:** In May 2020, the Panel joined Brookings Global in a webinar series, *"Voices from the Field: Cities Leading on Sustainability in the COVID-19 Era"*, an initiative consisting of 30-minute one-on-one conversations with city leaders. The Panel participated in one session during which Mr. Anthony F. Pipa, Brookings Institute Senior Fellow, Global Economy and Development, Center for Sustainable Development, hosted a conversation with **Ms. Sanna-Mari Jäntti**, the Director of Strategic Initiatives, Mayor's Office, Helsinki, Finland. The conversation explored a city-specific perspective on the COVID-19 crisis, examined the importance of local leadership during the crisis, and how cities are thinking about sustainable development priorities and adapting their strategy as they begin to plan for recovery.

- **National interest in a changing global context:** In view of its focus on the Grand Challenge to *Advance National Interests in A Changing Global Context*, the Panel hosted a joint session in August 2020 with the Academy working group, chaired by Dr. Michael Brintnall, tasked to develop an action plan for this grand challenge. This informative conversation highlighted the recommendations in the working group's formal paper.

STANDING

Standing Panel on the Intergovernmental System

The Standing Panel on the Intergovernmental System (Intergovernmental Systems Panel) discusses, researches, analyzes, and takes action to improve the intergovernmental delivery of benefits and services. It is working to deepen understanding of what makes some intergovernmental and intersectoral arrangements more successful and others less so and, where appropriate and feasible, initiates action to improve both those arrangements and societal outcomes. The panel and subgroups of the Panel met several times throughout the year and at the annual meeting, most often virtually. The Panel's accomplishments in 2020 include the following.

Federalism.us. The Intergovernmental Systems Panel stood up a new website, Federalism.us. As the website itself says:

> *Despite an explosion in the availability of information and data in recent years, there is not a single platform or publication today that allows public officials, citizens, or scholars to easily find basic data on key aspects of public institutions, governance, public administration and public finance at the federal, state and local level in the United States.*

> *Federalism.us* fills this void by offering a convening place for policy makers, researchers and citizens interested in analyzing and better understanding issues related to federalism, intergovernmental relations and multilevel democracy.

> The portal comprises three main sections: an online data book *(Significant Features of American Federalism);* news items and blogs on issues related to federalism and intergovernmental relations (Intergovernmental Matters); and resource materials on federalism and intergovernmental relations in the U.S. (American Federalism 101).

The data book on Federalism.us has 70 tables from different reliable sources about federal, state, and local governments. The site is starting to produce visualizations using the tables.

Dynamic Framework for Analyzing and Improving Intergovernmental Operations for Better Outcomes. What has also become increasingly apparent as the United States continues to deal with COVID-19 and the pockets of hunger and economic instability left in its wake, raging wildfires and unprecedented extreme weather events wreaking havoc in multiple places at the same time, and growing awareness of past and current policy inequities and consequences is the need to understand when intergovernmental arrangements work well, what makes them falter, and how to make them work better in the future. Over the past few years, the Standing Panel on Intergovernmental

Systems has been working to create a stronger foundation for building that understanding to boost government's capacity to deliver better in the many policy areas where intergovernmental arrangements already are or could or should be used.

This past year, the Intergovernmental Systems Panel developed a framework proposing ten essential practices or successful patterns of societal problem-solving for issues and challenges that require multiple levels of government and or sectors to address. This framework, developed while simultaneously writing intergovernmental case studies, is expected to evolve as it is used. Four cases are posted with the framework. Two—one on infrastructure and one on meaningful work—are organized around the 10 tools or essential practices. Using the framework in the infrastructure case helped deepen understanding of what the successes were in the three examples studied. Writing the meaningful work case suggested that the toolkit can be helpful for thinking about and then organizing solutions to a problem that no single level of government can solve on its own. The other 2 cases—one on federal/state/local emergency and disaster management and one on an intergovernmental/intersectoral government purchasing collaborative launched 15 years ago—take a more general look at the great potential of successful intergovernmental and cross-sectoral efforts, as well as the kinds of challenges that often arise.

We hope this framework proves a useful resource for those trying to launch more effective, less frustrating intergovernmental partnerships. As this work evolved, it became clear that this set of tools might be useful not only for Congress but also for government agency and cross-agency leaders as well as policy entrepreneurs outside and within government to develop partnerships and convene to solve problems including those working on the Academy's Grand Challenges, Agile Government Center, Election 2020, and other projects. It may also prove a useful resource for educators.

Grants Management. The Intergovernmental Systems Panel has been working on several projects to improve grants management. This work has focused primarily on federal grants to other levels or parts of government and Non-Governmental Organizations (NGOs), with insights likely to be useful for other grant-making organizations as well. Several members of the Intergovernmental Systems Panel were active partici-pants in the Grants Management Symposium (discussed below). The Academy also sponsored a conversation with former employees of the U.S. Office of Management and Budget (OMB) now working in state and local governments to discuss recent challenges resulting from the pandemic to compare and contrast their federal experience with their state and local experience and share insights about the potential role of OMB in helping state and local governments improve the impact of federal programs and policies.

Agile Federalism/Fiscal Capacity. The Intergovernmental Systems Panel has been working with the Academy/IBM Agile Government Center to see if lessons learned in the implementation of the American Recovery and Reinvestment Act can be used to inform a new kind of federalism with clearer missions and stronger relationships that improve outcome results in many programs. The Intergovernmental Systems Panel is also working with an ad hoc Academy working group of Fellows with significant experience at the state and local level to determine how these jurisdictions can strengthen their fiscal capacity, a challenge greatly aggravated by the COVID-19 pandemic.

Standing Panel on Executive Organization and Management
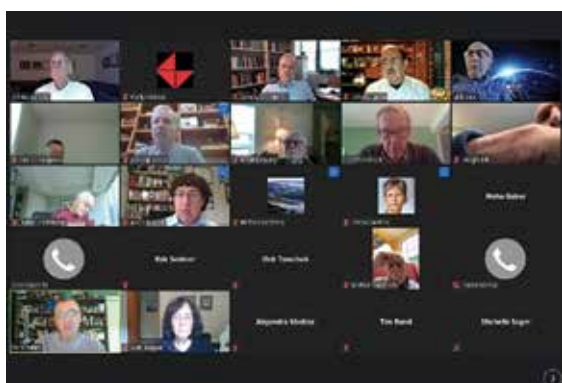
The Standing Panel on Executive Organization and Management (EOM) is the Academy's oldest and longest-serving standing panel. The Panel focuses on improving the structure, capacity, management, and performance of public institutions.

The Panel was fortunate to be able to draw on the talents of many Academy Fellows during the past year in developing and delivering a series of presentations and discussions regarding current public management issues at the federal and state levels.

The Standing Panel sponsored a session at the 2019 Fall Meeting of the Academy that focused on the long-term fiscal outlook for federal and state governments, and its implications for the nation's future. NAPA Fellows Rudolph Penner and John Hicks shared their insights and participated in a discussion with panel members.

The Panel met nine times during FY 2020. These sessions involved presentations and discussions regarding:

- GAO's new Center for Strategic Foresight;

- Performance management practices at the Veterans Benefits Administration, with the Under-secretary for Benefits and the Deputy Secretary of the Labor Department;

- Federal performance management priorities in the President's fiscal year 2021 budget;

- The role and acquisition innovation priorities of the Office of Federal Procurement Policy;

- A brainstorming session to develop insights for GAO's approach to conducting oversight of the implementation of COVID-19 programs enacted by Congress;

- The role of Treasury's Fiscal Service in implementing its COVID-19 payment programs and an overview of its vision for the future of federal Chief Financial Officers, 30 years after the passage of the CFO Act;

- A future vision of how collaborative governance approaches and increased civic engagement can help improve trust in governmental institutions, as part of the Academy's Election 2020 Grand Challenges series of action plans;

- The role of Chief Administrative Officers in state government in managing and transforming state operations during the pandemic; and

- A proposal to measure the quality of management in federal agencies, developed jointly by the Senior Executives Association, the IBM Center for The Business of Government, and the University of Illinois in Chicago.

In addition to its panel sessions, the Panel convened a working group that developed two white papers with recommendations to support the Academy's Election 2020 Project:

- Enhancing Public Governance: An Agenda for 2021 and Beyond

- Engaging Americans and Increasing Public Trust: An Agenda for 2021 ad Beyond

The working group's papers were shared with the incoming presidential Administration's transition team and were the basis for presentations to the American Society for Quality's government division, which signaled interest in supporting the working group's recommendations.

Standing Panel on The Public Service

The Standing Panel on The Public Service focuses on strengthening policies, systems, and practices for enhancing workforce success in achieving public agency goals. Federal, state, and local governments deliver vitally important services to the American people every day. If it is an important need, public agencies at one or more levels of government are likely to have an important role in meeting it. Public agencies accomplish their mission through their workforces, typically consisting of public sector workers and contractors. Public agencies need the right number of skilled workers available at the right time in the right place to deliver needed services to the public. The Standing Panel is a forum emphasizing the importance of human resources management at all levels of government. The Standing Panel supports studies, reviews, and meetings to advance improvements to government workforce management.

In 2020, the Standing Panel formed a Steering Committee to guide its work and specifically address the Grand Challenge "Modernize and Reinvigorate the Public Service." The Steering Committee met on four occasions and developed an agenda to focus explicit attention on priority public workforce challenges. To advance the work of the Standing Panel, the Steering Committee adopted three major emphasis areas for the upcoming year:

(1) Rebuilding trust in, and within, the public service at all levels of government,

(2) Expanding diversity and inclusion and improving social equity in public service, and

(3) Exploring centralization versus decentralization in workforce policy.

The Steering Committee also included a special goal to support the Presidential Transition processes. During 2021, members of the Standing Panel intend to conduct reviews, support meetings and events, and publish information about these emphasis areas.

2020 Events and Activities:

"The Future of Work" Session at the 2019 Annual Meeting of the Academy.
The impact of evolving technology (such as Artificial Intelligence and Robotic Process Automation) on the governmental
workforce is a substantial public service challenge. In this session moderated by William Eggers Academy Fellow and Executive Director of Deloitte's Center for Government Insights, three government Human Capital experts described how their organizations are meeting these challenges, including:

- Alana Cober, Human Resources Officer, NASA;

- Angela Bailey, Chief Human Capital Officer, Department of Homeland Security; and

- Holly Cockrell, Human Resources Manager, Virginia Department of Transportation.

Support for the Academy's Election 2020 Project.
The Panel convened a working group to examine Public Service issues and provide recommendations to a second-term or incoming administration. Led by Jeff Neal with support from Joel Aberbach, Mark Abramson, Alan Balutis, Stephen Barr, Don Kettl, and John Palguta, the group offered several recommendations for consideration and implementation, and drafted an Executive Order for consideration by the next administration.

STANDING PANELS

September 2020 Standing Panel Meeting.
In preparation for the upcoming presidential election, the Standing Panel explored issues surrounding how transition would occur, either in the event of a second-term administration or an incoming administration. Three Academy Fellows discussed important aspects of the upcoming Presidential transition.

- Dr. Martha Kumar described the major elements and roles found in Presidential transitions and provided insights into how both campaigns were preparing for the upcoming transition period, post-election;

- Vince Micone shared his experience and "lessons learned" from leading a cabinet agency through the 2016 Presidential transition; and

- Jeff Neal discussed the recently published Academy Report, Election 2020: Modernize and Reinvigorate the Public Workforce, with advice for new political appointees during the Presidential transition period and in the early days of the administration.

Standing Panel on Technology Leadership

The Technology Leadership Panel examines the latest trends in technology leadership, management, and governance for all levels of government. It also identifies effective practices for improving executive level capacity and governance, and ways to assess the value of technology systems from a public management executive perspective. The group's mission is to assess technology initiatives designed to improve government performance.

In support of this mission, in late 2019 the Panel presented an informative workshop at the Academy's Fall Meeting that covered in more depth the Panel's earlier publication, AI and Its Impact on Public Administration.

In early 2020, the Panel convened with additional Fellow volunteers as part of the Academy's Election 2020 project. This sub-group was highly active and met several times a month, ultimately producing their report, ***Artificial Intelligence (AI): An Agenda for 2021***. The Standing Panel held a special live panel session as a webinar where the group presented and reported its work and to discuss its findings. Select members of the working group were invited to participate in a Virtual ***Roundtable on Making Government AI Ready***. Several Fellows participated in separate NAPA podcasts focusing on different aspects of AI.

Other activities of the Technology Leadership Panel for FY 2020 included writing and posting blogs and thought leadership editorials as well as to develop a more comprehensive action agenda for 2021.

ACADEMY PUBLIC FORUMS

In addition to the studies and initiatives pursued in partnership with individual agencies and departments, the Academy hosts public forums that bring hundreds of practitioners together to discuss solutions to critical public management challenges. In FY 2020, the Academy hosted the following public forums, the majority being virtual due to the global pandemic.

Grand Challenges in Public Administration: Annual Meeting 2019

The November 2019 meeting featured an all-star cast of keynote speakers and insightful discussions to address the topic of "Grand Challenges in Public Administration." KPMG worked with the Academy to highlight key findings and takeaways from this meeting. Consistent with the meeting's theme, breakout sessions on specific topics, in addition to those sponsored by Standing Panels and listed above, included:

• The Long-Term Fiscal Outlook and Its Implications for the Nation's Future

• Ensuring Environmental Sustainability: Stewarding Natural Resources and Addressing Climate Change

• Institutionalizing Social Equity into the Public Policy Decision Process; and

• Connecting Individuals to Meaningful Work

Other annual meeting activities included:

• The prestigious Elmer B. Staats Lecture was a plenary discussion that dived into perspectives on social equity, how it surfaces in the field of public administration and how it intersects with delivery of services to citizens. Panelists included: Valerie Lemmie, Director of Exploratory Research, Kettering Foundation; Sarah Wartell, President and Trustee, Urban Institute; Courtney Phillips, Executive Commissioner, Texas Health and Human Services; and Darin Atteberry, City Manager, City of Fort Collins, Colorado.

- The prestigious James E. Webb Lecture was given by Anne Rung, Director, Government Sector, Amazon Business. Ms. Rung discussed the Academy's Grand Challenge initiative within the context of Amazon Business including what business needs from the public administration community.

- The 2019 George Graham Award for Exceptional Service to the Academy was presented to Academy Fellow Blue Wooldridge for his decades-long contributions and dedication to the organization.

Agile Government Network

In partnership with the IBM Center for the Business of Government, the Academy established the Agile Government Center to serve as the hub of a network bringing together governments, nonprofits, foundations, academic institutions, and private sector partners to assist in developing and disseminating agile government principles and case studies of agile policies and programs. This network will function as a source of assistance to those who want to adopt and implement agile to provide public goods and services that fully meet customer needs and build public trust.

The network met in October 2019, February 2020, March 2020, June 2020, and September 2020. Participants discussed a variety of topics over the course of the year, including insights from agile efforts at the U.S. Department of the Treasury, the World Bank, Organization for Economic Cooperation and Development, and the United Arab Emirates.

"There is no better example of the value and importance of career public servants than their response to the Covid-19 pandemic. Health care workers, first responders, scientists, medical professionals and administrators running to the front lines of the crisis to provide the courage, inspiration and unrestrained selfless acts of kindness and compassion necessary to save lives and see the nation to the other side. Unnoticed and underappreciated, we owe public servants the thanks, gratitude and recognition they so richly deserve, but do not seek."

— STEPHEN HAMILL (ACADEMY FELLOW AND PRINCIPAL AND FOUNDER, SHARED LEADERSHIP GROUP, LLC)

SYMPOSIUM SERIES
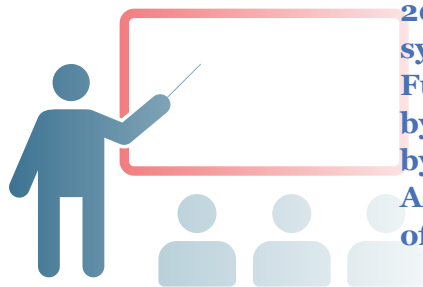
2020 saw significant growth in the Academy's offering of symposium series. We continued our ongoing Working Capital Fund symposium and Grants Management series sponsored by Grant Thornton LLP, and IT Modernization, sponsored by Deloitte. We also partnered with the Senior Executive Association and the Shared Services Leadership Coalition to offer a six-part seminar series on Shared Services.

Working Capital Fund Symposium Series

In 2020, the Academy continued to work with Grant Thornton LLP to host a government-wide Working Capital Fund (WCF) Symposium. Meetings were held in December 2019 and June 2020. Over the course of the year, the WCF Symposium's focus expanded to include user-fee funded agencies. Topics included Technical Business Management, federal IT cost transparency, IT modernization, the maintenance of WCF reserves, and technology business management. Featured speakers included Holden Hoofnagle (Department of Commerce), Margie Graves (Office of Management and Budget), Michele Picard (U.S. Patent and Trademark Office), Tony Scardino (former U.S. Patent and Trade Market Office), Gretchen Anderson (Grant Thornton), and Kelly Morrison (Grant Thornton). Grants Management Symposium Series.

Grants Management Symposium Series

In 2020, the Academy continued to host, also in partnership with Grant Thornton, LLP, a symposium to focus on grants management in support of the President's Management Agenda (PMA) Cross-Agency Priority (CAP) Goal #8, Results-oriented Accountability for Grants. The symposium promotes collaborative discussions to foster knowledge sharing and resolution of critical issues in the grants management community. This allows for a government-to-government exchange of effective practices and lessons learned to address common challenges; access to a broad audience of subject matter experts and thought leaders from the Academy, public and private sectors, policy-makers, nonpartisan nonprofit state and local organizations, and Office of Management and Budget officials; and a forum to influence and promote change, develop new methodologies and best practices, reduce inefficiencies, enhance grant outputs and improve Government ROI on financial assistance awards.

Meetings were held in October 2019, January 2020, March 2020, and September 2020. Topics included how to reduce the administrative burden in the research grants management community, the FEMA compliance dashboard handout, the implications of the Grant Reporting
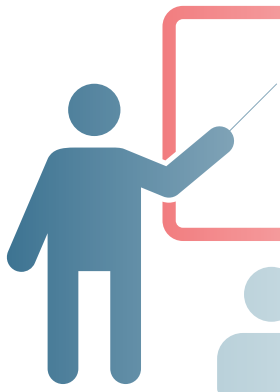
Efficiency and Agreements Transparency (GREAT) Act of 2019, and proposed changes to Title 2 of the Code of Federal Regulations Subtitle A-OMB Guidance for Grants and Agreements.   Featured speakers included Ann Ebberts (Association of Government Accountants), Hudson Hollister (HData), Nick Hart (Data Coalition), Rhea Hubbard (Office of Management and Budget), Eloise Pasachoff (Georgetown University Law School), Gary McKeon (Federal Emergency Management Agency), Alex Albinak (Federal Demonstration Partnership), and Jean Feldman (National Science Foundation). Additional information about the sessions is available here.

Shared Services Forum Series

The Academy continued to partner with the Senior Executive Association and the Shared Services Leadership Coalition to offer a monthly forum on Shared Services. The forum brings the voice of the customer to administration officials and provides a new opportunity to support the PMA CAP Goal #5, Sharing Quality Services. Sessions were held monthly from November 2019 through September 2020. Key topics included agency spotlights and updates, strategic priorities, transformation of human capital management, next generation financial management transformation, REIMAGINE HHS, the Cyber Quality Management Service Organization, GSA New Pay, IT modernization, cultural change, and HUD's enterprise-wide shared services initiative. Additional information about the sessions is available at https://napawash.org/working-groups/active-forums/grants-management-symposium.

Other Events

In addition to the annual meeting and the forums highlighted above, the Academy hosted other meetings over the course of the year, including:

- Margaret Weichert, Deputy Director for Management at the Office of Management and Budget, on the President's Management Agenda;

- Moroccan and Indonesian delegations to discuss effective public practices;

- Grants Management Blockchain (joint event with MITRE);

- National Commission on Military, National, and Public Service report rollout; and

- Unleashing Workplace Creativity: Fostering a Government of Innovation (joint event with MSI).

AWARDS

George Graham Award for Exceptional Service to the Academy

This award was established in 2006 to honor the Academy's first executive director, George Graham and to "recognize those Fellows who have made a sustained extraordinary contribution toward the Academy becoming a stronger and more respected organization."

The 2019 recipient was Blue Wooldrdige, Professor Emeritus of Public Administration and Policy at Virginia Commonwealth University. For years Blue has been the driving force behind the Academy's involvement in social equity issues through presentations, committee work, panel leadership, and persistent reminders. He has been willing to work at all levels to foster this involvement and has done so with both grace and strength. He has also been a major proponent of international involvement, including the development of the Africa Working Group as a subset of the International Standing Panel. He has been a willing member and leader of multiple special task forces and working groups, and always participates in Academy activities willingly and valuably. During his two terms as a member of the Board of Directors, Blue served on the Executive Committee. He also spent two years on the Fellows Nominating Committee, three years on the Board Officers Nominating Committee, and a year on the President/CEO Search Committee.

Herbert Roback Scholarship Award

The late Herbert Roback was a highly respected public servant. During his 34-year career, he encouraged talented and promising students to consider lifetime careers in the public service. To honor Mr. Roback, his family and friends established the Herbert Roback Scholarship Fund to perpetuate his work. To fulfill this goal, the Academy annually awards one scholarship up to $7,500 to a graduate student currently enrolled, or admitted for enrollment, in a full-time master's degree program in public administration, public and international affairs, and/or political science.

The 2019 Roback Scholarship was awarded to Joaquin Taussig, who is a Fulbright Scholar, Master in Public Policy student and Research Assistant at Georgetown University.

The Louis Brownlow Book Award

Since 1968, the National Academy of Public Administration has recognized outstanding contributions to the literature of public administration through presentation of the Louis Brownlow Book Award. The Award recognizes outstanding contributions on topics of wide contemporary interest to practitioners and scholars in the field of public administration. Generally, it is made to an author who provides new insights, fresh analysis, and original ideas that contribute to the understanding of the role of governmental institutions and how they can most effectively serve the public.

Nominations are submitted by publishers, professional associations, or individuals with an interest in the subject matter. The selection is made by a committee appointed by the Academy. The Award committee seeks to recognize work that best embodies factual accuracy, analytical thinking, readable style in the constructive treatment of an important problem, and/or significant development or performance of a government institution. The book's lasting contribution to the body of public administration literature and improvements in methodology is also taken into account.

The 2019 Brownlow Book Award was presented to Pamela Herd and Donald Moynihan for their book, *Administrative Burden: Policymaking by Other Means*. This book provides a way of understanding the consequences of procedures largely dictated by politicians and the abundant costs attached to them, especially for those with the fewest resources. Importantly, the book's theme connects to social equity, a central concern of the Academy for the last two decades.

FUNDRAISING

In addition to our significant work on funded studies and our collaborative engagements, the Academy began a deliberate focus in 2020 on increasing charitable contributions to the Academy so that we could advance our strategic work on Grand Challenges in Public Administration. The revenue that the Academy generates through its funded studies covers our basic operating costs but does not generate the fiscal flexibility that would allow us to pursue self-generated research. The Academy's status as a 501(c)3 organization has long enabled it to receive charitable contributions, but those have not generated sufficient funding to embark on major projects that can harness the expertise of our Fellows to act as thought leaders on the key topics in the community of public administration.

We took several intentional steps this year to improve both our fundraising capacity and our outcomes. We created a Development Committee under the Board of Directors to guide our fundraising using best practices. We implemented donor management software to improve how we track and steward our supporters. We added temporary staff to expand our knowledge and improve our techniques. And, we tested a variety of approaches and messages to see what resonates best with our audience.

We participated in the worldwide GivingTuesdayNow and GivingTuesday campaigns, with a focus on how the Academy's work is advancing improvements in racial equity and social justice through public administration and our donors responded with enthusiasm and generosity. We initiated a call to annual giving to our Senior Fellows, and they responded with contributions totaling nearly $20,000. Together, we reached a broader audience and raised nearly $97,000 in contributions this year—an all-time high!

These resources were critical to the success of several important new Academy initiatives. We added a new research position to support our strategic initiatives, including the Grand Challenges. We were able to launch and sustain a new weekly podcast that brings the experience of our Fellows on important issues to a new audience. We launched a new website, Federalism.us, to revive the content and data on the federalist system of government in America that had gone dormant since the

retirement of the Advisory Commission on Intergovernmental Relations in 1995. We also established an online resource library for Public Administration faculty and students with remote learning and expanded the reach of our Agile Government Center. Most importantly, we have focused on organizational sustainability, laying a foundation for a financially secure Academy in years when revenue from funded projects may lag.

"I'm very proud to be part of the Academy and am delighted to be able to provide some support for the wonderful work that NAPA does."

— MARY HAMILTON (ACADEMY FELLOW AND SENIOR EXECUTIVE IN RESIDENCE IN THE SCHOOL OF PUBLIC ADMINISTRATION AT THE UNIVERSITY OF NEBRASKA OMAHA, AND DIRECTOR OF THE NEBRASKA CERTIFIED PUBLIC MANAGER® (CPM) PROGRAM)

With these initial successes under our belt, we are looking forward to even greater things in 2021, but we need your help to accomplish them. We envision that our focus on philanthropic giving will empower the Academy to continue to deliver meaningful insight through our funded studies and also deliver the kind of thought leadership from our Fellows that can shape the field of public administration on a national level. With your support, our vision is to accomplish these priorities—and more—in 2021:

- Developing and curating a virtual library that can support Fellows, researchers, and practitioners with resources to address public administration challenges today and in the future;

- Annual updates to Federalism.us data tables and documents;

- Sustaining support of the new NAPA podcast, which provides the most current information available to the public administration community at-large;

- Resources dedicated to research and writing on topics related to our Grand Challenges in Public Administration and building the network to advance progress on these critical issues across the community; and

- An agile framework we can adopt to expand our ability to work with government organizations at every level.

Together, we have provided expertise and excellence to Academy clients for over five decades. With your support, we can grow our impact to drive change in the Grand Challenges that public administrators are facing now and into the next decade. For more information on how you can support the Academy's growth and leadership so that we can make an even greater impact in public administration, please visit our website or contact us at grandchallenges@napawash.org.

THANK YOU TO OUR INDIVIDUAL DONORS

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"Far from the limelight and close to reality, public administrators make good on the promise of our social contract. They deliver the government services for which people accept to be governed. From education and defense to health and justice, they run the systems that make our way of living possible. They rarely get credit when things work, and always get blame when they don't. They are the silent glue that keeps society together." — MARCELO GIUGALE (ACADEMY FELLOW AND FORMER DIRECTOR AT THE WORLD BANK, ADJUNCT PROFESSOR OF INTERNATIONAL FINANCE AT GEORGETOWN UNIVERSITY)

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BARRY VAN LARE

DAVID M. VAN SLYKE
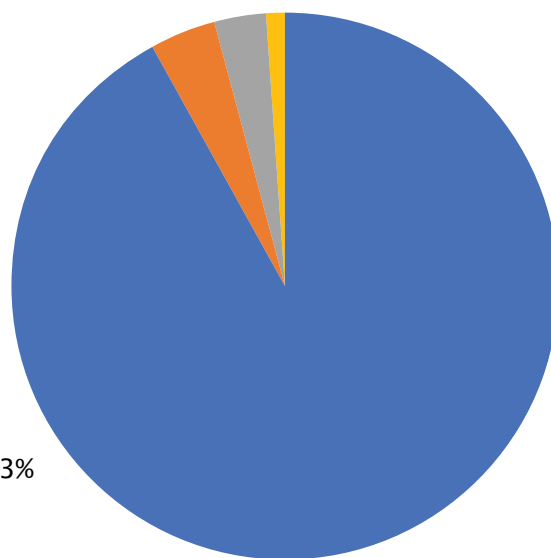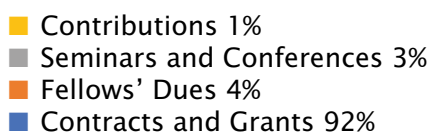

DAVID A. WARM

JANET WEISS

BOARD OF
DIRECTORS

DAVID WENNERGREN

FINANCIAL SUMMARY 2020

The Academy is an independent, nonpartisan, nonprofit organization chartered by Congress to identify emerging issues of governance and to help federal, state, and local governments improve their performance. The Academy's mission is to provide advice that is objective, timely, and actionable on public management issues.

The Academy is guided by principles of full transparency, independence, and accessibility in all its activities and partnerships. The Academy obtained an unmodified audit opinion for 2020, and reported consolidated operating revenue of $6.4 million and expenses of $5.3 million. Net assets increased by $1.4 million, including investment income.
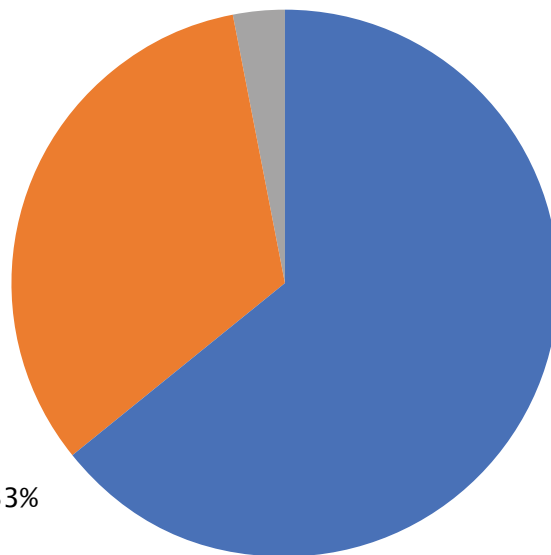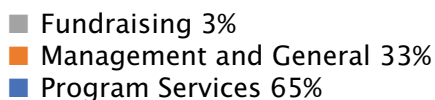
REVENUE

Total Revenue
$6,353,044

- Contributions 1%
- Seminars and Conferences 3%
- Fellows' Dues 4%
- Contracts and Grants 92%

EXPENSES

Total Expenses
$5,281,547

- Fundraising 3%
- Management and General 33%
- Program Services 65%