



**Annual Congressional Report
Fiscal Year 2012**



TABLE OF CONTENTS

The Academy's Congressional Charter	1
Who We Are	1
What We Do	2
Academy Studies	2
Academy Studies Beginning in Fiscal Year 2012	4
Standing Panels	7
Academy Public Forums	10
Congressional Testimony	11
Consolidated Financial Statements	12

THE ANNUAL CONGRESSIONAL REPORT
A Summary of National Academy of Public Administration
Studies, Projects, and Activities
October 1, 2011 – September 30, 2012

The National Academy of Public Administration’s (the 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 National Academy of Public Administration (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 nearly 800 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 the federal government address its critical management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and online stakeholder engagement.

WHAT WE DO

Much of the Academy's work is requested by Congress or government agencies that seek assistance with complex management challenges. 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 study teams support the work of the Panel with quality research and analysis. In Fiscal Year 2012, Academy Panels completed studies that:

- Provided the Department of Defense with an independent assessment of DOD's Panel on Contracting Integrity's review of policies relating to post-employment restrictions applicable to the department as required by the National Defense Authorization Act.
- Assisted the Federal Emergency Management Administrator in studying, developing, and implementing quantifiable performance measures and metrics to assess the effectiveness of the State Homeland Security Grant Program and Urban Areas Security Initiative.
- Conducted an online dialogue for the Recovery and Transparency Board that allowed participants to share their ideas on tools and solutions to prevent and detect fraud, waste, and abuse in Recovery Act funded programs.

With the support of its Fellows, the Academy also launched two important initiatives in FY 2012:

- The Political Appointee Project was implemented to provide insights to new political executives on the challenge of managing in government by presenting the personal experiences of current and former political executives.
- The Academy and the American Society for Public Administration (ASPA) launched the Memos to National Leaders project to inform incoming national leaders about policy and management challenges facing the Nation.

ACADEMY STUDIES

The Academy launched a number of important studies for federal agencies in Fiscal Year 2012 (October 1, 2011 to September 30, 2012). Reports for completed studies can be accessed at www.napawash.org.

Federal Emergency Management Agency (FEMA)

Improving the National Preparedness System: Developing More Meaningful Grant Performance Measures

Congress requested that the Academy assist the FEMA Administrator in studying, developing, and implementing quantifiable performance measures and metrics to assess the effectiveness of the State Homeland Security Grant Program (SHSGP) and Urban Areas Security Initiative (UASI). The purpose of the Academy's nine and one-half-

month independent assessment was to (1) develop three to seven quantitative effectiveness measures that demonstrate the grants' performance and (2) provide advice on how to implement them. The Panel focused on SHSGP and UASI, as they represent the largest share of the Homeland Security Grant Program funds, providing more than \$1 billion annually for states and urban areas to enhance terrorism preparedness capabilities.

Report: *Improving the National Preparedness System: Developing More Meaningful Grant Performance Measures (October 2011)*.

Recovery, Accountability, and Transparency Board (RATB)
National Dialogue on Innovative Tools to Prevent and Detect Fraud, Waste, and Abuse

The RATB, recognizing rapid technological advancements in the commercial sector, partnered with the Academy to host the National Dialogue on Innovative Tools to Prevent and Detect Fraud, Waste, and Abuse (the Dialogue). This Dialogue was part of the Recovery Board's continuing efforts to identify and use state-of-the-art tools to enhance accountability and improve oversight of Recovery Act funds.

The week-long online dialogue went live in October 2011 and allowed participants to share their ideas on tools and solutions to prevent and detect fraud, waste, and abuse in Recovery Act funded programs. Upon conclusion of the Dialogue, the Academy Panel and study team analyzed the input and supplemented the insights gained with expert interviews and research to ensure that future enhancements to the Recovery Board's oversight efforts would reflect the best ideas of America's leading thinkers. The report from the Panel of Academy Fellows contained two sets of recommendations: the first aimed at Recovery Board activities and the second for government-wide consideration.

Report: *National Dialogue on Innovative Tools to Prevent and Detect Fraud, Waste, and Abuse (December 2011)*.

Department of Defense (DoD)
Independent Assessment of the Department of Defense Review of Post-Employment Restrictions

The FY 2010 National Defense Authorization Act (the Act) mandated that the DoD Panel on Contracting Integrity (DoD Panel) review policies relating to post-employment restrictions applicable to the DoD. The purpose of that review was "to determine if such policies adequately protect the public interest without unreasonably limiting future employment options of former Department of Defense personnel." Following the completion of the review, the Act required that the Secretary of Defense contract with the Academy to "assess the findings and recommendations of [DoD's] review."

DoD contracted with the Academy in July 2011 to conduct an independent review of the findings and recommendations of the DoD Panel report and to undertake a review of effective practices at other federal departments and agencies to inform key

recommendations and implementation actions.

Report: *Department of Defense: Independent Assessment of the Department of Defense Review of Post-Employment Restrictions (February 2012)*.

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

National Labor Relations Board (NLRB)

Expert Review of the Financial Management Structure for NLRB

NLRB requested that the Academy provide expert review, analyses, and recommendations regarding the scope and need for a Chief Financial Officer (CFO) position as part of NLRB's financial management structure. For this review, the Academy examined the functions, powers, duties, personnel, property, and records over which other agencies' Chief Financial Officers have authority. The Academy also provided an outline of the administrative structure of the office of those agencies' Chief Financial Officers, including a description of the responsibility and authority of financial management personnel and resources in those agencies or other relevant subdivisions.

An internal guidance paper containing the findings and recommendations was provided to the NLRB in June 2012.

U.S. Senate Sergeant at Arms (SSA)

Expert Review of the Pilot Threat Assessment Program (TAP)

The Academy provided evaluation services in support of improved effectiveness of the mission of the U.S. Senate Sergeant at Arms (SAA) Intelligence and Protective Services (IPS) TAP.

The SSA was provided with final internal guidance slides in July 2012.

ACADEMY STUDIES BEGINNING IN FISCAL YEAR 2012

The Academy began work on the following projects and activities during Fiscal Year 2012 that have or are scheduled to be completed in Fiscal Year 2013. Reports for completed and ongoing studies can be accessed at www.napawash.org.

Office of Management and Budget (OMB)

OMB Collaborative Forum

OMB exercised its option to continue the Academy's work on the Collaborative Forum for FY 2012. The Collaborative Forum is a community of federal, state, local, and non-government stakeholders who work together to develop ideas for improving state-administered federal assistance programs. Convened in 2010 to consult on pilot ideas for the Partnership Fund for Program Integrity Innovation, the Academy has helped develop the Collaborative Forum into a dynamic learning community where stakeholders discuss important topics and exchange ideas for improving program integrity, efficiency, and effectiveness.

U.S. Department of Energy (DOE)

Independent Review Departmental Management and Oversight of the National Laboratories

DOE's fiscal year 2012 Appropriations Bill directed the Academy to conduct an independent review of the management and oversight of its national laboratories. In directing the study, the Appropriations Committees stated that the Academy should consider such issues as how DOE headquarters and site offices oversee lab operations and whether existing laboratory performance metrics for the Department's management and operating contractors measure critical aspects of their performance and how the Department utilizes performance metrics and data. The Panel made recommendations with regard to lab oversight and evaluation that are intended, in the short term, to enhance DOE's ongoing management changes. In the longer term, the Panel's recommendations are aimed at maximizing the lab complex's role in addressing national energy and security challenges with a view towards ensuring their long-term contributions to the Nation.

Report: *Department of Energy: Review of the Departmental Management and Oversight of the National Laboratories (January 2013).*

U.S. Government Printing Office (GPO)

Independent Operational Review

GPO provides publishing and dissemination services for official and authentic government publications to Congress, Federal agencies, Federal depository libraries, and the American public. In recent years, the rapid growth in printing and digital technology, as well as other changes in GPO's external environment, has created a vast array of challenges for GPO's business model, organizational structure, and financial stability. Federal agencies are creating more electronic documents or publishing information directly to the Web and doing more of their printing and dissemination of information without using GPO services. In order to address these new challenges, Congress sought an updated review of GPO's overall operations to define the agency's future role in government printing and information dissemination.

As part of this review, the Academy was tasked with: (1) updating past studies evaluating GPO's production, procurement, and information dissemination operations, including the Federal Depository Library Program, in light of recent growth in printing and digital technology; (2) examining GPO's business model for conducting its printing and information dissemination responsibilities; (3) examining the feasibility of GPO continuing to perform Executive Branch printing; and (4) to consider cost-saving operational alternatives.

Report: *Government Printing Office: Rebooting the Government Printing Office: Keeping America Informed in the Digital Age (January 2013).*

Independent Review of a Thought Leader Proposal to Reform the United States Postal Service (USPS)

Rapidly declining mail volumes and a range of other financial and operating factors have placed the USPS under significant financial pressure that threatens its continued viability. Recent studies have proposed a number of alternatives for Congress and the USPS to consider. A group of thought leaders outside of the Academy's Fellowship have proposed the development and implementation of a new model: a hybrid Public-Private Partnership. Under this proposed model, the USPS would be responsible for the "last mile" of delivery and pickup, and the private sector would be responsible for handling all other aspects of the mail system. An Academy Panel is conducting an independent review of this hybrid Public-Private Partnership model, as described in a paper authored by a diverse group of long-term postal industry thought leaders John Nolan, George Gould, Ed Hudgins, and Ed Gleiman.

This report has an anticipated release date of March 2013.

Corporation for National and Community Service (CNCS), Independent Review of the Veteran and Military Family Report for the Corporation for National and Community Service

In 2009, Congress passed the Edward M. Kennedy Serve America Act to bring national service to higher levels of impact, innovation, and effectiveness. The law directs CNCS to expand opportunities to serve; build the capacity of individuals, nonprofits, and communities; and encourage innovative approaches to addressing community challenges. CNCS is charged through the Serve America Act to develop plans to use National Service and volunteer efforts to improve services to veterans, veteran service organizations and military families; coordinate programs and activities across federal agencies; develop plans to involve veterans as resources and volunteers. CNCS is required to submit a report to Congress on the involvement of veterans and military families in national service. Specifically, the language requires CNCS to document how the strategies undertaken have enabled greater participation by veterans and how their existing programs and activities could be improved to serve veterans and military families. An Academy Panel is reviewing CNCS-provided data and conducting additional research in order to develop a report to Congress documenting:

- History of veterans engaged in national service;
- Strategies and goals for engaging veterans and addressing veterans' needs;
- Impact of CNCS strategies on enabling veterans participation;
- Plans to improve services to veterans, veterans service organizations and military families;
- Coordination of programs and activities; and
- Plans to involve veterans as resources and volunteers.

This report has an anticipated release date of April 2013.

**National Oceanic and Atmospheric Administration (NOAA)
National Weather Service (NWS) Operations Study**

Congress directed the NWS through the Consolidated and Continuing Appropriations Act, 2012 (H. Rept. 112-284, P.L. 112-55) to contract with an independent organization to evaluate efficiencies that can be made to NWS operations. NWS selected the Academy to conduct this independent assessment, which will be informed by the recent National Academy of Sciences evaluation and lessons learned. The goals of the Academy's assessment are to:

- Analyze the current structure of NWS;
- Identify challenges to the organization in meeting the recommendations of the NAS's report;
- Describe an advanced NWS structure that is informed by the recommendations of the NAS's report, is adaptable to meet the rapidly changing needs of stakeholders, and responsive to any of the Academy Panel's own recommendations for improvement; and
- Develop recommendations for a transition plan from the current NWS structure to the advanced NWS structure.

This report has an anticipated release date of May 2013.

Pension Benefit Guaranty Corporation (PBGC), Review of the PBGC Governance Structure

The Pension Benefit Guaranty Corporation provides retirement income protection to millions of Americans, ensuring that unsecured private-sector defined pension plans are delivered to current and future participants without interruption. Congress requested that the Academy conduct a review of PBGC's current governance structure. The Academy's study will determine how to attain greater organizational effectiveness at PBGC. The five member Panel's findings and recommendations are expected to enhance PBGC's ability to meet current and future challenges in ensuring that millions of current and future private pension recipients receive their anticipated benefits.

This report has an anticipated release date of June 2013.

STANDING PANELS

The Academy's standing panels are comprised of Fellows responsible for review and evaluation of significant developments in public administration. The following standing panel groups host meetings that generally feature presentations by distinguished guests, followed by informal discussion.

Social Equity in Governance Panel

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.

Discussion topics for meetings of the Social Equity in Governance Panel for FY 2012 included the following:

- Red Tape and Democracy: How Rules Affect Citizenship Rights and Social Equities
- Anticorruption Agencies and Programs: Why They Succeed, Why They Fail, and How Their Successes Protect the Most Disadvantaged and Their Failures Increase Poverty and Instability
- Global Poverty and the Role of Public Administration

International Affairs Panel

The Standing Panel on International Affairs reflects the Academy's responsiveness to the international community and to international public management practice. The efforts of this Panel include enhancement of Fellow knowledge and insights, stimulation of tangible training and assistance initiatives, and exchange of information and ideas on public administration improvement and progress around the world.

Discussion topics for meetings of the International Affairs Panel for FY 2012 included the following:

- Doing the Work of Big Government--A Comparative Review of U.S. Contracting Out/Grant Systems and China's "She Ye Dan Wie": Approaches and their Implications for Effective and Accountable Governance
- Administrative Law, Rulemaking and Regulatory Reform Developments in the People's Republic of China--A Comparative Review and Analysis vis-a-vis United States Practice
- Creating a Virtual Community of Public Administration Reformers in Fragile and Post-Conflict States: Some Lessons Learned
- Topic: Adapting postal systems in a digital age—Is it sink or swim for postal administrations around the world?
- Service delivery, strengthened capacity and assistance techniques for municipal, metropolitan and regional government areas (featuring ICMA CitiLinks program)

The Africa Working Group is a working group for the International Affairs Standing Panel. Discussion topics for FY 2012 meetings of the Africa Working Group included the following:

- 2011 – A Year of Challenges and Opportunities in Africa
- The Limitless Potential of Africa in the Coming Decades
- Nigeria at a Crossroads: What are the next steps?

Executive Organization and Management Panel

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 EOM Panel's mission to pursue initiatives designed to make government work better is derived from the Academy's Congressional Charter, which charges it with "foreseeing and examining critical emerging issues in governance." The EOM Panel fulfills this obligation by staying informed about current developments and subsequently proposing courses of action to improve performance in the Executive Branch.

Discussion topics for meetings of the EOM Panel for FY 2012 included the following:

- General Arnold Fields and his reconstruction experience in Iraq and Afghanistan
- Options for Managing the Pentagon
- Implications of the President's FY 2013 Budget Proposal
- How Much Government Do People Want?
- Pressing Management Issues for the Administration and Congress
- Initiatives by the Obama Administration to Improve Government Performance

The Federal System Panel

The Standing Panel on the Federal System considers challenges and issues related to the U.S. federal system and intergovernmental relations.

Discussion topics for meetings of the Federal Systems Panel for FY 2012 included the following:

- Recovery Act: The Intergovernmental System Responds
- Local Government Case Studies "Fiscal Sustainability"
- How states coped with the Great Recession and what their fiscal prospects are for the years ahead
- Development of two of the "Memos to National Leaders," Intergovernmental Relations and Partnerships as Fiscal Strategy

Public Service Panel

The Standing Panel on Public Service meets regularly to discuss the difficult issues facing government, including human resources management. Issues before the Standing Panel include such challenges as:

Discussion topics for meetings of the Public Service Panel for FY 2012 included the following:

- New Study on the Senior Executive Service
- Development of Future Issue Topics for the Office of Personnel Management

Ad Hoc Panel on Technology Leadership

This Panel is designed to scan all levels of government for the latest trends in technology and governance as well as focusing on best practices aimed at improving executive level capacity, governance, and to seek ways to assess the value of technology systems from a public management executive perspective. The proposed group's unique mission is to pursue technology initiatives designed to make government function better.

Discussion topics for meetings of the Technology Leadership Panel for FY 2012 included the following:

- The latest trends facing local, state, and federal government along with implication for executive public management.
- “The Next Generation of Information Sharing that Supports Knowledge Management”

PUBLIC FORUMS

In addition to the reports and initiatives conducted with individual agencies and departments, the Academy hosts public forums that have collectively brought together hundreds of performance and human resources practitioners together to discuss solutions to critical public management challenges. In FY 2012, the Academy hosted the following public forums on issues ranging from place-based public management to best practices in the assessment of mission support program impact:

Presidential Appointee Project

With the support of Fellows, the Academy launched the Political Appointee Project earlier this year. One of the main objectives of this project is to provide insights to new political executives on the challenge of managing in government. By presenting the personal experiences of current and former political executives, these profiles highlight the challenges faced by each executive in addition to how they responded to them. In early 2012, the Academy hosted a kick-off event for the Political Appointee Project featuring five Deputy Secretaries discussing the challenges and rewarding aspects of their jobs as chief operating officers of their respective departments. The Academy will continue to build on this event by providing future outreach and programming on issues that impact the political appointment process and has already begun work on a new version of “A Survivor’s Guide for Presidential Nominees.”

Memos to National Leaders

The Academy and the American Society for Public Administration (ASPA) launched the Memos to National Leaders project to inform incoming national leaders about policy and management challenges facing the Nation. This effort included the release of a series of memoranda outlining these challenges and recommending solutions representing a consensus of the best thinking by public management practitioners and researchers across the country. The memoranda have been developed with both a Presidential and Congressional focus, reflecting the joint ownership of problems and solutions for these major challenges. In order to shape these recommendations into viable solutions to critical government challenges, the Academy and ASPA engaged the media and general public in a discussion of each of these memos. The program successfully launched an ongoing dialogue to inspire meaningful progress in key areas across government. In addition to other positive media coverage, the *Public Manager* dedicated an entire issue to the project, featuring all nine memos that were released. The Academy’s Fall Meeting was structured around these memos as well. As a follow on to this important work, Academy Fellows authored a capstone memo incorporating feedback, including insights gained during the Academy’s Fall Meeting, and relevant updates to the nine memos.

OMB Collaborative Forum

Through monthly meetings, regular webinar presentations, and weekly group discussions, the Collaborative Forum provides many opportunities for members to share best practices and learn from one another while helping to advance high-return-on-investment pilots. The Forum continues to seek new ideas for potential pilot projects that target four specific goals: improving payment accuracy, improving service delivery, improving administrative efficiency, and reducing barriers to program access. New members are encouraged to participate in these discussions and share their ideas on how to improve service delivery and efficiency while reducing waste.

Roundtable Event: “How Would Publius Envision the Civil Service Today?”

The Academy hosted a roundtable discussion with a select group of speakers on the implications of the recently-published paper entitled: “How Would Publius Envision the Civil Service Today?” This event included a roundtable discussion with an esteemed group of well-known civil servants, senior Congressional staff, and executives who manage public administration issues. The roundtable participants were asked to explore the implications of the article and offer their own perspectives about the relevance of the founders’ views to today’s civil service.

Panel Discussion: “The Value of the CFO”

Along with the Association of Government Accountants, the Academy hosted a panel discussion on the value CFOs provide to program offices in government. Despite the many operational and process changes that have been made since the CFO Act of 1990 to advance the role of the CFO, a functional and cultural gap persists between the program and policy offices and the CFOs that support them. Leaders engaged in a critical discussion about the CFO’s current contribution to programs and what the financial offices throughout government should do to improve their position as a valued partner in the decision-making process.

ACADEMY’S CONGRESSIONAL TESTIMONY

Academy President and CEO, Dan Blair, and Academy Fellow, John Kamensky, were formally invited to testify before the House Oversight and Government Reform Committee at a hearing titled, "Government Spending: How Can We Best Address the Billions of Dollars Wasted Every Year" on February 15, 2012. Blair and Kamensky were among the witnesses from non-governmental organizations who testified about the issues that contribute to wasteful or inefficient government spending.