



**Annual Congressional Report
Fiscal Year 2009**



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THE ANNUAL CONGRESSIONAL REPORT
A Summary of National Academy of Public Administration
Studies, Projects, and Activities
October 1, 2008 – September 30, 2009

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

- (1) 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;
- (2) Foreseeing and examining critical emerging issues in governance, formulating practical approaches to their resolution;
- (3) Assessing the effectiveness, structure, administration, and implications for governance of present or proposed public programs, policies, and processes, recommending specific changes;
- (4) 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
- (5) 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 serve the public better and achieve excellence.

WHO WE ARE

The Academy is a non-profit, independent coalition of top public management and organizational leaders that tackles the nation's most critical and complex challenges. Unique to the Academy is the expertise and insight provided by its nearly 700 Fellows. Academy Fellows are elected by peers based on their impressive contributions to and experience in the field of public leadership and management. The Fellowship includes the nation's top leaders, policymakers and public managers in federal, state and local government; distinguished scholars of public policy and public administration; and talented business executives and labor leaders. They bring passion and commitment to our mission of improving government. Individually, they are experts and trusted thought leaders; collectively they are a national treasure.

WHAT WE DO

Much of the Academy's work is requested by Congress or government agencies that seek assistance with complex management problems. Working with the client, the Academy develops a scope of work and draws from its pool of Fellows to form a panel 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 staff and consultants support the work of the panel with top quality research and analysis. In Fiscal Year 2009, Academy panels:

- Worked with the newly elected Administration to use new technologies and develop new governance models that increase the federal government's collaboration with citizens;
- Assisted the U.S. Department of Veterans Affairs to improve service to veterans and sustain a process of continual improvement, as well as to develop effective national strategies to recruit and retain a high-performing, diverse workforce;
- Identified opportunities for the Office of National Drug Control Policy to improve its organizational performance and for Congress to make needed statutory changes to its authority to review/certify agencies' drug control budgets;
- Continued to work with the FBI to improve its budget formulation and execution processes, as well as to help transform its procurement delivery system;
- Assisted the U.S. Coast Guard to modernize and transform its overall organization and its intelligence and criminal investigations units; and
- Worked with the U.S. Department of Homeland Security to improve the Science and Technology Directorate's ability to meet the nation's homeland security needs.

In addition to client-driven work, the Academy receives some additional support from foundation grants and support from other organizations committed to good government as well as charitable gifts to develop reports, convene forums and conferences, and design creative approaches for civic engagement in order to tackle some of the nation's biggest challenges. Most often, 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 or networked solutions. The Academy work products include:

- In-depth studies, analyses and research reports;
- Advisory services and technical assistance;
- Forums and conferences;
- Congressional and agency briefings; and
- Congressional testimony and statements for the Record.

ACADEMY STUDIES

The Academy undertook the following projects and activities during Fiscal Year 2009, from October 1, 2008, to September 30, 2009. Reports for completed studies can be accessed at www.napawash.org.

Department of Veteran Affairs (VA) **VA Yellow Ribbons**

As part of an effort to help VA improve its service to the new and preceding generations of veterans, Congress asked the Academy to study the management and organizational challenges facing VA. Over the last several years, a number of distinguished panels, including a presidential commission led by former Senator Robert J. Dole and former Secretary of Health and Human Services Donna E. Shalala, have studied a variety of obstacles to the provision of prompt service and timely care for veterans and have made dozens of recommendations for improvement. In this report, the Academy Panel provided practical administrative and management solutions to assist VA in implementing these recommendations and ensuring better outcomes for veterans.

The report recommended actions to improve service to veterans and sustain a process of continual improvement that will last beyond the term of any particular secretary or administration. It was the Academy's intent that the true beneficiaries would be the veterans who have faithfully served their country.

Report: *After Yellow Ribbons: Providing Veteran-Centered Services (October 2008)*.

Department of Veterans Affairs (VA) **VA Diversity**

The Academy assisted the Department of Veterans Affairs in developing effective national strategies for attracting and retaining high performing and diverse individuals for selected mission critical positions at its hospitals, community and facility-based clinics and veterans' centers.

Ensuring a vibrant workforce pipeline for VA's mission-critical positions was at the center of VA's human capital challenges. The pipeline was becoming more stressed

particularly in the health care field as the demand for these positions outpaced supply at an accelerating rate. VA's pipeline challenges were driven by the slowing growth of the labor force; the aging veteran population, which increased the demand for healthcare workers; and the decline in educational performance and participation of U.S. students in science and math. Science and math education is essential to VA's health care and research occupations.

The Academy's work provided VA an opportunity to move beyond the extensive work it had done in analyzing and documenting workforce diversity. The data from this study also allowed VA to predict when and where its diversity shortfalls would occur. The Academy also found that more attention needed to be directed at finding out what was causing any identified statistical disparities and determining whether corrective action or more effective outreach was needed. This was especially important for women, Hispanics and Asians, who were expected to be a much larger part of the workforce in the future. Enhancing VA's outreach to these communities was increasingly important in meeting future recruitment challenges.

Report: *Recruiting and Retaining a Diverse High-Performing Workforce (October 2008)*.

Office of National Drug Control Policy (ONDCP)
Assessment of ONDCP's Management, Structure and Human Capital

To assist the Office of National Drug Control Policy (ONDCP) in improving its ability to accomplish this critical mission, Congress asked the Academy to conduct a comprehensive assessment of its management, structure and human capital. The Academy Panel formed to carry out this project sought input from experts in drug research, prevention, treatment, data collection, community outreach, and law enforcement. More than 135 individuals, including ONDCP's leadership and staff, partner drug agency representatives, stakeholders, and grantees, were consulted during the course of the study.

Since the term "war on drugs" was first coined more than 35 years ago, few matters of national policy have engendered as much controversy regarding strategy and approach. Nor have they required such a broad operational platform across federal, state, and local programs and law enforcement agencies. Literally thousands of public and private organizations play important parts in the complex effort to reduce illicit drug use, minimize its negative consequences, and keep these dangerous drugs out of the country and off of America's streets. Developing an effective strategy to accomplish these goals and coordinating its implementation were the monumental tasks facing the Office of National Drug Control Policy (ONDCP).

Central to the Panel's recommendations was that ONDCP needed to develop a comprehensive, multi-year approach to strategic planning. The Panel also identified opportunities for ONDCP to streamline its organization; decentralize its management processes; and improve its human capital policies and practices. In addition, the Panel

recommended that Congress revise ONDCP's federal drug control budget responsibilities to reflect its policy and coordination focus and maximize its impact.

Report: *Building the Capacity to Address the Nation's Drug Problems (October 2008)*.

National Conference of State Historic Preservation Officers Review of Cultural Resources Program

The Academy Panel overseeing this effort was impressed by the dedication of National Park Service (NPS) staff to the resources in their care and commended NPS for its efforts to set strategic goals, measure performance, and factor performance and efficiency into budget allocations and management decisions at all levels.

However, the Panel was concerned that cultural resources throughout the National Park Service were at risk. The Panel identified ways that NPS could improve its stewardship of these significant national resources by strengthening performance-based management, ensuring park superintendent accountability, increasing flexibility in the use of funds, strengthening national leadership, and seeking additional staff and funding to reduce risks to cultural resources of national significance.

Historically, NPS allocated funding and staff based primarily on assessments of parks' needs. Since the mid-1990s, NPS had developed various systems and tools to set strategic goals, measure performance, and factor performance and efficiency into budget allocations and management decisions at all levels. Although NPS managers had many useful measures and tools to inform decision-making, the Panel found room for improvement in NPS stewardship of park cultural resources.

Report: *Saving Our History: A Review of National Park Cultural Resource Programs (October 2008)*.

The George Washington University and the National Academy of Public Administration

This project was a collaboration between The George Washington University and the Academy. Its purpose of this project was to address the following questions: Who should be responsible for guiding the federal government's performance? How can the President achieve real improvements in federal policy outcomes? The advice provided in this report reflected lessons captured during the authors' discussions with diverse staff and officers both in the Office of Management and Budget (OMB) and in various agencies.

Report: *Achieving Real Improvement in Federal Policy and Program Outcomes: The Next Frontier (November 2008)*.

National Academy of Public Administration's Collaboration Project Enabling Collaboration in Government

During his campaign, President Obama spoke frequently of the importance of bringing about change “from the bottom up.” He proposed a new collaborative model to create a government that is agile, transparent, and responsive enough to bring citizens’ ideas and priorities directly into the process of governance. To this end, President Obama issued a directive on his first full day in office to begin this process. This report presented recommendations for a new operating model of government that prioritizes transparency and openness.

Three challenges inhibited the creation of a truly collaborative government at the federal level: (1) an outdated 20th-century technology approach; (2) an inability to relate data to information, and information to decision making; and (3) a culture that inhibited collaboration.

This report concluded that three recommendations would help President Obama’s technology and collaboration advisors overcome the Administration’s challenges to collaborative government: (1) create an open technology environment; (2) treat data as a national asset; and (3) foster a culture and framework of collaboration.

Report: *Enabling Collaboration: Three Priorities for the New Administration* (January 2009).

Office of Management and Budget (OMB), Federal Chief Information Officers Council, (CIO)
National Dialogue to Engage Stakeholders around a National Issue

Traditionally, government agencies have operated in silos—separated not only from citizens, but from each other, as well. The National Dialogue was conceived by leaders in government who sought to demonstrate that it is not only possible but beneficial and economical to engage openly and broadly on an issue that is both national in scope and deeply relevant to the everyday lives of citizens. The results of this first-of-its-kind online event are captured in this report, together with important lessons learned along the way. The Panel recommended that the Administration give stakeholders the opportunity to further participate in the discussion of health IT and privacy through broader outreach and by helping the public to understand the value of a person-centered view of healthcare information technology.

Report: *A National Dialogue on Health Information Technology and Privacy* (February 2009).

Environmental Protection Agency (EPA)
Implementation of the Community Action for a Renewed Environment (CARE)

This report provided an independent evaluation of the Environmental Protection Agency’s (EPA) Community Action for a Renewed Environment (CARE) Demonstration Program, a community-driven process that used the best available data to help communities set priorities and take action on their greatest environmental risks. CARE

fosters local partnerships that seek participation from business, government, organizations, residents and EPA staff. It also supports a public, transparent planning and implementation process based on collaborative decision-making and shared action.

The Academy Panel overseeing this effort was impressed by the dedication of the EPA staff to this unique initiative and commended the EPA for its efforts to partner with communities in achieving important long-term and sustainable environmental improvements at the local level. Recommended actions for the CARE Program include: (1) develop and implement a multifaceted information sharing approach; (2) coordinate and refine internal program management activities; and (3) develop a strategic plan and a business plan for CARE.

Report: *Putting Community First: A Promising Approach to Federal Collaboration for Environmental Improvement: An Evaluation of the Community Action for a Renewed Environment (CARE) Demonstration Program (May 2009).*

General Accounting Office (GAO) Comptroller General's Compensation

The Comptroller General (CG) is the head of the Government Accountability Office. A CG who completes the full 15-year term, or, in certain circumstances, serves 10 years, and has reached the required age, may receive an annuity for life equal to the pay the CG is receiving on completion of the term. The lifetime annuity has become the subject of ongoing discussions between the House and Senate in recent years. At the direction of Congress, the Academy Panel conducted a review of the “structure and compensation” of the CG position to determine whether the annuity is “necessary to preserve the CG’s independence.”

The Panel concluded that the annuity was not necessary to preserve the CG’s independence, but did contribute to it by providing the CG a measure of financial security. Additionally, the Panel found that the annuity plays a significant role in attracting and retaining highly qualified individuals for the job. In light of these findings and the relatively low cost of the annuity, the Panel recommended that the CG annuity be retained. However, the Panel also found that should Congress decide to amend the annuity provision in the future, this would require creating a new structure for the CG position and provided several possible alternatives for consideration. The Panel emphasized that any changes would have to be carefully managed to maintain the independence of the position and its attractiveness to high quality candidates. Detailed analysis and recommendations were contained in the following report.

Report: *The Comptroller General Position: Compensation and Structure (July 2009).*

National Academy of Social Insurance (NASI), Robert Wood Johnson Foundation, and the National Academy of Public Administration Report of the Study Panel on Administrative Issues in Expanding Access to Health Care

All health care delivery and financing structures raise management challenges. This report helped policymakers identify and consider critical management issues as changes to the health care system were designed and implemented. The panel's most important conclusion was that the administrative challenges posed by expanding access to health care can be met. Experiences with similar programs in the U.S. and abroad, as well as extensive analyses of specific management issues, provide a wealth of guidance for those responsible for designing and implementing reforms. This report and its accompanying volume showed how those experiences and analyses are relevant to the current debate.

The Panel made no claims about the best policies and programmatic features to adopt in improving and reforming the nation's health care system. The Panel's objective instead was to set forth the management considerations that they considered important in the design of an effective program.

Report: *Administrative Solutions in Health Reform: Administrative Issues in Expanding Access to Health Care (July 2009)*.

Department of Defense (DoD) **Joint Land Use Study**

The Joint Land Use Study (JLUS) Program, which is administered by the Department of Defense Office of Economic Adjustment, supports communities in working with nearby military installations to develop land use policies that balance the needs of both. The Department had undertaken related initiatives to help ensure the continued availability of its testing and training ranges and preserve the nation's military readiness. The Academy was asked to assist DoD in reviewing their land use policies.

The Panel found that the proximity of civilian communities and military installations presented significant and growing challenges to military readiness as well as to the quality of life in nearby communities. The Panel recommended that more be done to improve collaboration between the installations and their surrounding communities, to preserve military readiness while taking into account the needs of the installations' civilian neighbors. The Panel's recommendations were designed to ensure a strong focus on the needs of both military and civilian communities, including better recognition of longer-term risks and increased collaboration among key stakeholders—local and state governments, non-profit organizations, the Military Services and installations, and other federal agencies—in order to creatively and effectively address these complex and critical issues.

Report: *Strengthening National Defense: Countering Encroachment through Military-Community Collaboration (September 2009)*.

Federal Bureau of Investigation (FBI) **Transforming the FBI**

Since 2002, the Academy has assisted the Federal Bureau of Investigation (FBI) with its post-9/11 transformation efforts. The Academy continued to work with the FBI to

accomplish its important mission of protecting the American people. An Academy Panel, chaired by former U.S. Attorney General Dick Thornburgh, directed the project, and two Sub-Panels with relevant subject matter expertise were formed to collaborate with and report to the overall Panel about their activities.

The effort resulted in the publication of three formal reports—*Transforming the FBI: Progress and Challenges* (January 2005); *Transforming the FBI: Roadmap to an Effective Human Capital Program* (September 2005); and, *Transforming the FBI: Integrating Management Functions under a Chief Management Officer* (September 2006). In addition, a variety of internal guidance papers have been prepared for the FBI regarding a broad range of specific issues.

Academy recommendations that have been implemented by the FBI include the employment of experts in administrative functions from outside the FBI; the merger of the Training and Human Resources functions; the establishment of a Human Resources Service Center; the appointment of an Associate Deputy Director to act as the FBI's Chief Management Officer; substantial refinements to internal budget formulation and execution; and, the dissemination of an Acquisition Desk Guide.

During FY 2009, the Academy Panel, utilizing two of its Sub-Panels, worked to strengthen the FBI's ability to accomplish its objectives. In 2009, the Academy worked with the FBI's Finance Division (FD) to assess and improve the FBI's budget formulation and execution processes. This included a review of base resources, an analysis of the effective presentation of resource requirements to external entities, and a survey of the roles and responsibilities of the FBI's Field Office Financial Managers Program. The Budget Process Sub-Panel provided the FBI with assistance in budget development, financial plan execution, and organization of the budget and financial functions within the FBI. This work included providing evaluations, assessments, analytical support, and implementation assistance to the FBI's Finance Division.

In 2009, the FBI's Finance Division (FD) asked the Academy to provide additional assistance by conducting an independent review of the FBI's procurement function. The review was intended to transform the procurement delivery system into a more efficient and progressive enabling function aligned with the FBI's mission, and has included seven (7) acquisition-related areas--organizational structure, annual acquisition planning, performance metrics, Acquisition Review Board processes, oversight mechanisms, staffing, and executive knowledge of procurement.

Reports: *Reports indicated above.*

Department of Homeland Security (DHS) **Science and Technology Directorate**

In response to a Congressional mandate and in consultation with Department of Homeland Security's (DHS) Science and Technology Directorate (S&T), the Academy conducted a review of S&T's effectiveness and efficiency in addressing homeland

security needs. This review included a particular focus that identified any unnecessary duplication of effort, and opportunity costs arising from an emphasis on homeland security-related research. Under the direction of the Academy Panel, the study team reviewed a wide variety of documents related to S&T and homeland security-related research in general. The team also conducted interviews with more than 200 individuals, including S&T officials and staff, officials from other DHS component agencies, other federal agencies engaged in homeland security-related research, and experts from outside government in science policy, homeland security-related research and other scientific fields.

The results of this effort indicated that S&T faces a significant challenge in marshaling the resources of multiple federal agencies to work together to develop a homeland security-related strategic plan for all agencies. Yet the importance of this role should not be underestimated. The very process of working across agencies to develop and align the federal homeland security research enterprise around a forward-focused plan is critical to ensuring that future efforts support a common vision and goals, and that the metrics by which to measure national progress, and make changes as needed, are in place.

Report: *Department of Homeland Security Science and Technology Directorate: Developing Technology to Protect America (June 2009).*

U.S. Department of Agriculture (USDA) Forest Service **A Program Review of Diversity Strategic Initiatives**

The Strategic Initiative (SI) Program is the umbrella for the FS's array of diversity initiatives and was funded at \$1.9 million dollars for FY 2009. Concerned that the SI Program may not be operating optimally, the Forest Service (FS) requested that the Academy conduct "an independent and objective analysis of the Strategic Initiative (SI) Program to ensure it is operating in an efficient and effective manner."

When the SI Program was examined in the aggregate, the Panel found high levels of energy and enthusiasm for many components of the SI Program to include intangible positive benefits, such as the identification of FS as a positive corporate role model in communities and on campuses, and pockets of best practices in some regions that were not shared across the organization. However several recurring themes for necessary improvements emerged from the Academy Panel's assessment. Among them was the lack of key success factors such as: demonstrated top leadership commitment and accountability for fostering a diverse organizational culture; alignment of the MWSI program and capacity building programs to the FS's mission and strategic plan; clarity surrounding roles and responsibilities for the overall MWSI program between the FS's Office of Human Capital Management and the Office of Civil Rights; and a sound program with clearly stated objectives.

From these recurring themes, the Panel concluded that the gaps in accountability, policy, structure, program and resource management, as well as inconsistent data must be addressed if the SI Program were to improve in efficiency and effectiveness in the years

to come. In addition to recommendations, the Academy Panel provided an implementation framework to assist FS to strengthen the SI program by incorporating diversity best practices in its overall operation. Of paramount importance was the need for FS to ensure that the SI Program was aligned with the mission and integrated into the agency's overall human capital planning strategy. Unless this initial step was taken, the Academy Panel believed that the SI Program would continue to deliver less than adequate results. The Academy Panel also recommended the development of an agency-wide policy for utilizing the Student Educational Employment Program as part of its overall entry-level recruitment strategy.

Report: *A Program Review of Diversity Strategic Initiatives (July 2009)*.

Recovery Accountability and Transparency Board (RATB) and the White House Office of Recovery Implementation
A National Dialogue on IT Solutions for Recovery.gov

To many Americans using the site, Recovery.gov was simply a web portal that provided information on government spending related to the American Recovery and Reinvestment Act. However, designing and building the infrastructure to support a complex website like Recovery.gov was a daunting task requiring real-time information on how Recovery Act funds are being spent and their tangible impact on economic growth and job creation.

At the time these challenges were identified, some in Congress called for the convening of a "roundtable of federal, state and private sector IT leaders to come up with a uniform approach to track and account for Recovery Act spending." To address the issue, the Recovery, Accountability and Transparency Board (RATB) asked the Academy to host an online dialogue with experts from government and industry in the information technology space. This Dialogue collected ideas and comments around cutting-edge technologies that could help the Recovery Board deliver on its mandate.

This after-action report is an overview of the Recovery Dialogue on IT Solutions. It provided and analyzed key metrics covered in the Dialogue, as well as lessons learned that can be applied to future public consultations in online forums.

This Dialogue was an expression of the RATB's emphasis on transparency and openness. It was intended to gather innovative ideas and perspectives, survey the landscape of possible solutions, and to do so by engaging a broader audience and in a more collaborative way than a standard Request For Information (RFI) process allows.

Report: *A Recovery Dialogue on IT Solutions: After-Action Report (May 2009)*.

On occasion the Academy is asked to provide advice and consultation to government executives. The Academy assisted the following agencies with these services:

The White House, Office of Science and Technology Policy **The Open Government Dialogue**

On his first full day in office, President Obama issued a memorandum calling on executive agencies and departments to make government more transparent, participatory, and collaborative. In order to produce recommendations that are aligned with the public's ideas and expectations, the White House directly engaged the public in this task. The Academy was enlisted as a partner to advise, host, and analyze the results of the brainstorming exercise. The White House was interested especially in the Academy's ability to review the feedback received through the brainstorming into discrete, actionable recommendations that are ripe for further refinement in the discussion phase.

Report: *Summary Analysis of the Open Government Dialogue, Phase One (May, 2009)*

U.S. Coast Guard (USCG) **Intelligence and Criminal Investigations Organizational Review**

The USCG CG-2 (Intelligence and Criminal Investigations) asked the Academy to conduct an organizational review addressing its mission, vision, goals, key internal functions, organization structures, workflows, and performance metrics. Ultimately, CG-2 sought to understand how its current organization would be able to support the changes the Coast Guard would undergo through Modernization and what it needed to do to provide the required services in the Coast Guard's future state.

The U.S. Coast Guard (USCG) leadership was collectively engaged in realigning mission execution and support functions as part of the USCG Modernization program. One of the stated outcomes of Modernization was the establishment of a common, global operations structure supported by a common, global intelligence program within the U.S. Coast Guard Intelligence and Criminal Investigations Directorate (CG-2). CG-2, as a relatively new member of the Intelligence Community (IC), needed to integrate more closely with the Office of the Director of National Intelligence and other IC entities. Also, CG-2 had been required to support significant growth in the USCG intelligence program as well as major additional programs in recent years. Furthermore, CG-2 had to respond to demands from its parent organization, the Department of Homeland Security (DHS) for closer integration, which had a particular interest in ensuring that relationships between and among intelligence and law enforcement agencies within and external to DHS were as efficient and productive as possible.

The combined challenges of Modernization and building a much expanded intelligence function that is integrated with the USCG, DHS, and the larger IC drove the need for CG-2 to assess its organization to identify key risks and opportunities for improvement. To this end, CG-2 engaged the Academy as an independent third party to conduct an organizational review.

A guidance paper containing the findings and recommendations was provided to USCG in September 2009.

U.S. Coast Guard (USCG)
Modernization Program for the USCG Strategic Transformation Team

The Academy conducted a review of the USCG Modernization Program for the USCG Strategic Transformation Team. The Academy's role consisted of assessing the current approach, analyzing and assessing the construct of USCG modernization efforts, identifying risks and weaknesses, and providing recommendations for program improvement related to the Commandant Intent Action Orders. In addition, the Academy was to provide strategic guidance and conduct a thorough analysis of the Financial Management Resource Planning functions of the USCG Resources Directorate and provide recommendations on a future organizational and operational model.

The United States Coast Guard (USCG) engaged the Academy to conduct a third-party, independent review of the USCG Modernization Program. The focus of the Academy's work assisted in two areas of the USCG's transformation efforts: Task 1 was undertaking a review of the overall Coast Guard Modernization Program, to validate the approach and make recommendations for improvement and program implementation; and Task 2 was to conduct a thorough analysis of the Financial Management and Resource Planning functions using the Academy's expert panel process to drive a successful change management program.

A guidance paper containing the findings and recommendations was provided to USCG in April 2009.

Department of Commerce, Office of Inspector General (DOC OIG)
Organizational Assessment, Strategic Plan, and Performance Management System

The Department of Commerce (DOC) Office of Inspector General (OIG) experienced a transition of leadership and subsequent office restructuring in 2008. In early 2009 the OIG was given additional responsibility to play a key oversight role in DOC's management of American Recovery and Reinvestment Act (ARRA) funds. These internal changes and expanded responsibilities presented an ideal time for the DOC OIG to assess and refine its vision, business processes, goals and performance measures. The intent of the project was to identify challenges in current resources, business processes and communication flows, develop new methods of measuring performance, and suggest priority issues for the management team to address in the near term. This work established a framework for fostering an organizational culture focused on transparency, accountability and results.

The DOC OIG engaged the Academy to assist in a three-step process. First, the Academy conducted an organizational assessment to identify key issues and internal management practices in need of improvement. As part of the organizational assessment, the Academy conducted four concurrent data collection and analysis efforts, including interviews with senior staff, a web-based survey of all staff, interviews with over 25 key

external stakeholders, and benchmarking organizational structures and best management practices of other OIGs.

A guidance paper containing the findings and recommendations was provided to DOC OIG in September 2009.

ACADEMY STUDIES BEGINNING IN FISCAL YEAR 2009

The Academy began work on the following projects and activities during Fiscal Year 2009, which were either completed during Fiscal Year 2010 or planned to be completed in Fiscal Year 2011. Reports for completed and ongoing studies can be accessed at www.napawash.org.

Federal Emergency Management Agency (FEMA) **Integration and Preparedness**

Congress directed the Academy to conduct an independent assessment of FEMA's integration of preparedness functions and its progress in development of robust regional offices.

Report: *FEMA's Integration of Preparedness and Development of Robust Regional Offices (October 2009)*.

John D. and Catherine T. MacArthur Foundation **Choosing Our Nation's Fiscal Future**

At the request and with the support of the John D. and Catherine T. MacArthur Foundation and using procedures of the National Research Council, the National Academy of Sciences (NAS) and the National Academy of Public Administration jointly undertook a two-year study of the long-term fiscal challenge facing the United States.

Report: *Choosing Our Nation's Fiscal Future (January 2010)*.

The National Park Service (NPS) **Natural Resource Stewardship and Science Directorate**

The Natural Resource Stewardship and Science Directorate (NRSS) requested a review of the directorate's performance on five core functions, its relationships with key internal NPS stakeholders, and its performance measurement system.

Report: *Strengthening America's Best Idea: An Independent Review of the National Park Service's Natural Resource Stewardship and Science Directorate (June 2010)*.

National Oceanic and Atmospheric Administration (NOAA) **Organizational Options for a Climate Service**

The Academy was directed by Congress to study and analyze organizational options for the creation of a Climate Service within NOAA with an emphasis on maximizing effectiveness and efficiency.

Report: *Building Strong for Tomorrow: Recommendations for the Organizational Design of the NOAA Climate Service (September 2010)*.

Federal Interagency Coordinating Council on Access and Mobility
United We Ride Dialogue

A Panel of the Academy, in partnership with Easter Seals Project ACTION, recently conducted an online dialogue and developed a report for the Federal Interagency Coordinating Council on Access and Mobility. The Council is a consortium of 11 federal departments that provide funding to state and local governments and non-profit organizations to provide transportation services for people with disabilities, older adults, and people with limited incomes.

Through the online dialogue, which drew more than 3,500 unique participants from across the nation, the Council sought insight and advice from stakeholders regarding the next strategic plan and future policy priorities for its “United We Ride” initiative. The Panel identified four major themes and made recommendations related to: (1) improving local coordinated transportation planning; (2) addressing significant federal policy barriers to improved access to transportation services; (3) increasing the use of mobility management strategies; and (4) linking transportation service programs to other community initiatives that promote accessibility and universal design. Results of the on-line dialogue are contained in the following report.

Report: *The United We Ride Dialogue (February 2010)*.

Department of Homeland Security (DHS)
National Dialogue on the Quadrennial Review

Six years after its creation, the U.S. Department of Homeland Security (DHS) undertook the first Quadrennial Homeland Security Review (QHSR).

DHS partnered with the Academy to host a series of online collaborative dialogues to solicit stakeholder feedback on the missions, goals, and priorities of DHS. This after-action report provides valuable lessons in conducting stakeholder outreach as well as recommendations for DHS to continue engaging its vast network of stakeholders in shaping policy. The feedback received in these Dialogues was incorporated into the Quadrennial Homeland Security Review, which DHS submitted to Congress.

Report: *A National Dialogue on the Quadrennial Homeland Security Review (April 2010)*.

Peter G. Peterson Foundation
Budgetball: The Fiscal Future of the United States

The Academy partnered with the Kellogg Foundation, the Peter G. Peterson Foundation, the National Association for Equal Opportunity in Higher Education, PETLab at Parsons The New School for Design, and Area/Code to promote learning about the Federal deficit and personal debt. Through the game “Budgetball,” the Academy worked with Historically Black Colleges and Universities (HBCUs) to educate the students about the consequences of accumulating debt.

Budgetball is a game designed to let players learn about debt management, spending strategies, and fiscal policies -- all in the midst of a high-intensity physical game. It strips away the complicated jargon and distills lessons about debt and savings into an easy to learn competition.

Additional information on this project can be found at www.budgetball.org.

External Publications

The Academy was a “critical partner” in Academy Fellow Bill Eggers’ recent book, *If We Can Put a Man on the Moon*, by providing “insights and access to the collective wisdom of an incredible collection of dedicated, experienced public servants who serve as Academy Fellows.” Academy Fellows gave generously of their time as part of the project, both in participating in our survey on execution and through many one-on-one interviews.

Eggers, William D., and John O’Leary: *If We Can Put a Man on the Moon: Getting Big Things Done in Government*. Boston: Harvard Business Press, 2009.

ACADEMY’S CONGRESSIONAL TESTIMONY

The following Academy Fellows were formally invited to testify on Academy studies and reports:

Jonathan A. Breul, Panel Chair, Report: *Managing at the Speed of Light: Improving Mission-Support Performance (2009)*

Jonathan A. Breul provided witness testimony on March 4, 2009, before the U.S. House of Representatives Energy and Water Subcommittee of the Committee on Appropriations at a hearing entitled “Department of Energy: Project Management Oversight.” Mr. Breul was invited to testify based on his work as Panel Chair of an ongoing Academy study of three of the Department of Energy’s major mission-support functions—human resources, acquisition, and financial management. Mr. Breul was invited to share with the Subcommittee the Academy Panel’s findings to date and the recommendations the Panel has made to the Department of Energy to improve these critical management areas.

Dr. Cindy Williams, Panel Chair, Report: *Department of Homeland Security Science and Technology Directorate: Developing Technology to Protect America (2009)*

Dr. Cindy Williams provided witness testimony on October 27, 2009, before the U.S. House of Representatives Technology and Innovation Subcommittee of the Committee on Science and Technology at a hearing entitled “Developing Research Priorities at the Department of Homeland Security Science and Technology Directorate.” Dr. Williams was invited to testify based on her work as Panel Chair of the Panel on the Department of Homeland Security Science and Technology Directorate at the Academy. The congressionally mandated study, made in consultation with Department of Homeland Security’s Science and Technology Directorate (S&T), conducted a review of S&T’s effectiveness and efficiency in addressing homeland security needs.

Dr. Robert M. Tobias, Panel Member, Report: *Identifying the Workforce to Respond to a National Imperative: The Next Generation Air Transportation System (NextGen), Vols. I and II (2008)*

Dr. Robert M. Tobias provided witness testimony on March 18, 2009, before the U.S. House of Representatives Aviation Subcommittee of the Committee on Transportation and Infrastructure at a hearing entitled “Air Traffic Control Modernization and the Next Generation Air Transportation System: Near-Term Achievable Goals.” Dr. Tobias was invited to testify based on his work as Panel Member of the Panel on the Next Generation Air Transportation System study for the Federal Aviation Administration (FAA) at the Academy. The agency requested study asked the Academy to provide guidance to help the FAA identify and hire a mission-driven workforce through its congressionally authorized Next Generation Air Transportation System.

Dr. Gail Christopher, Panel Chair, Report: *Building the Capacity to Address the Nation’s Drug Problems (2008)*

Dr. Gail Christopher provided witness testimony on May 19, 2009, before the U.S. House of Representatives Domestic Policy Subcommittee of the Committee on Oversight and Government Reform, at a hearing entitled “ONDCP’s Fiscal Year 2010 National Drug Control Budget and the Priorities, Objectives, and Policies of the Office of National Drug Control Policy under the New Administration.” Dr. Christopher was invited to testify based on her work as Panel Chair of the Panel on the Office of National Drug Control Policy (ONDCP) at the Academy. The congressionally mandated study conducted a comprehensive assessment of ONDCP’s management, structure, and human capital.