



Annual Congressional Report Fiscal Year 2019



About the Academy

The National Academy of Public Administration is an independent, non-profit, and non-partisan 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.

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The National Academy of Public Administration is a unique institution. One of only two national academies to be chartered by Congress, it is the only one with a mission to help governments at all levels actually work better for the people they serve. That mission has always been compelling for those who consider themselves members of the public administration community, but 2019 was the year we began to see our mission, and ourselves, differently.

After spending 2018 developing a new strategy for the Academy, we began 2019 with an important new initiative. We sought to identify the Grand Challenges in Public Administration—those issues that, for the next decade, could truly create an agenda for change in both what government does and how it does it, in local communities, in states, and at the federal level. To get perspective, we didn't just ask ourselves those questions, we asked the public to give us their best ideas and they had great insights that helped us stretch our thinking. The result was a powerful articulation of twelve Grand Challenges that capture some of the most critical and complicated issues facing our nation. They also put public administrators squarely in the center of an agenda for change and demand new ways of thinking and being for those who deliver the services of government.

We are excited about the potential for our Grand Challenges agenda. We are equally proud of our more traditional products—the detailed studies we do with government agencies to address the organizational, procedural, and programmatic challenges that keep them from meeting the expectations of those they serve. This year, we completed studies that assessed the options for providing expert and timely science and technology advice to Congress, that articulated critical gaps in public health related to the epidemic in sexually transmitted infections, that recommended improvements in medical data management that could reduce the cost of health care delivery in the Bureau of Prisons, and that addressed critical issues in organizations that manage vital nuclear production facilities in our national security sector. These studies and many others are detailed in the pages of this report. They are all contributing to significant improvements in operations across many government organizations and agencies that align with our vision to “make government work, and work for all.”

Another way we work to make our vision a reality is to connect our expert Fellows with current government officials to solve in real time the challenges of implementing and managing change. In 2019, we convened regular forums that brought diverse audiences together to address government-wide but agency-specific issues around execution of working capital funds, effective management of grant programs, strategic investment in technology, future-focused talent management, and implementation of shared services. Already, hundreds of attendees have taken the frank conversations and tested advice offered in these workshops and used them in their home agencies to drive progress.

As we look toward 2020, we believe the Academy's work in developing and announcing the Grand Challenges will transform the field of public administration and the people and communities we serve. We can't wait for you to read about the beginnings of the program in this report. This work is bold and ambitious. It is also a “grand challenge” for the Academy in terms of how we will accomplish the work, and it will mean our organization will grow and change as we advance this agenda. To grow, we will need your support. Our hope is that you will actively support the Grand Challenge you feel is most urgent with both your ideas and your philanthropic gifts so that we can implement projects and studies that advance this agenda.

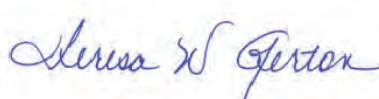
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As we continue to refine the Academy's role and advance initiatives to transform governance, we must also transform how we operate and engage with the Fellows of our Academy, our partners in government, and other people and organizations who care about the issues raised in the Grand Challenges. This evolution will likely require new investments in our infrastructure to add capacity that expands our reach and ensures that we are able to deliver on the most critical task assigned in our Congressional charter: foreseeing and examining critical emerging issues in governance and formulating practical approaches to their resolution.

We believe the future is bright for the National Academy of Public Administration and hope you will join us on this journey.



JEFF NEAL
Chair, Board of Directors



TERRY GERTON
President and Chief Executive Officer

Annual Congressional Report

A Summary of National Academy of Public Administration
Studies, Projects, and Activities

October 1, 2018 – September 30, 2019

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.

Who We Are

The Academy is an independent, non-profit, and non-partisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Chartered by Congress to provide non-partisan 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.

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) 2019, Academy Panels completed a number of studies, including those that:

- Assessed the progress of the National Nuclear Security Administration in improving the governance and management of the nation's nuclear enterprise;
- Provided advice on the structure and strategy of the Public Company Accounting Oversight Board;
- Determined how the U.S. Forest Service could strengthen its ability to meet its Research and Development mission objectives and align its programs; and
- Reviewed and assessed organizational culture and climate for several federal activities.

The Academy also develops and produces original research and commentary on important issues in the field of public administration. Over the course of 2019, the Academy collected public input, engaged its Board and Steering Committee of prominent experts, and published its list of twelve Grand Challenges in Public Administration. This important agenda will drive the Academy's thought leadership work for the next decade and will shape the future of the field of public administration.

In 2018, the Academy Board of Directors completed a year-long effort to develop a new strategic plan for the Academy. While the vision of the Academy remained unchanged, the new plan updated the Academy's mission statement, core values, and strategic goals as follows:

VISION

Making government work, and work for all.

MISSION

To improve governance and advance the field of public administration.

**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 non-partisan.

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.

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



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

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.

As the world moves quickly from the Industrial Age into the Information Age, new challenges have arisen and demands on government have increased. But the public sector has often been in a reactive mode—struggling to adapt to a rapidly evolving international, economic, social, technological, and cultural environment. Over the next decade, all sectors of society must work together to address the critical issues of protecting and advancing democracy, strengthening social and economic development, ensuring environmental sustainability, and managing technological changes. And governments at all levels must improve their operations so that they can tackle problems in new ways and earn the public’s trust.

Grand Challenges are *large in scope* (inter-agency, intersectoral, intergovernmental, and multidisciplinary). They require *significant innovation and long-term commitment* (a decade or more). They seek to achieve *worthwhile, ambitious goals* that will be difficult to successfully address for a variety of reasons, including their complexity and interconnectedness. They require *paradigm shifts* in thinking and/or significant changes in government functioning. They have significant *individual, governmental, and societal impacts*.

NAPA Fall Meeting: Grand Challenges Launched by CEO Terry Gerton



To help identify the Grand Challenges in Public Administration, the Academy formed a Steering Committee of 14 members who represented the diversity of the public administration field. The Steering Committee received research support from the Academy’s professional staff. Soon after launching this effort, the Academy sought and received a wide array of invaluable public input on two key questions:

NAPA Fall Meeting Opening Panel and discussing Grand Challenges with Fellows



- **What Must Government Do?** Over the next decade, what is a grand challenge that government (federal, state, and/or local) must address in order for American society to reach its full potential?
- **How Government Should Do It?** Over the next decade, what must the field of public administration do to ensure that government has the managerial, operational, and leadership capacity required to deal with the most important challenges facing the United States?

Over the past year, the Academy’s Steering Committee held multiple facilitated sessions to both analyze the public input and to bring their own expertise to bear in identifying Grand Challenges. The Academy’s professional staff conducted considerable independent research on a broad range of potential topics. The Academy’s Board was actively engaged in vetting ideas, offering its expertise, and making final decisions on the Grand Challenges list.

The Academy identified twelve Grand Challenges in Public Administration within four focus areas.

FOCUS AREA	GRAND CHALLENGE
Protecting and Advancing Democracy	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 9. Steward Natural Resources and Address Climate Change 10. Create Modern Water Systems for Safe and Sustainable Use
Managing Technological Changes	<ol style="list-style-type: none"> 11. Ensure Data Security and Privacy Rights of Individuals 12. Make Government AI Ready

Table 1. Focus Areas and Grand Challenges

Close consideration will reveal that every one of the twelve Grand Challenges represents a critical issue facing our nation today, and that effective and innovative public administration forms the core of every solution set. While the Academy intends to play a coordinating and convening role, these Grand Challenges clearly do not belong only to the Academy for action. This set of Grand Challenges is expected to set a decade-long agenda for the entire field of Public Administration, and through that agenda, establish an integrative set of efforts across the academic, practitioner, and partner communities. Over time, this will allow the nation to collectively develop and advance new models of governance that meet the challenge and ultimately increase the public's trust in government.

Not only will public administration institutions and programs have to be critical components of addressing each Grand Challenge, but individual agencies and administrators also will have to act in new and innovative ways for the nation to make the necessary progress. To successfully address these Grand Challenges, public organizations will have to address a number of core management issues and learn to operate differently:

- Manage amid 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 cut across the Grand Challenges in Public Administration as a whole and must be addressed within each one of them.

These are Grand Challenges *for the entire field* of public administration. The Academy will work with stakeholders at all levels of government, in universities, and in the private and non-profit 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	<ul style="list-style-type: none"> • Set a ten-year agenda for the field (practitioners and academics) • Develop baseline understanding • Educate and inform stakeholders
Enhance Understanding	<ul style="list-style-type: none"> • Conduct or support research to determine what works, identify key innovations, and disseminate effective practices and lessons learned • Convene conferences and seminars on particular Grand Challenges and focus areas • Develop case libraries and toolkits
Connect Stakeholders	<ul style="list-style-type: none"> • Interagency • Intergovernmental • Intersectoral • International • Academics and practitioners
Drive Change	<ul style="list-style-type: none"> • Identify and assess solutions • Highlight successful innovations and promote effective practices • Identify ways to scale up solutions • Develop action plans and issue recommendations • Assess and report on progress

Table 2. Role of the Academy

Public administration is a fascinating endeavor and field of study precisely because it is so interdisciplinary and so diverse. As both an intellectual and a practical enterprise, the field includes:

- Federal, state, and local career civil servants;
- Political appointees inside agencies at all levels of government;
- Contractors delivering public services and providing various support at all levels of government;
- Professors, researchers, and students in universities;
- Non-profit grantees;
- Private business enablers and partners in innovative public-private ventures;
- Professional associations and advocacy organizations;
- Think tanks; and
- Subject matter experts on specific policy or management issues.

This is a broad field and a deep bench for the nation to draw upon to address its Grand Challenges in Public Administration. As an immediate next step, the Academy will begin convening stakeholders across the public administration community to develop action plans for each Grand Challenge.



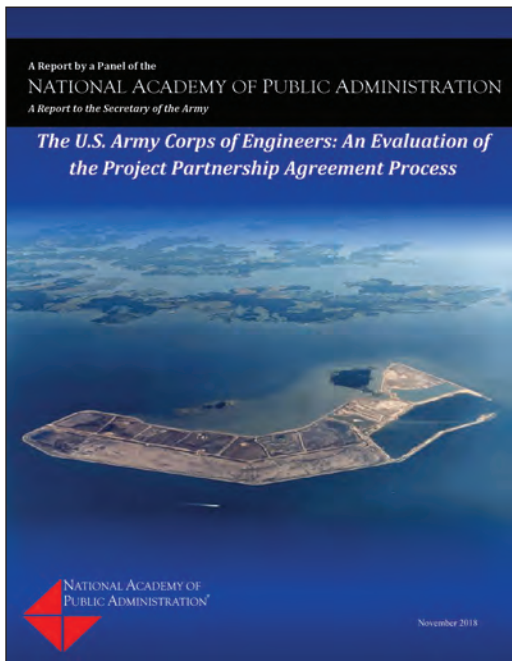
Academy Studies



The Academy completed a number of important studies for federal agencies and other entities in Fiscal Year 2019 (October 1, 2018 to September 30, 2019). Reports for completed studies can be accessed at www.napawash.org.

Congressionally Requested Organizational Studies

Army Corps of Engineers: An Evaluation of the Project Partnership Agreement Process



The U.S. Army Corps of Engineers (USACE) was established as a separate branch of the Army in 1802. Through its civil works mission, the USACE maintains navigable channels, reduces flood and storm damage, and protects and restores aquatic ecosystems. Congress authorized the USACE to expand opportunities for public-private partnerships and this allows the USACE to provide local communities and sponsors with opportunities to meet water resource needs where there is both a local and national interest. The USACE works with sponsors to investigate water resources and related land problems and opportunities, and if warranted, develop projects that would otherwise be beyond the capability of the sponsor itself. These water resources activities are conducted using Project Partnership Agreements (PPA). PPAs are legal agreements between the USACE and non-federal sponsors including states, local governments, flood control districts, port authorities, and other entities.

The USACE contracted with the Academy to conduct an evaluation of its PPA process. The Academy appointed a five-member Panel of Academy Fellows to oversee a three-part approach:

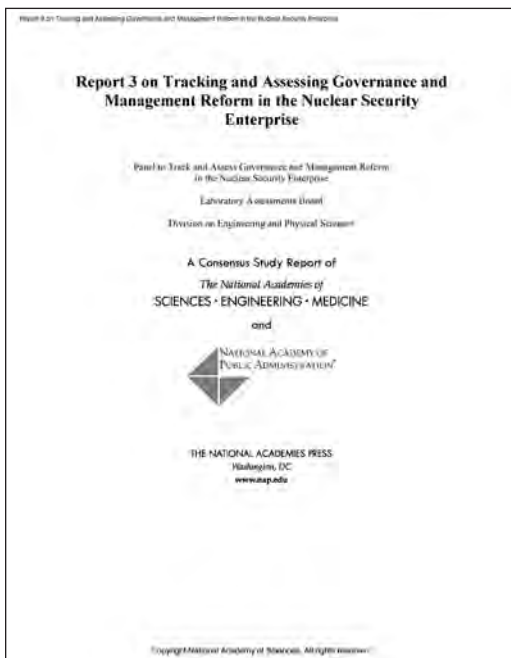
1. Evaluate and describe the current approach used by the USACE to develop PPAs based on consultation with the USACE, Army officials, and stakeholders;
2. Review the PPA process, guidance, and templates; and
3. Develop and present findings and recommendations on the practices for preparing, negotiating, and approving PPAs.

The Panel identified actions that the USACE and the Assistant Secretary of the Army for Civil Works could take to advance their ongoing reforms of the PPA process and strengthen relationships with non-federal sponsors. The Panel's recommendations focus on the following actions:

- Implement risk-based roles and performance expectations for organizations and individuals.
- Increase delegation and update and clarify guidance.
- Provide greater flexibility for sponsor-requested deviations to standard model agreements.
- Develop more uniform mechanisms to assist district offices and sponsors to address complex and unique project requirements.
- Implement consistent milestones and tracking to monitor PPAs, evaluate performance and the impact of reforms, and use information to improve the process and transparency.
- Expand engagement with sponsors.

Link to the full study: <https://www.napawash.org/studies/academy-studies/us-army-corps-of-engineers-project-partnership-agreement-process-evaluati>

Tracking and Assessing Governance and Management Reform in the Nuclear Security Enterprise, Report 3



As noted in a number of external studies over two decades, the Nuclear Security Enterprise has long been criticized for its management. At congressional direction, a study report entitled *A New Foundation for the Nuclear Security Enterprise* was published in 2014. In 2016, a joint National Academy of Public Administration (NAPA) and National Academies of Science (NAS) Panel was established by Congress to study, monitor, and report on progress made by the National Nuclear Security Administration (NNSA) in response to recommendations made in that report and other reports like it. The final report of the NAS-NAPA panel is due in September 2020; interim reports were produced in March 2017 (Report 1); February 2018 (Report 2), and February 2019 (Report 3). Interim Report 4 will be produced in February 2020.

Report 3 focused on 2018, a year of important changes to NNSA and the Nuclear Security Enterprise (NSE). The 2018 release of the *Nuclear Posture Review* provided a renewed,

clear purpose for the NSE and especially for NNSA, and set extremely ambitious goals and timelines, which in turn led to a significant increase in overall funding. Further, a new NNSA administrator was sworn in late in February 2018. The administrator took a number of steps (described in Report 3) that appear to have placed NNSA on a promising path toward remedying the governance and management problems flagged in so many earlier reports. Among other initiatives, she pushed energetically for partnership and mission focus throughout the enterprise, modeling healthy relationships between the government and its management and operating partners (M&Os), which in turn may have reduced some transactional oversight. She had moved aggressively to improve working relationships with the Department of Defense (DoD) and with the rest of the Department of Energy. In accordance with the panel's 2018 recommendation for better strategic planning, she improved that process. Report 3 stated that as of its release, it appeared that the building blocks for essential change were coming together.

However, the Panel remained concerned with the lack of urgency, metrics, and institutionalization of these change elements. The Panel was concerned that progress was heavily dependent on the Administrator herself, finding that NNSA leadership had yet to put in place the institutional structures needed for further progress and to sustain success, starting with documentation and directives. An appointed focal point for change management other than the Administrator had not been identified, and NNSA had yet to identify the metrics needed to monitor and drive progress over time. Thus, the Panel made the following recommendations in Report 3:

- DoD and NNSA leadership should continue to promote transparent exchange of information about program plans and operations and encourage teamwork at all levels, and they should institutionalize the current practices that are contributing to a healthy relationship.
- NNSA should quickly designate a senior executive as the accountable change management leader for the next few years. The change leader should drive management and governance reform with urgency and at a cadence focused on mission success. The time, resources, and authority needed to fulfill that responsibility should be provided and not be underestimated.

In addition, the Panel reiterated the relevance of the recommendations in its first two reports, which had not been fully implemented.

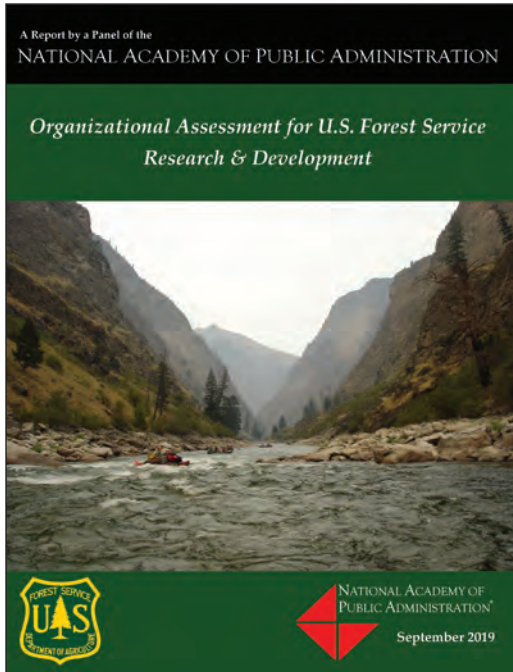
Link to the full study: <https://www.napawash.org/studies/academy-studies/report-2-nuclear-study>



STUDIES

Federal Agency-Initiated Studies

U.S. Forest Service (USFS): Assessment of Research & Development (R&D) Function



The United States Forest Service has a long and proud history, applying science to the sustainable management of the nation's forests and rangeland through a decentralized organizational structure that enables it to be responsive to the varied environments presented by different regions of the country. While decentralization is a strength of the Forest Service, it also presents significant challenges for enterprise-level communication and coordination with internal and external stakeholders. The decentralized organizational structure and processes also make it difficult for Forest Service leaders to consistently link their policy and management decisions to a scientific research agenda across regions and at the agency level. Budget pressures imposed by the extraordinary costs of wildfires in recent years have brought greater attention to these challenges and prompted calls for innovative approaches that better link the agency's research agenda with its mission, budget, and partners. USFS contracted with the Academy to undertake an eight-month independent assessment of the USFS R&D function. The

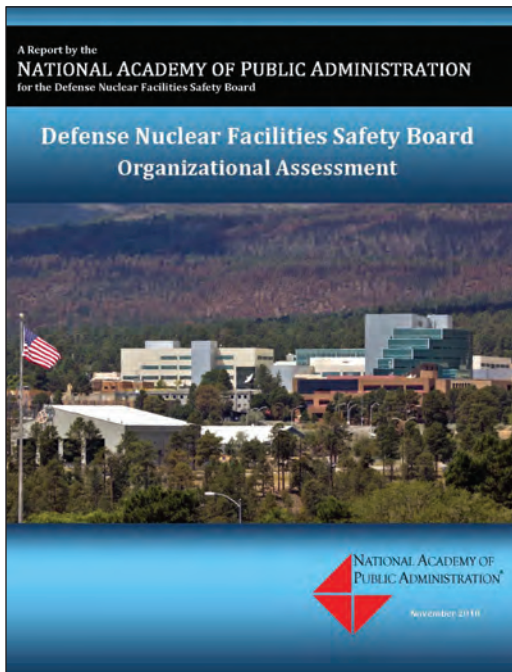
Academy's assessment of USFS's R&D function had three main scope elements:

1. Identify opportunities to improve USFS's ability to coordinate its research, with a focus on coordination between Washington Office R&D and USFS regional research stations as it relates to aligning research with the Agency priorities and the management needs of internal Agency customers;
2. Identify opportunities to improve how USFS communicates with internal customers (i.e., Forest Systems and State and Private Forestry) and external stakeholders, especially Congress, about its research activities, its alignment with Agency priorities and management needs, and its impact, with an emphasis on communicating with nontechnical audiences; and
3. Develop actionable recommendations that can inform USFS efforts to strengthen its research enterprise.

The Panel’s findings and recommendations include actions to institutionalize more systematic collaboration between R&D and its internal Agency partners and to enable the identification of Region-level mission needs and priorities to guide R&D efforts at the regional and enterprise levels. Panel recommendations also show how the Forest Service can develop continuous learning and alignment at the enterprise level to not only improve communications with internal and external stakeholders but to also continuously adjust in a dynamic environment.

Link to the full study: <https://www.napawash.org/studies/academy-studies/us-forest-service-assessment-of-research-development-function>

Defense Nuclear Facilities Safety Board (DNFSB): Organizational Assessment



The Defense Nuclear Facilities Safety Board (DNFSB) was established in 1988 as an independent federal agency within the executive branch of government. Its mission is to provide independent analysis, advice, and recommendations to the Secretary of Energy to enhance public health and safety connected with defense nuclear facilities operated by the Department of Energy (DOE).

The DNFSB’s oversight mission covers all phases in the life of a defense nuclear facility: design, construction, operation, and decommissioning. It has five presidentially appointed board members, each subject to confirmation by the United States Senate. The DNFSB engaged the Academy to complete a comprehensive organizational assessment, with a scope of work that included stakeholder engagement; mission performance; operational execution; operations and management; and increased accountability. The Academy assembled a five-member Panel of Academy Fellows to oversee the work of a professional Academy study team to prepare this report.

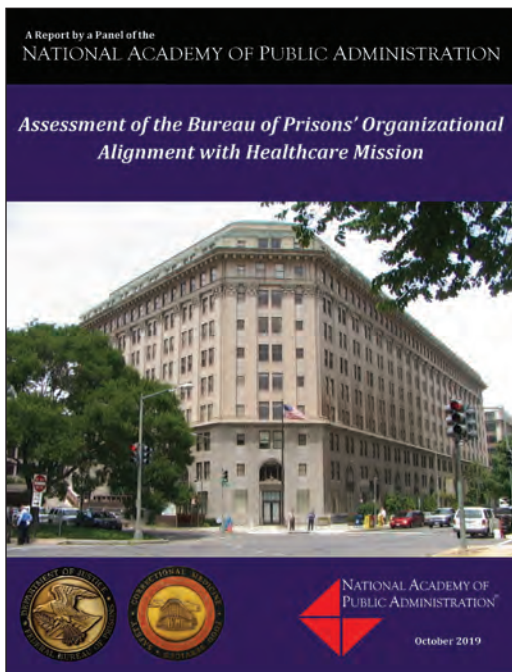
Given the current strategic aim of the Department of Defense (DOD) to aggressively update the nation’s nuclear arsenal through DOE-operated defense nuclear facilities, and the aging infrastructure in the DOE’s nuclear complex, the Panel unequivocally concluded that the DNFSB’s safety oversight mission is as important today as it has ever been in its thirty-year history. The Panel, however, found evidence confirming that the Board has recently underperformed in its essential mission.

The report included four central recommendations:

- Refresh board membership
- Establish mission, vision, and principles for DNFBSB
- Define board jurisdiction, role, and responsibility
- Foster deliberation and teamwork

Link to the full study: <https://www.napawash.org/studies/academy-studies/defense-nuclear-facilities-safety-board-organizational-assessment>

Federal Bureau of Prisons (BOP): Medical Data Management



The Federal Bureau of Prisons (BOP) currently provides health care to more than 156,000 inmates in more than 122 prisons (institutions) geographically dispersed throughout the contiguous United States, Hawaii, and Puerto Rico. BOP's Health Services Division (HSD) is responsible for medical, dental, social, and psychiatric mental health services provided to Federal inmates in BOP facilities, including health care delivery, infectious disease management, and medical designations. The Reentry Services Division (RSD) is responsible for inmate health care programs for inmates in community custody and psychologist-provided mental health and drug treatment programs. In December 2017, the Government Accountability Office issued a recommendation that BOP improve its data systems so that the financial costs of various treatments could be better tracked and managed. A similar finding was highlighted by the Office of the Inspector General during the same month, expressing that "improved data aggregation will ensure better oversight of the BOP's health care contracts."

The Academy appointed a five-member Panel of Fellows to oversee the work of the study team, provide guidance on project approach, and issue recommendations. The study was conducted over a period of twelve months and concluded in September 2019. The purpose of this project was to identify the best means by which to improve BOP's data aggregation and improve oversight of its health care contracts. BOP contracted with the Academy to:

1. Compare and contrast the organizational structure of the BOP inmate health care system with the health care systems of at least two other government agencies and one large non-governmental health care system;
2. Report on the Academy's findings and recommendations on organizational assessment of BOP/HSD's approach to data analysis and strategic planning; and



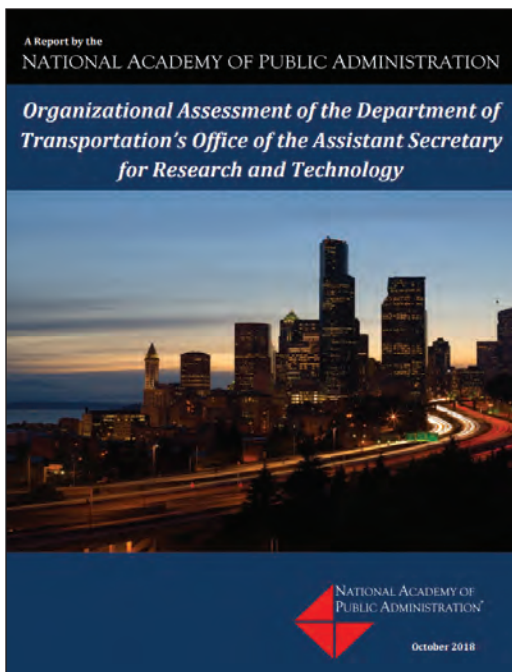
3. Prepare a communication plan and presentation at the completion of the study for senior leaders, HSD departments, joint departments, and staff.

The Academy provided the BOP with recommendations on:

- HSD’s organization structure and lines of authority to enhance the effective and efficient management of health care operations;
- Increasing capacity within the agency to build a more robust health information system;
- Integrating HSD’s strategic plan with the BOP strategic plan to increase coordination on strategic objectives at the agency level; and
- The change management strategy needed to support the successful implementation of recommended changes.

Link to the full study: <https://www.napawash.org/studies/academy-studies/federal-bureau-of-prisons-medical-data-management>

Department of Transportation (DOT): Organizational Assessment of the Office of Science and Technology (OST-R)



The Department of Transportation (DOT) contracted with the Academy to assess the organization of the Office of the Assistant Secretary for Research and Technology (OST-R) and the opportunities and challenges presented by its proposed transfer to the Office of the Under Secretary for Policy (S3). The Academy provided a high-level assessment including three distinct scope elements (listed in order of priority):

1. Identify opportunities to improve the capacity to coordinate research across DOT, with a focus on strengthening the Annual Modal Research Plan (AMRP) process, including opportunities to obtain and make available more and better information on the research portfolios of DOT’s modal operating administrations and tracking performance of research;
2. Better communicate what products the Bureau of Transportation Statistics (BTS) produces, for whom, and why; their production schedules; and their release processes; and
3. Better communicate the core activities of the Office of Positioning, Navigation, and Timing (PNT) and Spectrum Management, and their relationship to DOT mission responsibilities and priorities.

The Academy formed an Expert Advisory Group of four Academy Fellows to provide guidance to a professional study team over the course of a four-month project. The need to improve the transparency of OST-R operations and to strengthen linkages to DOT mission responsibilities and priorities are common themes throughout the team's assessment and recommendations in each of the three scope areas. Of particular note are recommendations that enable a more strategic approach to research coordination and greater attention to PNT- and spectrum-related issues in the research coordination process.

Link to the full study: <https://www.napawash.org/studies/academy-studies/dot-organizational-assessment-of-ost-r>

The Agricultural Research Service: Organizational Climate Study

The United States Department of Agriculture (USDA), Agricultural Research Service (ARS), conducts research to develop and transfer solutions to agricultural problems of high national priority and provide information access and dissemination to:

- Ensure high-quality, safe food and other agricultural products;
- Assess the nutritional needs of Americans;
- Sustain a competitive agricultural economy; and
- Enhance the natural resource base and the environment and provide economic opportunities for rural citizens, communities, and society as a whole.

In April 2018, ARS contracted with the Academy to conduct an independent, comprehensive climate assessment of the units that provide human resource (HR) services to the Agency and three other research agencies at the Department. The Academy study team conducted both in-person and telephone interviews and provided an online survey option, in order to collect employee feedback on the organizational climate. The report provided a comprehensive view of employee responses to a common set of 13 questions posed to every respondent. Employees provided feedback on a confidential basis. The report, completed in October 2018, provided a review of leadership qualities considered in research literature as best practices for high-performing teams. The study team used these characteristics to guide preparation of a menu of actions to be taken by leaders and all HR employees in order to transform the HR climate at ARS. The report concluded with high level guidelines on how ARS should approach implementing these recommendations.





Following the completion of the organizational climate assessment, ARS contracted with the Academy for an additional white paper, completed in December 2018, containing a comprehensive list of actionable recommendations to guide ARS as it formulated and implemented an action plan to improve its HR culture. Recommendations included:

- **Chart the Course.** ARS leaders must guide the organization by aggressively supporting culture change in ARS HR. The leaders must create and implement an action plan that maps the course forward, promotes improved organizational health, and addresses the problems in the ARS HR climate.
- **Enrich Engagement.** Both leaders and employees have a role in promoting and enriching engagement throughout ARS HR. ARS must develop a well-designed and integrated plan for how to engage all HR-focused employees and their leaders. The plan must also be well executed to achieve the desired outcomes.
- **Improve Communications.** ARS HR should establish a comprehensive communications strategy that is congruent with the ARS mission, vision, and the culture and climate that ARS intends to create.
- **Enhance Accountability.** ARS must increase accountability throughout its HR organization. To achieve this goal, ARS must have consistent requirements to create an environment where employees and leaders become jointly accountable to meet goals, including goals related to changing the organizational climate.

Armenian Criminal Justice System: Enhanced Training to Improve Performance



Under a cooperative agreement with the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL), the Academy and its partners in Armenia developed materials for training courses and workshops designed to improve the anti-corruption and human rights performance of Armenia's investigators, prosecutors, and judges. The training courses covered special topics of Armenian and international law and procedures that are key to effectively fighting corruption and protecting human rights. The workshops focused on the practical challenges in addressing corruption and protecting human rights as well as effective practices for effectively addressing those challenges.

The Academy helped ensure the quality of the materials and coverage of issues at a level comparable to international standards. It also provided high-level oversight and guidance of the project through an Expert Advisory Group of three

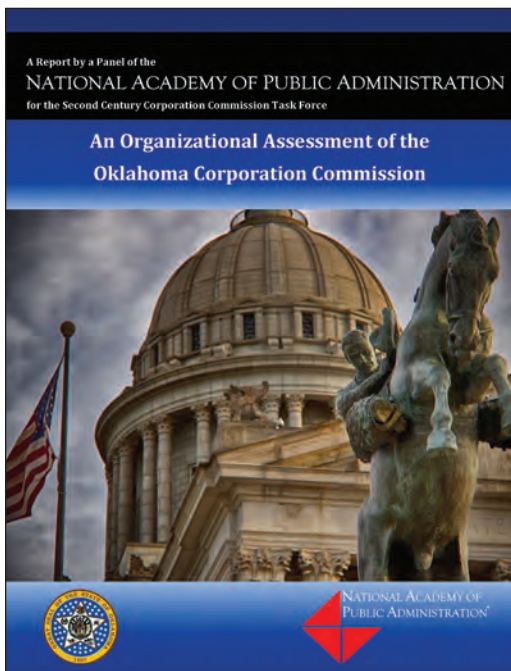
distinguished Fellows who have led anti-corruption and criminal enforcement activities at senior levels in the United States, as well as through professional staff with legal and public administration expertise.

In conducting this project, the Academy worked with three partners located in Yerevan, Armenia, from December 2017 through February 2019. During that time, the Academy and Yerevan State University (YSU) developed the materials for the training courses and the workshops; the Armenian Justice Academy conducted a special program for investigators, prosecutors, and judges based on those materials; and both quantitative measures and qualitative assessments were collected to evaluate the project. Sustainable impact is expected after completion of the project as the Justice Academy and YSU incorporate the training materials and workshops – and the knowledge and principles shared and developed in this project – into their permanent curricula.

Link to the full study: <https://www.napawash.org/studies/academy-studies/armenian-criminal-justice-system-enhanced-training-to-improve-performance>

Studies Initiated by Other Organizations

An Organizational Assessment of the Oklahoma Corporation Commission



The Oklahoma Corporation Commission (OCC or Commission), embedded in the state constitution, oversees more activity than virtually all other state counterparts—including oil drilling permits and environmental assessments, tanks for storage of petroleum, enforcement of truck weight limitations, and consumer rates for electricity.

Of late, the Commission has come under unusual scrutiny, predominantly, but not only, for its determinations of electricity rates. As a result, Governor Mary Fallin issued an Executive Order that established the Second Century Task Force (the Task Force) to review the activities and organization of the OCC. The Secretary of Energy and Environment and Chair of the Task Force, Michael Teague, in turn contracted with the Academy to assist with the work of the Task Force.

The Academy Panel determined that the OCC presently lacks three critical capabilities essential to any regulatory agency's optimal efficiency and effectiveness in achieving its mission and goals. These include:

1. A mission-focused, future-oriented, and inclusive strategic planning process;
2. A performance management system aligned with its mission and strategic goals, essential to any organization's ability to adapt to evolving trends and needs; and
3. An organization-wide change management process.

Link to the full study: <https://www.napawash.org/studies/academy-studies/oklahoma-corporation-commission-organizational-assessment>



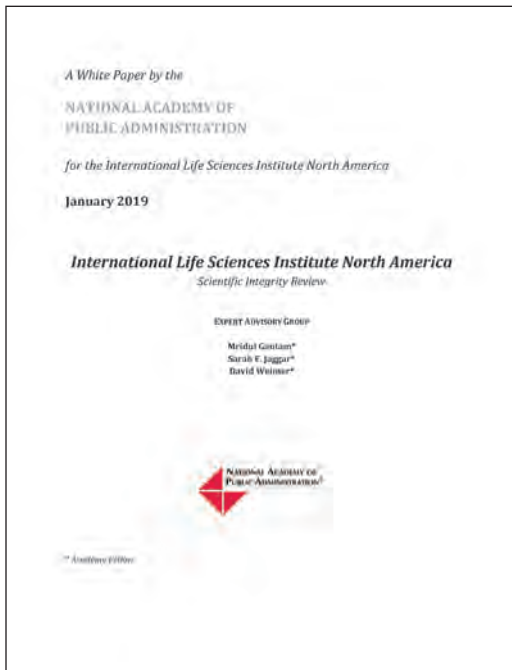
STUDIES

Public Company Accounting Oversight Board (PCAOB): Strategic and Performance Plan Facilitation and Development

The Public Company Accounting Oversight Board is a non-profit corporation responsible for oversight of audits of public companies. It conducts inspection, enforcement, and standard-setting activities. The PCAOB was created by the Sarbanes-Oxley Act (Public Law 107-204) with the goal of protecting the interests of investors and furthering the public interest in the preparation of informative, accurate, and independent audit reports. It is governed by five board members appointed by the Securities and Exchange Commission (SEC). The PCAOB carries out its responsibilities through a staff of approximately 800 in its headquarters and regional offices. The PCAOB contracted with the Academy to support the development of its updated strategic plan and correlating performance planning activities. During the development of the strategic plan the Academy performed a series of interviews with key stakeholders, conducted two widely-disseminated surveys, and facilitated several planning and visioning sessions with Board leadership. The final PCAOB Strategic Plan has five core values, a new vision, and five strategic goals, charting a course for the future of public company auditing oversight and standard-setting. The Academy team also helped the PCAOB in developing its performance planning activities, integrated with the Strategic Plan, to measure and focus the organization on quantifiable performance goals. The development of the PCAOB performance plan included three rounds of facilitated workshop sessions with division and office leadership to refine performance goals, indicators, and targets. The Academy's work was led by a professional study team with oversight from an Expert Advisory Group of three Academy Fellows.

Link to the full study: <https://www.napawash.org/studies/academy-studies/public-company-accounting-oversight-board-strategic-and-performance-plan-fa>

International Life Sciences Institute North America: Scientific Integrity Review



The International Life Sciences Institute (ILSI) is a non-profit, worldwide organization whose mission is to provide science that improves human and environmental health. For 40 years, ILSI has addressed problems in food, nutrition, and environmental sciences by engaging experts in academia, government, and industry. Since 2007, ILSI's largest branch, ILSI North America, has worked extensively with federal agencies and scientific professional societies to develop a framework—the Guiding Principles for Private Funding of Food Science and Nutrition Research (the Guiding Principles)—to ensure scientific integrity within multi-sector food and nutrition research partnerships. These Guiding Principles were simultaneously published in six high-impact, peer-reviewed journals with the expectation that all of ILSI North America's research activities are conducted in this manner.

ILSI North America engaged the Academy to conduct an in-depth analysis of its projects from 2013 to 2017 in comparison to the Guiding Principles. The purpose of the review was to provide objective, external verification that all research activities conducted at ILSI North America adhered to the Guiding Principles.

In order to conduct this study, the Academy formed an Expert Advisory Group (EAG) consisting of three distinguished Academy Fellows with a broad range of relevant skills. The EAG provided guidance to a four-member professional Academy study team. The study team performed both primary and secondary research to develop findings and recommendations. The study team conducted a thorough and rigorous review of ILSI North America's contracts/grant agreements and policy manual to determine their adherence to the Guiding Principles. Additionally, the study team interviewed several principal investigators and ILSI North America officials to gain their insights into the thoroughness with which ILSI North America upholds its Guiding Principles. Moreover, the study team also researched best practices in the areas of scientific integrity, ethics, and transparency to glean lessons learned and practices that might be instructive to ILSI North America.

The study team provided high level recommendations to assist ILSI as it continues to strengthen its research integrity, including:

- ILSI North America should consider further revising its contract/grant agreement provisions and policy guidance to more explicitly reflect the requirements of the eight Guiding Principles and avoid confusion.

- ILSI North America should build effective monitoring and enforcement mechanisms to bolster internal controls for contract management and strengthen the implementation of its policy guidance.
- ILSI North America should document its operational processes at both the organization level and the committee level to further streamline its work processes and strengthen its internal control system.

Link to the full study: <https://www.napawash.org/studies/academy-studies/international-life-sciences-institute-north-america-scientific-integrity-re>

National Coalition of Sexually Transmitted Disease (STD) Directors: Assessment of the Impact of STDs on the United States



The National Coalition of STD Directors (NCSA) asked the Academy to investigate and describe the scope and impact in the United States of three major reportable STDs—specifically, chlamydia, gonorrhea, and syphilis—and assess the effectiveness of current prevention and control programs. In response to the NCSA request, the Academy formed an expert panel and a professional study team to collect and review available information concerning STD trends and efforts to prevent and control the three STDs noted above. The study focused principally on federally-funded intervention programs and current funding. A review of state and local programs, as well as clinical/epidemiological issues, was beyond the scope of this study.

The study found that many of the observations of the Institute of Medicine’s 1997 report, “The Hidden Epidemic,” remained applicable in 2018. Social determinants of health and intersecting epidemics (or, “syndemics”) continue to fuel ongoing outbreaks and are complicated by emerging trends.

A continued stigma surrounding STDs and sexual health in general has an adverse impact on patient access to care and preventive services.

The fractured state of the American health care system poses a significant obstacle to addressing the epidemic at large, resulting in vast variations across the nation in how STD prevention and treatment services are provided and funded. Constrained federal funding has affected research, evaluation, and support to state and local public health entities addressing the outbreaks on the ground level, compounded further by cuts at those levels. The conflict surrounding the Patient Protection and Affordable Care Act, and its accompanying Medicaid expansion, has disrupted reforms to service provision that were planned around original designs for the legislation, leaving gaps in prevention and control efforts.



By providing a consolidated overview of the current state, this Academy study is intended to help NCSA and the other stakeholders in the STD community inform a national action strategy for reducing STD transmission rates and improving public health.

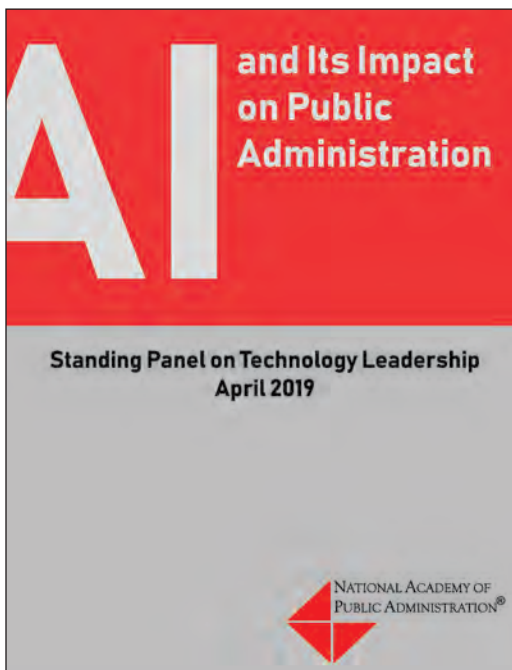
Link to the full study: <https://www.napawash.org/studies/academy-studies/impact-of-stds-on-us>

Council of Europe

The Council engaged the Academy in July 2019 to conduct an ex ante assessment of its reform logic in the area of human resources. The assessment sought to determine, based on expert knowledge of successful practices in organizational reform, whether the reform can be expected to yield positive results if implemented in accordance with the reform logic. The ex ante assessment by the Academy's study team validated the overall aims of the Council of Europe's human resources reform and its importance. The human resources reform logic model and underlying activities should—if implemented properly—begin helping the organization to move in the right direction. The study team noted that developing a strategy and action plan is just the beginning of the transformation process and that change management and implementation steps, including communications to employees, are critical to ensure that the needed outcomes are achieved and sustained over time.

Academy-Initiated Reports

AI and Its Impact on Public Administration



In early 2018, the Board of the Academy challenged its Standing Panels to develop public-facing activities that advance the mission of the Academy. Accepting this challenge, the Standing Panel on Technology Leadership formed the Artificial Intelligence (AI) Working Group, based on the strong belief that AI and robotics are generating a huge amount of interest and have the potential to impact the field of public administration for many years to come. Further, the group believes that the Academy has a great opportunity to actively explore this subject area and seek meaningful outcomes.

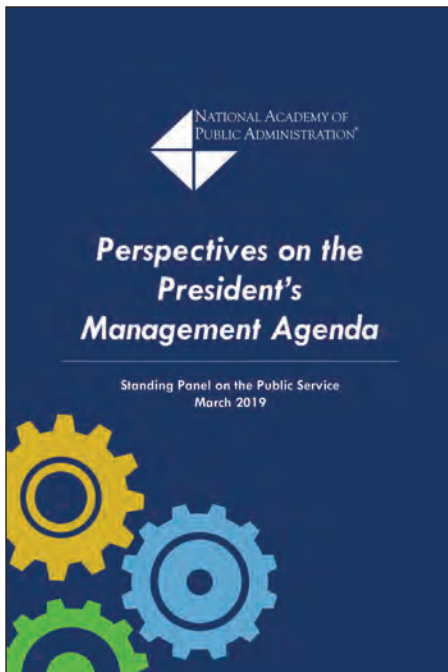
By the spring of 2018, three working groups emerged that focused on:

- AI and The Future of Work;
- AI and Ethics; and
- AI and the Public Administration Curriculum.

The Working Groups believe their work has just begun, and we can expect more Academy contributions and outcomes on this overall topic in the years ahead. It is the hope of all those involved in the visioning, thinking, research, and commenting on draft reports that the final white papers are accepted as topics for action, that each addresses practical concerns, and that each calls for ongoing research and issue monitoring.

Link to the full study: <https://www.napawash.org/studies/academy-studies/ai-and-its-impact-on-public-administration>

Perspectives on the President’s Management Agenda



Thirteen Fellows of the Academy’s Standing Panel on the Public Service provided their expert insight on the President’s Management Agenda (PMA), released in March 2018. While it is important to understand how current leaders are approaching the implementation of the PMA, it is equally important to understand from those who have seen many PMAs come and go what lessons might be applied to this new PMA to avoid common pitfalls, shorten implementation cycles, improve and increase institutionalization of goals and process, and in short, increase the impact of the Associate Director for Performance Management at the White House Office of Management and Budget.

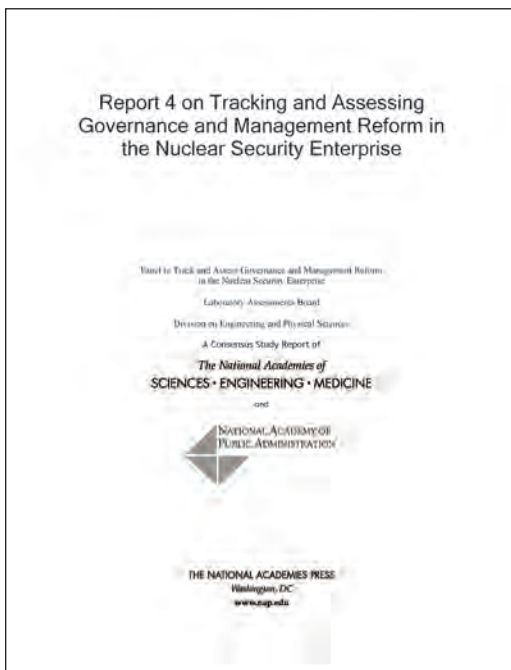
Link to the full study: <https://www.napawash.org/studies/academy-studies/perspectives-on-the-presidents-management-agenda-march-2019>

Academy Studies Scheduled for Completion in Fiscal Year 2020

The Academy began work on the following projects and activities during Fiscal Year 2019 that have been or are scheduled to be completed in Fiscal Year 2020. 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

Tracking and Assessing Governance and Management Reform in the Nuclear Security Enterprise, Interim Report 4



As noted above, the National Defense Authorization Act for Fiscal Year 2016 directed the Secretary of Energy and the Administrator of the National Nuclear Security Administration to develop and carry out an implementation plan to reform the governance and management of the nuclear security enterprise. Congress also mandated that the Department of Energy contract with the National Academy of Public Administration and the National Academy of Sciences, Engineering, and Medicine for seven semiannual interim reports to evaluate progress in implementing the plan and a final report in September 2020. The Joint Implementation Assessment Panel and study team is continuing its assessment and will produce two additional semi-annual interim reports in FY 2020.

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

The United States Social Security Administration – Information Sharing

The Social Security Administration (SSA) has the critical mission of providing the Old Age, Survivors, and Disability Insurance (OASDI) and Supplemental Security Income (SSI) benefits to many of the most vulnerable members of society: the young, the elderly, and people with disabilities. Within this system, if a beneficiary of SSI is determined to be incapable of managing his or her own benefits, SSA appoints an individual to receive and manage benefits on behalf of a beneficiary, known as a representative payee.

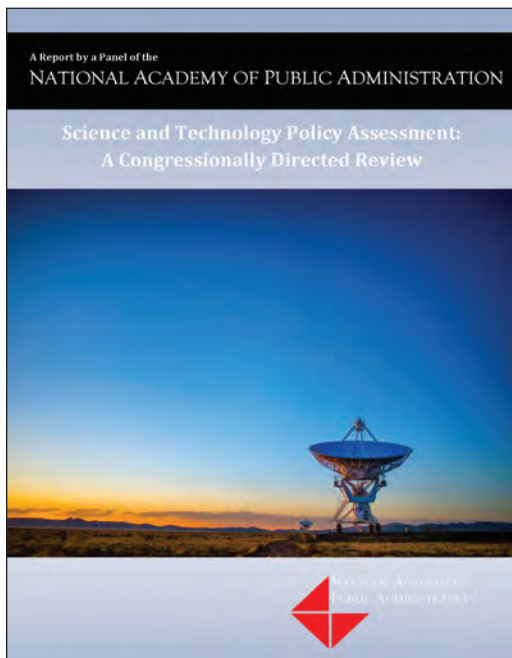
Approximately eight million beneficiaries currently receive payments through a representative payee. Most representative payees discharge their responsibilities without evidence of fraud. However, there have been



cases of abuse and financial malfeasance by representative payees. In April 2018, Congress signed into law the *Strengthening Protections for Social Security Beneficiaries Act of 2018* to improve efforts to protect Social Security beneficiaries who rely on representative payees. Among other provisions, this law called for a study by the Administrative Conference of the United States (ACUS) of information sharing pertaining to representative payees or those who may be appointed as representative payees.

In support of the broader ACUS study, the Academy will conduct 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 will include consideration of financial, information technology (IT), operational, and organizational capacity issues.

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 Academy to conduct a review detailing the current resources within the Legislative Branch that are available to Members of Congress regarding science and technology (S&T) policy. These resources include the U.S. Government Accountability Office (GAO).

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

1. Produce a report detailing the current resources available to Members of Congress within the Legislative Branch regarding science and technology policy, including GAO.
2. Assess the potential need within the Legislative Branch to create a separate entity charged with the mission of providing non-partisan advice on issues of science and technology, such as the former Office of Technology Assessment (OTA).
3. Address whether the creation of a separate entity would duplicate services already available to Members of Congress.

To undertake this review, the Academy formed a Panel of five distinguished Academy Fellows. The Panel was supported by a professional study team. The Panel's report provides context for understanding congressional needs, including an overall decline in staff and time devoted to S&T and other policy issues. The report further provides a taxonomy of congressional needs for S&T policy resources and an inventory and analysis of these resources that are available to Congress from agencies

within the Legislative Branch. The inventory is assessed against the taxonomy to identify gaps.

Link to the full study: <https://www.napawash.org/studies/academy-studies/science-and-technology-policy-assessment-for-the-us-congress>

Federal Agency-Initiated Studies

The Architect of the Capitol: Rayburn House Office Building and Longworth House Office Building Renewal

The Architect of the Capitol (AOC) is the federal agency responsible for maintaining, operating, developing, and preserving the United States Capitol Complex. Originally established in 1793, the agency is headed by the Architect of the Capitol (the Architect). The Rayburn House Office Building was completed in 1965. The largest Congressional office building (2.375 million square feet), Rayburn houses 169 Members of the House of the Representatives. The Longworth House Office Building was opened in 1933 to alleviate overcrowding in the Cannon House Office Building. Nearly 600,000 square feet, Longworth houses 251 Members of the House.

AOC has contracted with the Academy to coordinate, manage, and support a Blue Ribbon Panel of experts to identify ideas and propose renewal strategies for the Longworth and Rayburn House Office Buildings. The review will consider such issues as renovation opportunities, new construction alternatives to renovation, associated costs and timing for those plans, required swing space and/or temporary augmentations to existing spaces, and other key implementation factors.

To carry out data gathering and analytic work requiring subject matter expertise, the Academy has subcontracted with the engineering firm AECOM. The Blue Ribbon Panel's final report will recommend specific options that should be the subject of a more detailed and separate feasibility study that will consider design and cost issues in greater depth.

United States Agency for International Development: Personnel System Innovation

The United States Agency for International Development (USAID) was created in 1961 with the passage of the Foreign Assistance Act by Congress that brought together several existing foreign assistance organizations and programs. USAID's objective is to support international partners in becoming self-reliant and capable of leading their own development journeys. This is accomplished by programs that aim to reduce the reach of conflict, prevent the spread of pandemic disease, and counteract

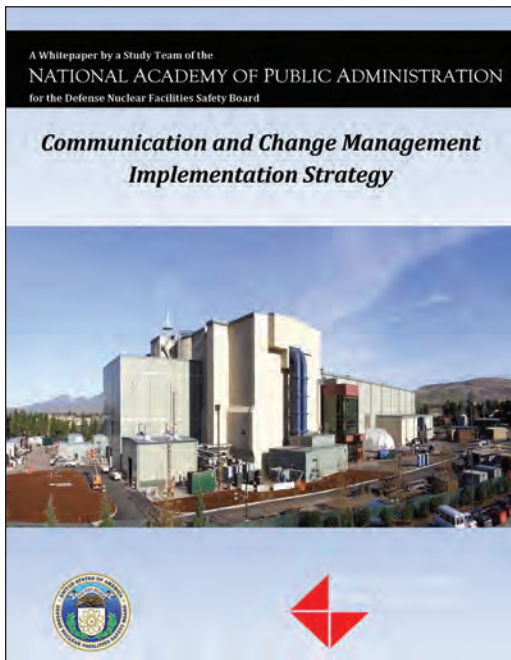


the drivers of violence, instability, and other security threats. USAID contracted with the Academy to provide guidance in the design and implementation of an innovative personnel system for the Bureau for Global Health and Democracy, Conflict, and Humanitarian Assistance under the Office of Personnel Management's Demonstration Project Authority.

In this study, the Academy convened a Panel of Subject Matter Experts to share Office of Personnel Management (OPM) Demonstration Project best practices. They will also provide guidance on successful union, congressional, and OPM engagement. The Academy will provide expert advice and recommendations to the USAID Mobility and Flexibility team on:

- Components of successful personnel Demonstration Projects;
- Design and implementation components of a successful Demonstration Project; and
- Lessons learned from engaging in the OPM Demonstration Project Authority process.

Defense Nuclear Facilities Safety Board (DNFSB): Phase II



The Academy recently conducted a comprehensive organizational assessment of the DNFSB. The Panel unequivocally concluded that the DNFSB's safety oversight mission is as important today as it has ever been in its thirty-year history. The Panel, however, found evidence confirming that the Board has recently underperformed in its essential mission to provide independent analysis, advice, and recommendations to the Secretary of Energy. Subsequently, the DNFSB has engaged the Academy for strategic planning and employee engagement services, over a period of seven months.

DNFSB is a small, independent federal agency within the executive branch with an essential mission "to provide independent analysis, advice, and recommendations to the Secretary of Energy, as operator and regulator of defense nuclear facilities to enhance public health and safety."

At present, there are fourteen defense nuclear facility sites managed by the U.S. Department of Energy (DOE) and subject to Board jurisdiction. The Board's safety oversight mission covers all phases in the life of a defense nuclear facility including design, construction, operations, and decommissioning.

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.

The Academy worked with 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.

Link to the full study: <https://www.napawash.org/studies/academy-studies/defense-nuclear-facilities-safety-board-phase-ii>

Studies Initiated by Other Organizations

Montgomery County Council: Legislative Branch Operations Assessment



The Montgomery County Council (the Council) is the legislative branch of the Montgomery County (Maryland) government. The Council is made up of nine Councilmembers, all of whom are elected at the same time by voters, and serve four-year terms. A Central Staff supports Councilmembers, the Office of Legislative Oversight, and the Office of Zoning & Administrative Hearings. The Council's responsibilities are outlined in the Charter of Montgomery County and Maryland law. It is responsible for approving the annual spending of Montgomery County each year. The Council is also responsible for:

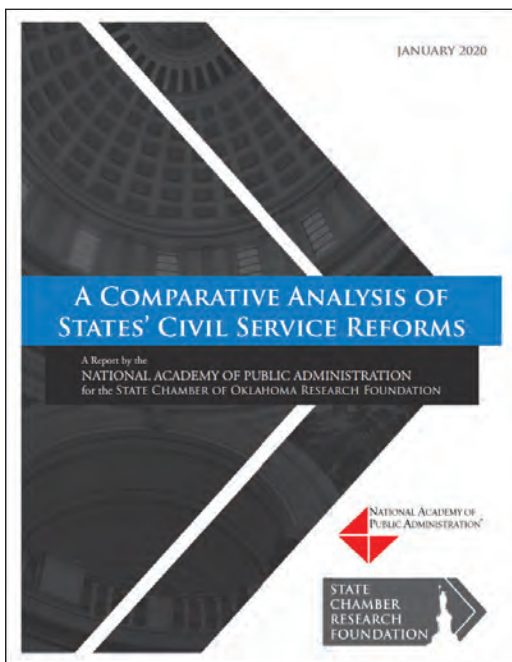
- Approving all land use plans;
 - Approving zoning changes;
 - Exercising oversight of County Programs;
 - Approving the County's 10-year Solid Waste and Water Supply and Sewerage System Plan;
-
- Serving as the Board of Health for the County;
 - Enacting County laws and amendments to the County Code;
 - Confirming major appointments made by the County Executive;
 - Acting on reorganization plans for County government departments; and
 - Directing and reviewing the annual independent audit of County government operations.



At the request of the 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 organizational assessment was directed by a three-member Expert Advisory Group (EAG) of Academy Fellows and conducted by an expert professional staff. 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. The EAG and staff provided Councilmembers with actionable recommendations that support state-of-the-art organizational efficiency.

Link to the full study: <https://www.napawash.org/studies/academy-studies/montgomery-county-council-legislative-branch-operations-assessment>

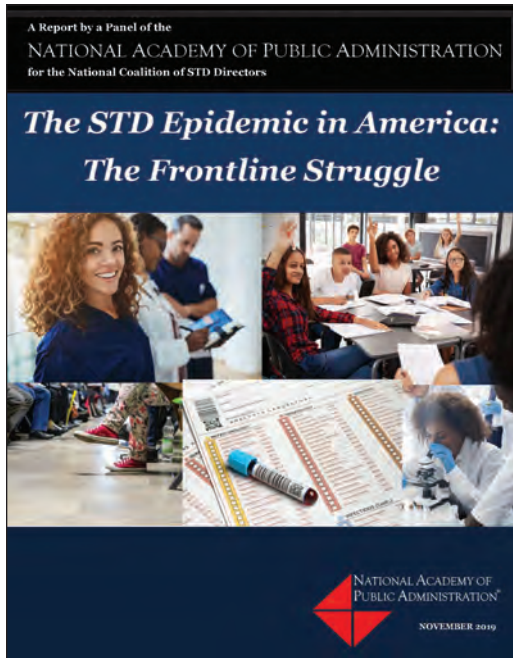
State Chamber of Oklahoma Research Foundation: Merit System Comparative Analysis



The State Chamber of Oklahoma Research Foundation, an initiative of the State Chamber of Oklahoma, is committed to providing public policy research to Oklahoma policy-makers, businesses, and citizens. The Research Foundation concentrates on issues pertaining to economic growth, free enterprise, accountability, and other foundations of a successful, prosperous society. The State Chamber of Oklahoma Research Foundation engaged the Academy to conduct a comparative analysis of the Merit Protection System of the State of Oklahoma and best practices identified across other states. The goal of the study was to provide analysis of practices that promote accountability, efficiency, transparency, and fairness in the state's management of public employment. To complete this four-month project, the Academy formed a three-member Expert Advisory Group to provide guidance on the study methodology and the development of the report.

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

National Coalition of STD Directors: Phase II - The STD Epidemic in America: The Frontline Struggle



Following the Academy's previous work with NCSA ("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.

The Academy found that many of its observations at the national level during Phase I held true at the state and local levels. Sexually transmitted disease programs are generally under-resourced and lack sufficient capacity to keep pace with the rapidly rising level of infection being experienced nationwide. These programs utilize whatever dollars they have available to their fullest extent, and creatively employ funding to maximize impact, but are hindered by restrictions on the sharing of resources between overlapping programs (for example, HIV dollars being broadly used for STD applications). A lack of state funding to most local STD programs means that municipalities must rely entirely on federal pass-through dollars and other grant funding, or miniscule amounts of local tax revenue, to fund STD control initiatives. The fragmented nature of the American health care system, privacy concerns regarding private insurance, and local regulation and/or legislation may be restrictive to the funding structures of a local STD program, preventing those entities from certain billing mechanisms and potentially preventing some demographics from being able to readily seek care through the local program.

Stigma continues to be a key obstacle to the containment of the STD epidemic, preventing awareness of sexually transmitted diseases, their symptoms, and treatments to vulnerable groups, as well as contributing to limited attention by policymakers and subsequently insufficient resources provided to control entities. Sexual health education is variable across the nation, with some jurisdictions lacking formal lessons on the matter entirely. Often, sex education curricula are centered on abstinence,



with many being abstinence-only. A lack of scientifically accurate and direct education on the topic of sexual health, particularly for youth more likely to practice risk high-risk behaviors, creates an environment in which adolescents are more likely to contract disease and practice unsafe behaviors without mitigation.

Link to the full study: <https://www.napawash.org/studies/academy-studies/national-coalition-of-std-directors-phase-ii>

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.

Fall Meeting: 2018 Fellow Class



Fall Meeting: Advancing Social Equity



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. Since its establishment 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 2018 Annual Meeting of the Academy on November 1-2.

- **Building Social Equity in Policy and Practice.** This panel addressed the need to help public administrators evaluate the potential impacts of policies and their implementation through a social equity lens. The panel featured Gary Glickman, Chair of the Standing Panel on Social Equity in Governance; Nancy Navarro, Councilmember, District 4, Montgomery County, MD; Nichole Dunn, Vice President of Innovation and Community Impact, Results for America; and Mary C. Garvey, Director of Innovation and Inclusion, Institute for Child Success.
- **Women in Public Administration: Numbers and Reality.** This session explored the status of women in public service and in the two major organizations that represent women in public service: the National Academy of Public Administration (NAPA) and the American Society for Public Administration (ASPA). The panel featured Marilyn Rubin, Distinguished Research Fellow, School of Public Affairs and Administration, Rutgers University-Newark; Gwen Young, Director, Wilson Center Global Women's Leadership Initiative; Paula Stern, Founder and Chairwoman, The Stern Group, Inc.; and Mary Ellen Guy, Professor, School of Public Affairs, University of Colorado-Denver.

Social Equity in Governance: 2019 Social Equity Leadership Conference –June 5-7



The 2019 Social Equity Leadership Conference was held in June at Rutgers University-Newark School of Public Affairs and Administration. The conference featured presentations by more than 125 conference participants over three days and provided innovative suggestions for government, non-profits and the private sector to achieve a more equitable and just society. Nancy Cantor, Chancellor of Rutgers University-Newark, best captured the aspirations of the conference in her welcoming letter to participants: “The theme of this year’s conference, ‘Achieving Social Equity in Turbulent Times: A Public Administration Grand Challenge,’ could hardly be more apt, as we witness increasing polarization in



STANDING PANELS

***Social Equity in Governance:
2019 Social Equity Leadership
Conference – June 5-7***



communities everywhere and the reality that achieving social equity for all continues to be one of the most vexing challenges facing our nation and our world. Now more than ever, it is critical that we come together across all disciplines and backgrounds, pooling expertise across sectors to address head-on issues such as racial and gender disparities in education, health, equitable growth, affordable housing, and treatment in the criminal justice system. Deep conversations such as those you will have here, drawing together diverse perspectives, have the potential to contribute to a greater understanding of social equity problems and what actions can and must be taken to alleviate them on the ground.”

The 2020 Social Equity Leadership Conference, ‘Advancing Social Equity: Implementing and Measuring Change in the Public Arena,’ will be held June 10-12 at the Humphrey School of Public Affairs (HHH) at the University of Minnesota–Twin Cities.

The Standing Panel also sponsors periodic speakers on topics of interest to the Academy Community. This past year’s speakers included Tom Stanton, Fellow of the Academy and Professor at Johns Hopkins University, discussing his research on a historical perspective of racial discrimination in America after the Civil War; Annie Donovan, former Director of the Community Development Financial Institutions (CDFI) Fund at the Department of the Treasury, discussing the role of the Community Development Financial Institutions in addressing social equity; and Ruth Ann Norton, President of the Green and Healthy Homes Initiative discussing the impact of lead poisoning on social equity and children.

Finally, the Standing Panel launched a new project to explore the development of guidelines that can be used by public administrators at all levels of government to better understand the impact of policies and regulations on issues of social equity. The guidelines will be developed across multiple dimensions that address functional areas such as workforce, environment, transportation, criminal justice, and housing and the impact on race, gender, economic standing, and geographic diversity.

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 subcommittee 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.

The International Affairs Panel met four times over the course of the year.

The Panel formally commenced its 2018-2019 program during the Academy's Annual Meeting and hosted a forum to address a very contemporary issue: international trade. This panel, moderated by Dr. Matthew S. Mingus, Ph.D., Professor and Graduate Programs Director, School of Public Affairs and Administration, Western Michigan University, brought together diplomats to discuss the actual economic impacts to date, potential economic impacts in the coming years, and the extent to which the ongoing dispute may politically push certain individual nations to more closely align with China or the U.S. Panelists included Seungnam Lee, Economic Officer and 2nd Secretary of the Korean Embassy, Washington, DC; Counselor Nguyen Dang Trung, Chief, Economic Section, Embassy of the Socialist Republic of Vietnam, Washington, DC; Marc Mealy, Vice President-Policy, US-ASEAN Business Council, Washington, DC; and Irving A. Williamson, Commissioner, United States International Trade Commission, Washington, DC.

The Panel hosted a program in April 2019 to discuss institution-building in Brazil, Guyana, and Suriname. Guest Speaker Shawnta Watson Walcott, Senior Consultant, Institute for Caribbean Studies, proposed that a joint project focusing on institution-building could help the government and private sector address a number of critical issues.

In July, the AWG, in close concert with the Academy, hosted the Public Management Track participants of the 2019 Mandela Washington Fellowship for Young African Leaders. The reception provided an opportunity for the Mandela Fellows to interact with Academy leaders and Fellows to share insights about their work experiences and careers, with particular interests in what the Mandela Fellows were doing in their respective African nations. Mandela Fellows are all between the ages of 25 and 35





and are accomplished innovators and leaders in their African countries and communities. The Academy subsequently was directly involved in finding placements for some Mandela Fellows in support of their active learning engagements with academic, commercial, and private institutions in the United States.

The Panel supported the Academy in hosting a meeting in September with a delegation representing the Chinese National Academy of Governance (CNAG). The delegation participated in a discussion of key issues of global and domestic governance. Participating Academy Fellows included those doing research on state governance theories and practices, along with non-governmental Academy Fellows who have had past engagement with the People's Republic of China.

Standing Panel on Intergovernmental Systems

The Standing Panel on Intergovernmental Systems discusses, researches, analyzes, and, in some cases, takes action to improve the intergovernmental delivery of benefits and services. It is working to deepen understanding of what makes some intergovernmental arrangements more successful and others less so and, where appropriate and feasible, initiate action to improve both those arrangements and societal outcomes. The panel and subgroups of the Panel met at the annual conference of the American Society of Public Administration (ASPA) in the spring, at the Academy in the fall, and several times by conference call.

**Fall Meeting 2018:
Intergovernmental Systems**



The Standing Panel sponsored a session at the 2018 Annual Meeting of the Academy on November 1-2. A discussion on revitalizing the middle class in America was moderated by Mark Pisano, Professor of the Practice of Public Administration, University of Southern California, and included as panelists Barry Van Lare, Independent Consultant and Maria Aris-tigueta, Director and Charles P. Messick Chair in Public Administration, School of Public Policy and Administration, University of Delaware.

The Panel continued to develop its Intergovernmental Relations Framework as a tool that Congress and federal agencies can use to write and implement more successful laws in the many areas where intergovernmental (and often, intersectoral) collaboration is needed. After sharing the initial version of the framework with the House Speaker's Task Force on Intergovernmental Relations last year to assist it in understanding how to approach issues that no single level of government can solve by itself, the Panel began to develop case studies in four policy areas (infrastructure, emergency response, workforce development, and opioid reduction).

These and other case studies will be used to test and refine the framework to increase the number of intergovernmental arrangements that work well and decrease the number that are unproductive. The cases are also expected to build understanding of intergovernmental issues and why it is important to pay more attention to them.

The Panel continued its assistance to Congressional offices as panel members provided testimony and support in response to questions from Congress on HR 3883, dubbed the “Restore the Partnership Act.” Introduced in July 2019, this bipartisan bill established the Commission on Intergovernmental Relations of the United States to facilitate the fullest cooperation, coordination, and mutual accountability among all levels of government. Panel members also explored whether loss of the annual Significant Features of Fiscal Federalism compendium of data produced by the Advisory Commission on Intergovernmental Relations results in a current knowledge gap or whether progress in data collection, analysis, and sharing as well as new products from the U.S. Census Bureau and others have filled that gap.

The Panel also worked closely with the Academy’s staff and with federal, state, and local agency leaders to support the Academy’s quarterly Grant Symposia sponsored by Grant Thornton. Panel members provided expert insight on such topics as Integrating Data to Support Outcomes-Focused Human Service Strategies, Outcomes-Focused Grant Flexibility, and Reducing Administrative Burden.

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 has been 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 – international, federal, state, and local.

The Standing Panel sponsored a session at the 2018 Annual Meeting of the Academy on November 1-2. A discussion of what government will look like in 2040 was moderated by John Kamensky, Panel Chair and Senior Research Fellow for the IBM Center for the Business of Government, and included as panelists David Bray, Executive Director, People-Centered Internet and Senior Fellow, Institute for Human-Machine Cognition;

***EOM Panel: John Hicks
Speaking at NAPA on use
of data and evidence in
state budgeting***



Lora Frecks, PhD Candidate, University of Nebraska at Omaha; Lori Gordon, Strategist, BRAINQ; and David Rejeski, Director, Technology, Innovation and the Environment Project Environmental Law Institute.

The Panel met nine times during FY 2019. These sessions focused on the following topics:

- Insights from the 2012 Obama Business and Trade Reorganization Initiative;
- Implementation of the Foundations for Evidence-Based Policymaking Act of 2018;
- Sound Public Governance;
- FY 2020 Federal Management Priorities;
- The Evolving Role of the DoD Chief Management Officer Function;
- The Use of Behavioral Science Insights in the Federal Government;
- Reducing Regulatory Barriers to Implementing Reform; and
- Current Management and Performance Reforms Efforts in State Government.

In addition, the Panel contributed an essay on organizational health to the Public Service Panel's March 2019 e-report on the status of the implementation of the President's Management Agenda, and supported an assessment of ways to improve implementation of targeted Administration reorganization and reform initiatives. It also began development of a web-based resource of past federal government reform initiatives and past Panel-developed reference materials to improve federal organization and management, with assistance from George Mason University students.

Standing Panel on the Public Service

The Standing Panel on the Public Service has evolved from one largely focused on the Office of Personnel Management (OPM)—or its forerunner, the Civil Service Commission—to a forum on the importance of human resources management to the success of any department/agency in accomplishing its mission goals. The Panel's sessions take several forms: regular formal plenary meetings, book presentations and signings, smaller executive-level peer-to-peer forums, and limited trusted advisor review and comment sessions. The standing panel meets at least quarterly, with special "hot topic" meetings scheduled in between as necessary.

The Standing Panel hosted a session at the 2018 Annual Meeting of the Academy that examined “The Civil Service at 40,” examining the challenges of modernizing federal civil service in the face of increasing strains to the system. The discussion was moderated by Alan Balutis, Panel Chair and Senior Director and Distinguished Fellow, Cisco Systems, Inc. Panelists included Reginald Wells, Executive-in-Residence, American University; Nicole Ogrysko, Reporter, Federal News Radio; and Shawn Skelly, Commissioner, National Commission on Military, National, and Public Service.

In previous years, the Standing Panel on the Public Service met several times with HR experts, staff from the Government Accountability Office and leaders from the Office of Management and Budget (OMB), OPM, and the Office of Presidential Personnel at the White House to discuss potential changes to the Senior Executive Service (SES) system (e.g., recruitment, mobility, recognition, and so on) and the appropriate roles of the Office of Personnel Management in the 21st century. In 2019, with proposals from the current administration to reorganize OPM and shift many of its responsibilities elsewhere in the government, the panel continued its role as a trusted advisor to executive branch leaders as it was consulted on how best to implement the desired changes.

The panel held a series of executive forums in 2018 on the President’s Management Agenda that featured key leaders from the government’s top agencies responsible for the plan and implementation of an aggressive agenda. That series of briefings led to a March 2019 book entitled “*Perspectives on the President’s Management Agenda*” featuring essays by 14 Fellows at the Academy and a foreword by OMB Deputy Director for Management Margaret Weichert. The book was made available on both Amazon and the Academy’s website and debuted at a well-attended event at the Academy’s office. The book itself drew extensive coverage not only in the government trade press but also in the *Washington Post*, *Bloomberg News*, Federal News Radio, CNN, and local TV (Government Matters).

The Standing Panel was pivotal in opening a dialogue and partnership with the National Commission on Military, National, and Public Service (the Commission). The Commission was formed by Congress to consider methods to increase participation in public service (broadly defined) to address national security and other needs. The Academy shared its considerable body of past research on these matters, held a special session of the Standing Panel to discuss the issue with members of the Commission and participated in several town halls the Commission held across the country.



STANDING PANELS

**NAPA Forum on AI use and its impact on Public Administration: White House Office of Science and Technology
Dr. Lynne Park and Academy Fellow Alan Shark – April 2019**



Fall Meeting 2018



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 2019 the Panel finalized its publication “*AI and Its Impact on Public Administration.*” The Standing Panel held a special live panel session in April 2019 to promote and discuss its findings.

Other activities of the Technology Leadership Panel for FY 2019 included the following:

- Socialized AI subtopics among panel members and outside experts for further research considerations;
- Represented the Academy and the Panel at the White House AI Summit in September 2019;
- Organized and conducted panel session, “Artificial Intelligence – the Future of Work, Ethics, and Education in Public Administration (and Beyond): What We Need to Know and Why,” at the Academy’s Annual Meeting in Washington, DC;
- Commenced planning for a series of quarterly webinars on AI and other emerging technologies; and
- Commenced plans for developing a new book on AI for late 2020 publication.

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 2019, the Academy hosted the public forums outlined below.

Grand Challenges in Public Administration: Annual Meeting 2018

The November 2018 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:

- No Time to Wait, Part 2: The Future of the Federal Civil Service;
- Emergency Management: 2030;
- Managing Election Challenges: A View from the States; and
- Minnowbrook at 50: Reflections on the Field of Public Administration.

**Fall Meeting:
Elmer B. Staats Lecture**



Other annual meeting activities included:

- The prestigious Elmer B. Staats Lecture was a plenary discussion that examined perspectives on the future of work and the policy and practice implications that can drive public administration. Panelists included: Danny Werfel, Partner and Managing Director, The Boston Consulting Group; Beth Cobert, Chief Executive Officer, Initiative Skillful, Markle Foundation; and Jen Pahlka, Executive Director, Code for America.
- The prestigious James E. Webb Lecture was given by Frank Weil, Chairman of The Intersector Project. Mr. Weil discussed how public administration can evolve to be a more efficient initiator of intersectoral governance, highlighted current practices, and proposed next steps to solve Grand Challenges in Public Administration.
- The 2019 George Graham Award for Exceptional Service to the Academy was presented to Academy Fellow Mort Downey for his decades-long contributions and dedication to the organization.

**Fall Meeting:
James E. Webb Lecture**



Public-Private Partnerships Panel

In October 2018, the Academy hosted a panel of distinguished industry and federal leaders in a facilitated discussion regarding the opportunities and realities of Public-Private Partnerships (P3). The panelists discussed their experience in establishing P3s in sectors as diverse as telecom, transportation, military housing, renewables, water, and sanitation. Panelists shared lessons learned from planning, procuring, and executing a P3 in different sectors, along with insights and strategies to achieve a successful P3. The panelists included John Quinlan, Deputy Chief Financial Officer, First Responder Network Authority (FirstNet); Vishal Joshipura, Financial Policy Advisor, Build America Bureau, U.S. Department of Transportation (USDOT); Katherine Hammack, Former Assistant Secretary of the Army and Executive Director, Ernst & Young; and Stephen Auton-Smith, Executive Director, Ernst & Young. The panel was sponsored by Ernst & Young, LLP, and was moderated by Alexandra Gurney, Principal, Ernst & Young.



PUBLIC FORUMS



National Commission on Military, National, and Public Service

In February 2019, the Academy hosted this Commission that was created by Congress to review the military Selective Service process and consider ways to increase participation by all Americans in military, national, and public service. The Commissioners received expert feedback from Academy Fellows on the commission’s research findings to date and potential recommendations to develop ideas that will foster a greater ethos of military, national, and public service among Americans of all ages and, in the process, strengthen our democracy.

Academic - Practitioner Exchange

In March 2019, the Academy hosted a conversation with *Public Administration Review* Co-Editors-in-Chief Paul Battaglio and Jeremy Hall about how to enhance collaboration and information exchange between academics and practitioners in our field. This conversation helped to bridge the different perspectives, interests, and approaches of academics and practitioners in public administration while exploring such big picture issues as how to make research evidence more relevant and what practical steps can be taken to increase collaboration.

NAPA Panel on Collaboration and Information Exchange Between Academics and Public Administration Practitioners



NAPA PMA – March 2019: One-year anniversary of PMA and Government Working Better panel experts (senior Administration officials)



Perspectives on the President’s Management Agenda

In March 2019, the Academy held an event on the first anniversary of the President’s Management Agenda (PMA), featuring a conversation on PMA with senior Administration officials and the release of a new Academy paper, “Perspectives on the President’s Management Agenda.” Speakers and panelists included Margaret Weichert, Deputy Director for Management at the Office of Management and Budget and Acting Director of the Office of Personnel Management; Emily Murphy, Administrator of the General Services Administration; and Suzette Kent, Federal Chief Information Officer at the Office of Management and Budget.

Workshop: Developing Innovative Government

In April 2019, the Academy and Management Systems International (MSI), a Tetra Tech Company, hosted a half-day conference focused on how government can become more innovative, develop innovative leaders, build innovative cultures, and empower employees to become more creative and inspired.

The keynote speaker was Stephen Goldsmith, the Daniel Paul Professor of the Practice of Government and the Director of the Innovations in American Government Program at Harvard’s Kennedy School of Government.

The participants divided into breakout sessions to discuss how to shape creative environments within workplaces. John Haecker,

**Fostering Innovation Forum:
April 2019**



Technical Director at MSI, moderated a panel to discuss this topic and the participants' ideas. Panelists included Arianne Miller, Managing Director of the Lab at the Office of Personnel Management; Kristin McNally, Director of the Office of Employee Engagement, U.S. Department of Labor; David Milestone, Acting Director of the Center for Innovation & Impact, USAID Global Health Bureau; and Sharon Kershbaum, Chief Operating Officer of the Washington, DC, Department of Human Services.

Civil Service Reform

In June 2019, the Academy hosted a roundtable discussion on Civil Service Reform featuring former Tennessee State Commissioner of Human Resources Rebecca Hunter. Commissioner Hunter led a six-year, award-winning effort to reform Tennessee's civil service, including compensation, recruiting, retention, performance management, customer service, development, employee arbitration, and much more. The event was co-sponsored by The Center for Organizational Excellence.

Panel event with Management Concepts on "Identifying and Addressing Skill Gaps: Innovative Federal Practices" – June 25



Identifying and Addressing Skill Gaps: Innovative Federal Practices

In June 2019, the Academy held an event sponsored by Management Concepts on *Identifying and Addressing Skill Gaps*. The event was keynoted by Chris Mihm, Managing Director for Intergovernmental Relations and Strategic Issues at GAO, and featured as panelists Trevor Norris, U.S. Department of the Treasury; Elizabeth Kolmstetter, NASA; Raymond Limon, U.S. Department of the Interior; and Clothilda Taylor, U.S. Department of Homeland Security.

Section 809 Panel Recommendations: Where do we go from here? Discussing future of acquisition reform – September 2019



Section 809 Panel

In September 2019, the Academy hosted a discussion with the Section 809 Panel. The Panel was created in the FY2016 National Defense Authorization Act and charged with analyzing the acquisition regulations and statutes applicable to DoD and making recommendations to streamline and improve the defense acquisition process. Although the panel's mission was DoD-centric, many of its recommendations are applicable government-wide. The panel published four reports that contain a total of 98 recommendations to put the defense acquisition system on a war footing. These concepts include both evolutionary and revolutionary recommendations to improve leverage of innovation in the dynamic marketplace and get capabilities to warfighters faster. Panel Chair David Drabkin and Commissioners Elliott Branch, Al Burman, and Joe Dyer provided an overview of the 809 Panel and its recommendations. They followed that with a discussion of what DoD can do now (evolutionary recommendations), how these recommendations might be adopted by other agencies, and how Congress can be engaged and motivated to adopt the more sweeping, revolutionary recommendations.

Agile Government Roundtable

In September 2019, the Academy hosted an Agile Government Roundtable with public and private leaders. Kyle Peters, senior advisor at BCG and former Vice President at the World Bank, provided an overview of the World Bank's agile journey. The forum participants included public and private leaders. They provided feedback on draft agile principles, identified potential case studies for consideration moving forward, and offered advice on the development of an Agile Government Center.

SYMPOSIUM SERIES

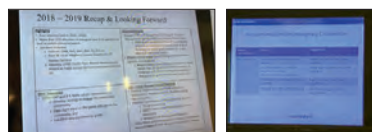
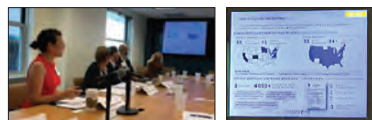


In 2019, the Academy saw significant growth in its symposium series. The Academy continued its ongoing Working Capital Fund symposium and Grants Management series sponsored by Grant Thornton LLP, and IT Modernization, sponsored by Deloitte. The Academy also partnered with the Senior Executive Association and the Shared Services Leadership Council to offer a six-part seminar series on Shared Services.

Working Capital Fund Symposium Series

In 2019, the Academy continued to work with Grant Thornton LLP to host a government-wide Working Capital Fund (WCF) Symposium. Meetings were held in April and July 2019. Topics included the unique human capital challenges and opportunities facing working capital funds, results from an operating reserve survey, and the Department of Defense's approach to WCF management (rates, prices, and unit cost). Featured speakers included Gretchen Anderson, Defense Logistics Agency; Kevin Mahoney, Department of Commerce; Jennifer Ayers, Department of Commerce; and Jeff Neal, Academy Board Chair.

Quarterly Grants Management Symposium – hosted by NAPA and Grant Thornton LLP



Grants Management Symposium Series

In 2019, the Academy continued to host, 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, policymakers, non-partisan non-profit 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.

Topics in 2019 included:

- Updates on CAP Goal #8;
- State and local innovations using data to improve outcomes;
- Highlights of progress by leading jurisdictions in using integrated data to improve outcomes;
- Current initiatives led by the Department of Health and Human Services to engage state and local officials on strategies for improving economic mobility outcomes; and
- State and local perspectives on grants management barriers to improving economic mobility and potential strategies to address them.

IT Modernization Symposium Series

In 2019, the Academy continued a symposium with Deloitte that focused on leaders who have responsibility for making and monitoring investments in information technology for their agencies. The forum brought together members of the CIO, CFO, and Acquisition leadership communities to discuss how to most effectively approach IT modernization with a comprehensive and collaborative approach. The group met in April 2019 to address legacy system modernization, application rationalization, and cloud optimization. Leveraging key Administration opportunities such as the Technology Modernization Fund or the GSA Centers of Excellence, agencies shared their perspectives and real examples of how they have moved modernization forward in their environment. The speakers were Bill Zielinski, GSA; David Bottom, Department of Homeland Security; Sean Rough, Office of Management and Budget; Steve Rice, Department of Homeland Security; and Max Everett, Department of Energy.



Shared Services Forum Series

The Academy partnered with the Senior Executive Association and the Shared Services Leadership Council to offer a six-part seminar series on Shared Services. The series was envisioned to bring the voice of the customer to administration officials and to provide a new opportunity to support the PMA CAP Goal #5, Sharing Quality Services. Nine sessions were conducted between March and December 2019, with over 700 total participants.

The Executive Summary and a complete report of the sessions are available here: <http://sharedservicesnow.org/events/>.

AWARDS



NAPA Fellow Mortimer L. Downey III (left) receives the George Graham Award for Exceptional Service



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 2018 recipient was Mortimer L. Downey III, former Deputy Secretary of the U.S. Department of Transportation, former Executive Director and Chief Financial Officer of the New York Metropolitan Transportation Authority, and former Principal Director and First Vice Chair of the Washington Metropolitan Area Transit Authority. Downey served two terms on the Academy’s Board of Directors, including service on the Executive Committee as an Officer of the Academy. He also served on the Fellows Nominating Committee and on the Audit Committee. He was a member of several Standing Panels, both served on and chaired several project panels, and led numerous forums and special committees. He has enriched the Fellowship as a forum speaker at numerous events. He continues active involvement in the Academy’s activities, fully demonstrating what it means to be integrated into the Academy’s purposes and committed to the Academy’s principles.

**Herbert Roback Scholarship
2019 Award: Suzanne Abo**



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 2018 Roback Scholarship was awarded to Suzanne Abo, who is pursuing a master's degree in Public Health at the Schar School of Policy and Government at George Mason University.

**2019 Louis Brownlow Book
Award: Eric Patashnik, Alan
Gerber, and Conor Dowling**



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 2018 Brownlow Book Award was presented to Eric Patashnik, Alan Gerber, and Conor Dowling for *Unhealthy Politics – The Battle over Evidence-Based Medicine*. With this book, the authors have provided a major contribution to growing scholarship that attempts to understand and assess the movement to promote and implement evidence-based practices. Particularly useful is the authors' explanation of why largely technical questions with minimal ideological content end up being contested along partisan lines and suffering as a consequence.

AWARDS

John E. Dever



John Dever brought vision, discipline, leadership, and class to the communities where he served as city manager and to his professional association, the International City/County Management Association (ICMA) where he served as President (1985-86). After serving as a first lieutenant in the Marine Corps in WW II and fighting in the invasion of Iwo Jima, Dever received his bachelor's degree from Lawrence University and his master's degree in Public Administration from Syracuse University. He served as city manager of Two Rivers, WI; Decatur, IL; Sunnyvale, CA; and Long Beach, CA. Dever's reputation for innovation and excellence was recognized by his colleagues and by ICMA. He received multiple ICMA awards: Career Excellence in Memory of Mark E. Keane; In-Service Training in Memory of Clarence E. Ridley; and two for management innovations. The ICMA Board of Directors honored him with its Distinguished Service Award in 1992. A list of Dever's accomplishments, however impressive, does not give a full picture of his leadership and humanity. After retiring from Long Beach in 1987, Dever worked with the International Executive Service Corps, training leaders in Russia, the Czech Republic, and Panama. Dever's intelligence, innovation, compassion, and commitment represent the very best in public service and will be missed. John Dever was elected a Fellow of the National Academy of Public Administration in 1982.

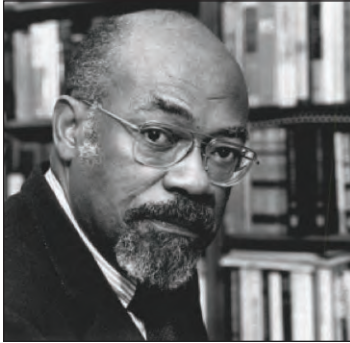
Jacques "Jack" Gansler



Jack Gansler was one of the Academy's most visionary and consequential leaders of the last 50 years. For more than four decades in academia, government, and private industry, Dr. Gansler was laser-focused on finding new and better ways to help the Department of Defense function more efficiently and dynamically, serve our troops and national security needs more effectively, and engage with the broadest possible industrial base more meaningfully. His years starting out in industry, during which he eventually became a top executive at TASC; two stints in DoD, culminating in his service as the Undersecretary of Defense for Acquisition, Technology and Logistics; two master's degrees and a PhD; more than two dozen books, scores of articles, dozens of testimonies before Congress; founding the Center for Public Policy and Private Enterprise at the University of Maryland; Dean of Public Policy; Vice President for Research; and so much more. But his list of accomplishments and extraordinary native intelligence aside, Dr. Gansler's true gift was his ability to continually find new ways for new solutions to fit into the unique ecosystem of national defense. Finally, and perhaps most importantly, Dr. Gansler was a fine and gentle soul. Intellectually demanding of students and staff alike, he never demeaned; instead, he taught. And, over twenty years at the

University of Maryland, he became a treasured mentor to innumerable students in the School of Public Policy. Jacques Gansler was elected a Fellow of the National Academy of Public Administration in 2002.

Hubert Locke



In his 84 years of life, there were numerous people who count themselves fortunate to have met Hubert Locke. Locke gained national prominence as the author of *“The Detroit Riot of 1967,”* called “the definitive account of the worst civil disorder in twentieth-century urban America.” He was a master at listening and getting people to listen to one another. Former Seattle Mayor Norm Rice says that as a city council member and then mayor, he’d call upon Locke for advice, including about police accountability. University of Washington President Ana Mari Cauce worked with Locke and remembers how proud he was that the School of Public Affairs that he used to head, now renamed the Daniel J. Evans School of Public Policy and Governance, was consistently nationally ranked. He earned a bachelor’s degree in Latin and Greek at Wayne State University, a bachelor’s in divinity at the University of Chicago and then a master’s in comparative literature at the same university. For a dozen years, according to HistoryLink.org, he was minister at the Church of Christ of Conant Gardens in Detroit. Then, black leaders in that city persuaded him to work at a newly-created position with the Police Department, an experience that led him to author his book on the Detroit Riot. A man of many interests, Locke also became an expert on the Third Reich and the church, which resulted in his book, *“Learning from History: A Black Christian’s Perspective on the Holocaust,”* published in 2000. Hubert Locke was elected a Fellow of the National Academy of Public Administration in 1984.

Richard “Dick” Lugar



Dick Lugar represented Indiana in the United States Senate for six terms — the longest such tenure in state history. During that time, Senator Lugar exercised leadership on issues such as food security, nuclear non-proliferation, energy independence, and free trade. Before his election to the Senate, Senator Lugar served on the Indianapolis Board of School Commissioners and served two terms as mayor of Indianapolis. Over more than forty years, Senator Lugar made many visits to the DePauw University campus where he delivered an Ubben Lecture in 2004. DePauw awarded him the University’s McNaughton Medal for Public Service as well as an honorary doctorate. Richard Lugar was elected a Fellow of the National Academy of Public Administration in 1972.

Ralph Mecham



Ralph Mecham began his career in public service and government relations as a legislative assistant and ultimately administrative assistant to U.S. Senator Wallace F. Bennett of Utah. While working full-time, becoming the father of four children (a fifth child came later), Mecham attended George Washington University School of Law at night. Eventually, he received the first Congressional fellowship and earned a master's degree in public administration from Harvard University. His subsequent career included positions as director of the Four Corners Regional Commission, vice president of the University of Utah, and vice president of the Anaconda Company, as well as Atlantic Richfield. For 21 years he served as Director of the Administrative Office of the U.S. Courts, working for three Chief Justices of the Supreme Court. Mecham served his church willingly and with devotion. He served as bishop twice, including as bishop of the Potomac Ward in Maryland. He later served as president of the Washington, DC Stake, and then served as a regional leader, with responsibility for Latter-day Saint congregations in Pennsylvania and Delaware. His favorite assignment was Sunday school teacher, which brought him back to his home congregation. Mecham felt his most important calling was as husband and father. Family gave him his ultimate joy and fulfillment. Ralph Mecham was elected a Fellow of the National Academy of Public Administration in 1991.

Alice Rivlin



An intellectual giant with Midwestern sensibilities, Alice Rivlin had a resume that will never be matched: Assistant Secretary for Policy and Evaluation at HEW; founding Director of the Congressional Budget Office; Director of the Office of Management and Budget; President of the American Economics Association; and Vice Chair of the Federal Reserve. In between her government service, she sat on a high perch at Brookings, producing rigorous, centrist, and insightful books and articles on a wide range of federal policies. Dr. Rivlin was one of the first recipients of a MacArthur Foundation “genius” award—a tribute to her skill building one of the most important public institutions (the CBO) of our lifetime. Her sustained contributions to public policy analysis have fundamentally shaped our thinking about the impact of public programs and the budget. Dr. Rivlin was tenacious, brave, and cheerful—and the kindest and nicest person one could ever know. She was a legend—renowned for mentoring younger colleagues and helping people of all walks of life with their challenges. Alice Rivlin was elected a Fellow of the National Academy of Public Administration in 1979.

Frank P. Sherwood



Frank Sherwood became a Fellow of the National Academy of Public Administration in 1969, and he was an active leader in its early decades of advancing responsibilities. Dr. Sherwood was the founding director of the Federal Executive Institute (FEI) (1968-1973). He was a distinguished scholar and professor in the field of public administration, first with the University of Southern California in Los Angeles (1951-1968) and again as creator of USC's Washington Public Affairs Center (1973-1978), working closely with his wife, Susse Sherwood, and executive-level students. Then, following additional faculty service at FEI, he accepted an appointment at Florida State University in Tallahassee in 1981, where he served as Chair of the Department of Public Administration and was later named the first Jerry Collins Eminent Scholar in Public Administration. He served as Management Advisor to Florida's Governor Robert Graham. He retired from FSU in 1995. Dr. Sherwood served as President of the American Society for Public Administration (ASPA) (1973-74). Among other accomplishments in that role, he facilitated work by others to advance election of Philip J. Rutledge as ASPA's first African-American President (1974-75), and Nesta Gallas as ASPA's first female President (1976-77), also helping to open NAPA and other organizations to inclusiveness. Dr. Sherwood served on Boards of Editors of ASPA's *Public Administration Review* and the *International Journal of Public Administration* of the International Institute of Public Administration. He was a prolific author of scholarly and applied research and practice publications, and, in retirement, of books on FEI, USC, Family and Professional Subjects. Frank Sherwood's personal and professional contributions remain broadly and importantly enduring.

Rocco Siciliano



The son of Italian immigrants, Rocco Siciliano grew up working in his parents' Salt Lake City restaurant. He enlisted in the Army during World War II and was awarded the Bronze Star for valor. When he returned, he enrolled and graduated from the University of Utah, earning a degree in political science in 1944. He then received a law degree at Georgetown University. Siciliano served in assistant secretary, special assistant and financial advisory positions in four presidential administrations: Eisenhower, Nixon, Clinton, and George W. Bush. He later chaired a handful of financial services and real estate companies. But his real passion was for arts and culture. He and his late wife, Marion, created and endowed an annual forum at the University of Utah to bring in nationally renowned speakers, including Adobe co-founder John Warnock and Republican political adviser Karl Rove. "Rocco was the consummate statesman who never stopped pushing students to lives of public service," said Jason Perry, director of the Hinckley Institute of Politics, which annually hosts the Siciliano Forum. Rocco Siciliano was elected a Fellow of the National Academy of Public Administration in 1972.

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FINANCIAL SUMMARY 2019

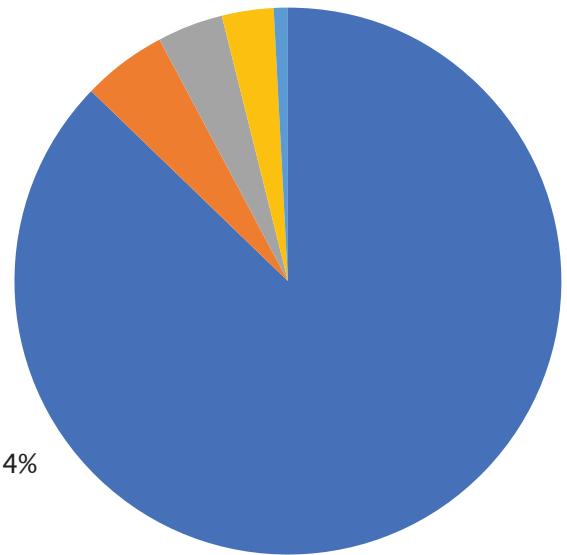
The Academy is an independent, non-partisan, non-profit organization chartered by Congress to identify emerging issues of governance and to help federal, state, and local governments improve their performance. The Academy's mission is to provide advice that is objective, timely, and actionable on public 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 2019 and reported revenue of \$4.9 million and expenses of \$4.7 million.

REVENUE

Total Revenue
\$4,945,686

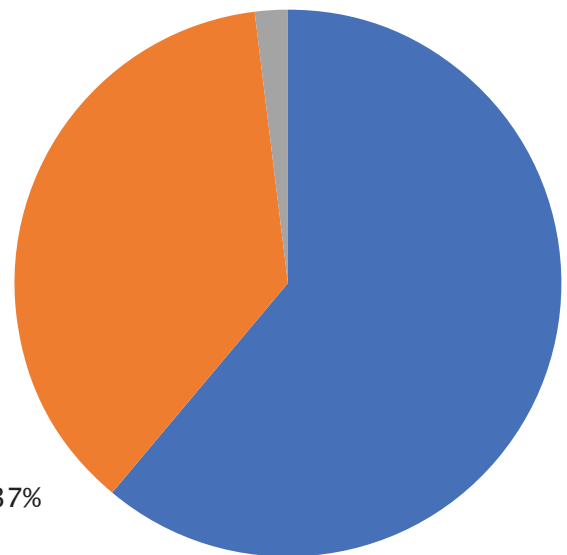
- Contributions 1%
- Investment Income 3%
- Seminars and Conferences 4%
- Fellows' Dues 5%
- Contracts and Grants 87%



EXPENSES

Total Expenses
\$4,687,524

- Fundraising 2%
- Management and General 37%
- Program Services 61%





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