

The Future of Governance

GCCMA Conference



March 5, 2024

About the Academy



The National Academy of Public Administration is an independent, nonprofit, 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 950 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, career public administrators, and nonprofit and business executives. 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.

History and Structure

- Established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations.
- Chartered by Congress in 1984 to provide non-partisan expert advice
- Unique feature is its 1,000 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, and prominent scholars, career public administrators, and business executives.
- The Academy helps government leaders at all levels address their critical management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and online stakeholder engagement.
- Under contracts with government agencies, some of which are directed by Congress, as well as grants from private foundations, the Academy provides insights on key public management issues, as well as advisory services to government agencies

Vision and Mission



Vision: A just, fair, and inclusive government that strengthens communities and protects democracy



Mission: Through the experience and expertise of our Fellows and in strategic partnership with all levels of government and sectors, the Academy produces independent research and studies that advance the field of public administration and facilitates the development, adoption, and implementation of solutions to government's most significant challenges.



Core Values: Excellence, Innovation, Independence, Integrity, Inclusion

Accessing Our Services

Our Charter [Public Law 98-257, Sec. 3] permits Congress to request that the Academy conduct work for federal cabinet departments and agencies.

Federal organizations may access the Academy's services through competitive procurement and, under certain circumstances, may be authorized to contract with us on a sole source basis.

The Academy holds a Professional Services Schedule (PSS) contract at the General Services Administration.

The Academy also participates in the competitive procurement process for state, county, and locality opportunities and has growing expertise in this area.

The Academy partners with other firms through teaming arrangements to expand our capacity and has existing relationships with numerous firms.

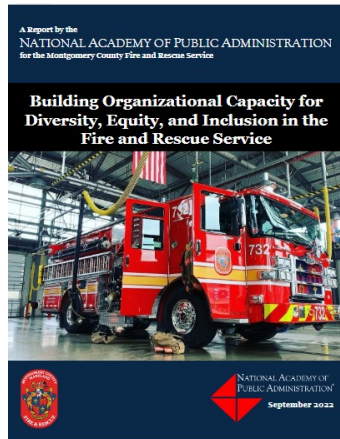
Study Panels and Expert Advisory Groups

The Academy's Fellowship is made up of 1,000 public administration experts — including former cabinet officers, Members of Congress, governors, mayors, and state legislators, prominent scholars, career public administrators, and non-profit and business executives.

- Much of the Academy's work is requested by government agencies or Congressional committees that seek assistance with a particularly difficult or complex management problem.
- Working with the client, the Academy develops a scope of work and draws from its pool of distinguished Fellows to form a panel with experience relevant to the client's needs.
- The Panel or Expert Advisory Group (EAG) guides the project, providing the high-level expertise and broad experience that clients seek, and oversees the work of the staff and consultants comprising the Academy study teams.
- The Academy's professional staff and consultants support the work of the Panel or EAG with top quality research and analysis that reflects the Academy's status as an independent, non-partisan organization with a focus on improving management of government.
- Academy studies typically culminate in a written report or, in some cases, an oral briefing of the findings and recommendations submitted by the panel.

Relevant Completed Organizational Studies

Montgomery County (MD) Fire and Rescue Service: Building Organizational Capacity for Diversity, Equity, and Inclusion

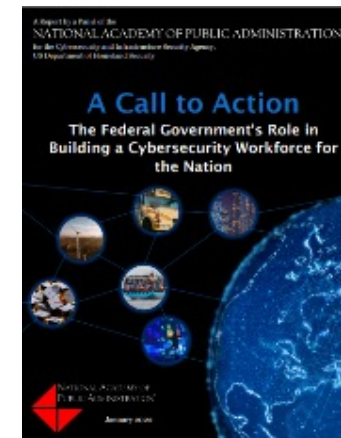


The Montgomery County Fire and Rescue Service (MCFRS) selected the Academy to conduct a comprehensive equity assessment of the MCFRS to review existing and proposed policies, practices, programs, and services for disparate outcomes based on gender, race, religion, sexual orientation, and other socioeconomic factors

Utilizing the Governmental Alliance on Race and Equity (GARE) framework and public sector best practice benchmarking, the final report laid out a series of short and long-term recommendations to strengthen both internal and external stakeholder engagement as it addresses its diversity, equity, inclusion, and accessibility initiatives. Focal areas included being data-driven, partnering with community organizations, and establishing DEI in organizational goals, vision, and value.

Department of Homeland Security Cybersecurity Infrastructure Security Agency: The Federal Government's Role in Building a Cybersecurity Workforce for the Nation

This congressionally directed study provided DHS's Cybersecurity Infrastructure Security Agency with a series of recommendations to strengthen a government-wide strategy to increase awareness of Cyber careers and utilize more innovative workforce development practices. The Academy continues to work with CISA and OMB to support efforts to strengthen the federal cybersecurity workforce.

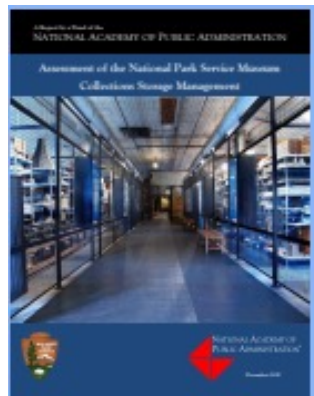


Included in the recommendations was action-oriented guidance to develop a strategies to encourage more people to pursue a career in cybersecurity, to enable education and training to build needed competencies, to overcome barriers to recruiting talent, and to assess performance and promote innovation in workforce development practice.

Relevant Completed Org. Studies (Cont.)

Assessment of the National Park Service Museum Collections Storage Management

With more than 350 parks and 116 million items, the National Park Service (NPS) has one of the largest museum collections in the world. The NPS contracted with the Academy to review collection storage practices as identified in its 2007 Park Museum Collection Storage Plan. The NPS sought to assess the current state of its storage of museum and archival collections and its ability to achieve current and future objectives for budget and resource sustainability while simultaneously meeting curatorial standards for preservation, public access, historical documentation, and cultural sensitivity.



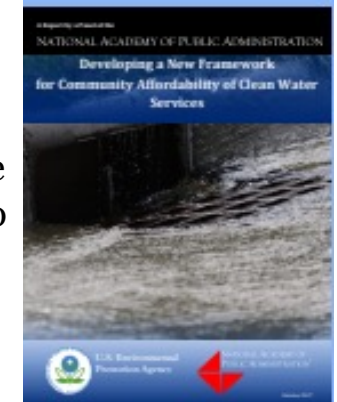
The Academy developed 16 recommendations to maintain and improve current and future efficiency of collection storage and examine the National Park Service Facility Investment Strategy, the Park Museum Facility Management Plan, and the Park Museum Collection Storage Plan.

Developing a New Framework for Community Affordability of Clean Water Services

The Senate Appropriations Committee, in a committee report on FY 2016 legislative language, directed the Environmental Protection Agency (EPA) to contract with the Academy to conduct an independent study to create a definition of, and framework for, community affordability of clean water.

The Panel made recommendations in four key areas:

- Revising the 1997 guidance document titled Combined Sewer Overflows–Guidance for Financial Capability Assessment and Schedule Development;
- Highlighting best practices for integrated planning;
- Identifying innovative solutions to further address affordability by lowering costs; and
- Discussing the best approaches to analyzing the costs and benefits.



Strategic Initiatives

- Thought leadership arm of the Academy
- Focus on the big issues that cut across public organizations and levels of government
- Major components:
 - Grand Challenges in Public Administration
 - Agile Government Center
 - Center for Intergovernmental Partnerships
 - Local Government 2030



Center for Intergovernmental Partnerships

Established in September 2021 to:

- Strengthen collaboration, cooperation, and partnership across the intergovernmental system
- Provide guidance on governance/management issues associated with infrastructure, workforce, childcare, ARPA implementation, grants, social services, and the refundable tax credit

Recent activities:

- Conducted a review of state regulatory flexibility during the pandemic for the Pew Charitable Trusts
- Identified new intergovernmental models
- Developed a new model for social service delivery
- Partnership with the Johns Hopkins University's Gov Ex



Agile Government Center



Established in Nov. 2019 along with the Grand Challenges in Public Administration as a joint center between the Academy and the IBM Center for the Business of Government



Hub of a **network bringing together public, private, and nonprofit leaders** advancing agile principles and practices



Developed **agile government principles**, highlights **cases and practices**, provides **input on research projects**, and shares **lessons learned**

Grand Challenges in Public Administration

Focus Area	Grand Challenges in Public Administration
<i>Protecting & Advancing Democracy</i>	<ul style="list-style-type: none"> • Protect Electoral Integrity and Enhance Voter Participation • Modernize and Reinvigorate the Public Service • Develop New Approaches to Public Governance and Engagement • Advance National Interests in a Changing Global Context
<i>Strengthening Social & Economic Development</i>	<ul style="list-style-type: none"> • Foster Social Equity • Connect Individuals to Meaningful Work • Build Resilient Communities • Advance the Nation's Long-Term Fiscal Health
<i>Ensuring Environmental Sustainability</i>	<ul style="list-style-type: none"> • Steward Natural Resources and Address Climate Change • Create Modern Water Systems for Safe and Sustainable Use
<i>Addressing Technological Changes</i>	<ul style="list-style-type: none"> • Ensure Data Security and Privacy Rights of Individuals • Make Government AI Ready

Academy Role in the GC Campaign

Our Role	Highlights
<i>Inspire Action</i>	<ul style="list-style-type: none"> • Set a ten-year agenda for the field (practitioners & academics) • Develop baseline understanding • Educate & inform stakeholders
<i>Enhance Understanding</i>	<ul style="list-style-type: none"> • Conduct or support research • Convene conferences/seminars on particular GCs and focus areas • Develop case libraries and toolkits
<i>Connect Stakeholders</i>	<ul style="list-style-type: none"> • Interagency • Intergovernmental • Intersectoral • International • Academics & practitioners
<i>Drive Change</i>	<ul style="list-style-type: none"> • Identify and assess solutions • Highlight successful innovations & promote effective practices • Identify ways to scale up solutions • Develop action plans & issue recommendations • Assess & report on progress

Local Govt 2030



Convened emerging local government leaders from across the country in 2 conferences (Nov. 2022 and Jan. 2024) to address Grand Challenges



Developed 3 working group projects: Public Workforce, Communications & Engagement, and Promised Pathways



The Academy's serving as a hub to maintain connections and offer strategic guidance & research support

Incorporating GCs into local govt. plans



- Worked with Baltimore County to facilitate a cross-county leadership strategic planning session in a process to:
 - Review remaining actions from the prior 4 years
 - Identify NEW recommended actions from the February 2023 session
- After the session, worked with County leadership in a process to determine:
 - Which of the new ideas should move forward?
 - How should existing strategies be adjusted?
 - What existing or new strategies need to be utilized?
 - What new actions should be added?
- Connected strategies/actions to the County Executive's key pillars:
 - Attainable Housing
 - Capital Projects
 - Education/lifelong Learning
 - Equitable Decision-Making
 - Govt. Accountability
 - Sustainability
 - Workforce Empowerment
 - Vibrant Communities

Standing Panels

Provide input to the Academy's agenda of studies and serve as collegial forums for Fellows to exchange ideas and interact with experts outside the Academy, including senior government officials. Typically, these issues cannot be resolved by a single government agency, a single level of government or even by the government alone, but instead require interdepartmental, intergovernmental and networked solutions.

Executive Organization and Management

International Affairs

Africa Working Group

Public Service

Social Equity in Governance

Technology Leadership

The Intergovernmental System

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Supplemental Material

What is Agile Government?

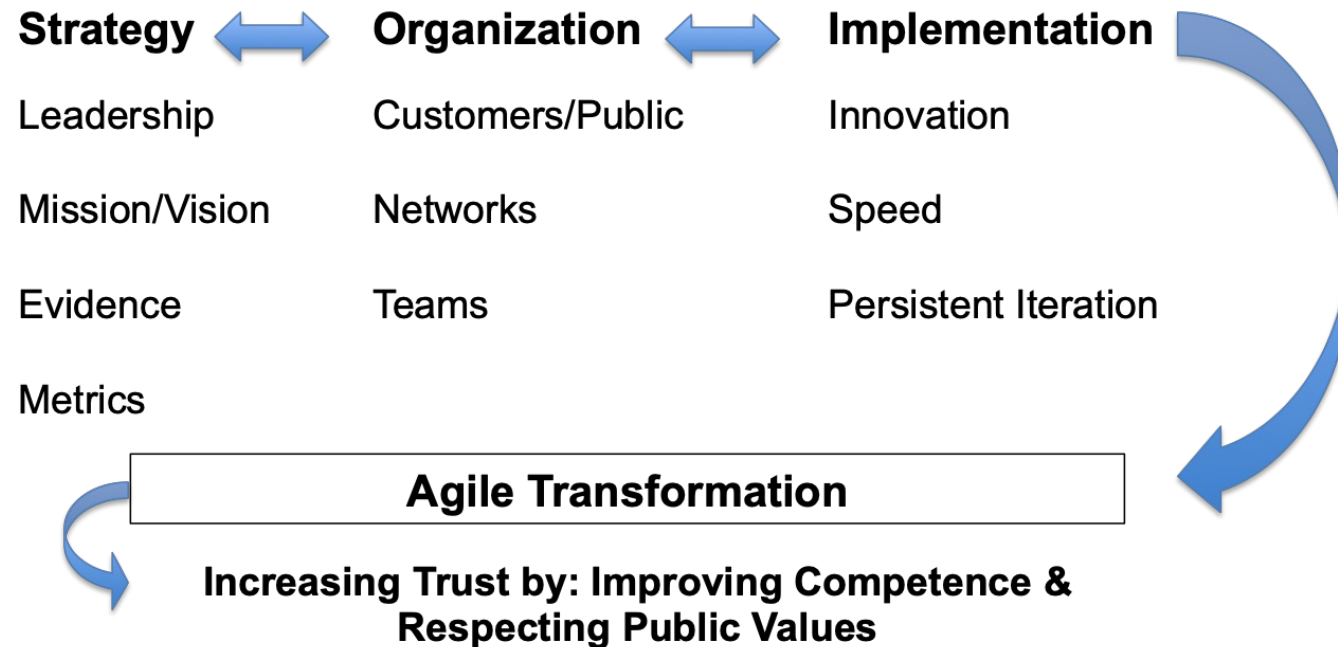
Applying the principles and practices of agile software development to organizational and program management

Integrated Agile Framework for Action

“To Develop & Implement Policies, Regulations, and Programs at All Levels”



**AGILE GOVERNMENT
CENTER**



Characteristics of Agile Organizations

Agile organizations provide user-friendly government by continuously learning and innovating to meet public needs in real time.

External Engagement

- ✓ Understand changing external conditions and evolving social, economic, and environmental needs
- ✓ Foster constructive engagement with external stakeholders on design and delivery

Roles and Responsibilities of Leaders & Managers

- ✓ Make timely evidence-based decisions (not letting “the perfect be the enemy of the good”)
- ✓ Be proactive, enable organizational agility, and empower teams
- ✓ Eliminate roadblocks and take needed risks

Internal Culture and Management

- ✓ Utilize agile practices and methodologies
- ✓ Build a resilient culture throughout the organization
- ✓ Develop and track useful metrics to inform decisions
- ✓ Utilize cross-functional teams and networks
- ✓ Invest in talent at all organizational levels
- ✓ Reward outstanding team and individual performance

Key Agile Practices

***Agile organizations use innovative methods
for internal management, decision-making, and stakeholder engagement.***

- ✓ Establish clear decision-making processes and expectations
- ✓ Minimize unnecessary hierarchy
- ✓ Create short iterative cycles to allow for testing, learning, and timely adjustments
- ✓ Implement processes for customers/end-user to feedback on design and delivery
- ✓ Work in small cross-functional teams across silos
- ✓ Empower teams to act and decide within their scope of authority
- ✓ Ensure that workload processes and status of deliverables are transparent
- ✓ Use agile methods to manage team meetings and teamwork
- ✓ Automate processes and use modern technological tools such as AI
- ✓ Conduct parallel processing of activities