



GRAND CHALLENGES IN PUBLIC ADMINISTRATION

Annual Meeting 2019

National Academy of
Public Administration



Contents

Foreword

Welcome and Unveiling of Grand Challenges

Plenary Session: Then and Now: Origins of the Field of Public Administration and its Current Grand Challenges

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

AI and Government: Myths and Realities, Everything You Wanted to Know But Were Afraid to Ask Alexa and Siri

Ensuring Environmental Sustainability: Stewarding Natural Resources and Addressing Climate Change

Institutionalizing Social Equity into the Public Policy Decision Process

Connecting Individuals to Meaningful Work

Agile Government

Improving the Development of Public Administrators for Global Work in the 21st Century

A Celebration and a Call to Action: What the Women's Suffrage Movement and Contemporaneous Social Movements Mean for Public Engagement Today

Ensuring Privacy in an Open and Insecure Public Sphere: Challenges for Public Administration

Lunch Presentation by Syracuse University

The 2019 Herbert Roback Scholarship Award

The 2019 Louis Brownlow Book Award

Managing to the Future: Strategic Planning, Foresight, and Anticipating the Future Needs of Government and Its Citizens

Protecting and Advancing Democracy: Ensuring Electoral Integrity

Ensuring Environmental Sustainability: Create Modern Water Systems for Safe and Sustainable Use

Building Resilient Communities

Restoring the Partnership and Mutual Accountability

A Multilateral Approach for Optimizing Africa's Access to Strategic Human Talent: Africa's Youth Bulge: A Threat, Opportunity or Something to be Ignored

The Administrative State and the Supreme Court: Back to the Future? (Gundy v. United States and Kisor v. Wilkie)





Partnerships across Government: Building on Relationships across Sectors and Throughout All Levels of Government

The Role of Impact Investing in Advancing Social Equity

The Future of Work

Elmer B. Staats Lecture: Perspectives on Social Equity in Public Administration and Service Delivery

James E. Webb Lecture: Innovation in Government

The Future of Work in America: Unlocking Human Potential

George Graham Award for Exceptional Service to the Academy

Foreword

In November 2019, the National Academy of Public Administration (the Academy) held its annual meeting focused on the release of the Grand Challenges in Public Administration. The Academy is an independent, nonprofit, nonpartisan organization established in 1967 and granted a congressional charter in 1984 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. The Academy has over 950 Fellows, including former cabinet officers, Members of Congress, governors, mayors, state legislators, senior career administrators, prominent scholars, and business executives.

The 2019 meeting featured an all-star cast of key speakers and insightful discussions. KPMG worked with the Academy to highlight key findings and takeaways from this meeting.

Consistent with the meeting's theme, breakout sessions were held on each of the 12 Grand Challenges in Public Administration. In addition, sessions were held on agile government—a core management issue that must be addressed to resolve the Grand Challenges—and on the implications of women's suffrage for public engagement today.

Other annual meeting activities included:

- The prestigious Elmer B. Staats Lecture was given by three distinguished individuals: Sarah Wartell, President & Trustee of the Urban Institute; Courtney Phillips, Executive Commissioner of the Texas Health and Human Services; and Darin Atteberry, City Manager of Fort Collins, Colorado.
- The prestigious James E. Webb Lecture was given by Anne Rung, Director, Government Sector, Amazon Business.
- The lunch presentation was given by Dr. Nicholas Armstrong, Senior Director for Research and Evaluation at the Institute for Veterans and Military Families.
- The Brownlow Book Award was presented to Pamela Herd and Donald P. Moynihan for their book, *Administrative Burden: Policymaking by Other Means*.
- The Roback Scholarship Award was presented to Joaquin Taussig.
- The 2019 George Graham for Exceptional Service to the Academy was awarded to Blue Wooldridge for his decades-long contributions and dedication to the organization.



Terry Gerton

President and CEO
National Academy of
Public Administration



Jeff Steinhoff

Managing Director
KPMG Government Institute



Welcome and Unveiling of Grand Challenges

Speakers:

- **Norton Bonaparte**, Vice Chair, National Academy of Public Administration
- **Terry Gerton**, President and Chief Executive Officer, National Academy of Public Administration

Norton Bonaparte, Vice Chair of the Academy's Board, welcomed everyone to the 2019 fall meeting. He expressed particular appreciation to the Academy's Ambassadors—Fellows around the country who conduct outreach on behalf of the organization—and students

in the audience. He introduced Terry Gerton, President and Chief Executive Officer of the Academy.

Gerton recognized some key staff members for their work in support of the meeting:

- Kaitlyn Blume, Director of Fellow Engagement, who made the fall meeting possible;
- Joe Mitchell, Director of Strategic Initiatives and International Programs, who ably led the Grand Challenges in Public Administration initiative;
- Joe Przeczewski, Director of Information Technology and Facilities, who provided critical technological support for all of the sessions at the fall meeting;
- Cyntethia Brown, Executive Assistant to the President and CEO, who provided logistical and administrative support for all of the critical activities needed to make the meeting a success.

Gerton noted that participants would have more opportunities to directly talk with Academy staff this year—all of whom do an incredible job supporting the business of the Academy. Two plenary sessions led by Brenna Isman, Director of Academy Studies, featured staff members talking about insights from some of the many studies conducted over the past year.

Gerton thanked the sponsors of the fall meeting:

- University of Southern California Price School
- Robertson Foundation for Government
- KPMG
- IBM Center for the Business of Government
- University of Nebraska Omaha College of Public Affairs and Community Service
- Syracuse University Maxwell School
- Arizona State University
- Baruch College School of Public and International Affairs
- Management Concepts
- Carnegie Mellon Heinz College
- Virginia Commonwealth University Wilder School
- University of Missouri Truman School of Public Affairs
- Institute of Defense Analyses
- UNC-Chapel Hill School of Government
- North Carolina State University
- NSI Engineering
- Chester Newland
- Mark and Jane Pisano
- Arnold Fields

Gerton then introduced the Academy’s new agenda, Grand Challenges in Public Administration. Over the course of 2017, the Academy hosted a series of interactive summits across the country focused on “Governing Across the Divide” that addressed the future of governance. In 2018, we built on this effort by launching the Grand Challenges in Public Administration campaign to identify the biggest challenges that government will face during the 2020s. Based on this year-long effort at gathering public input, conducting research, and working with the Academy’s Board and the Grand Challenges Steering Committee, we identified 12 Grand Challenges across four major areas.

Table 1. Grand Challenges in Public Administration

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

While the Academy intends to play a coordinating and convening role, we do not envision that these Grand Challenges belong only to the Academy for action. We intend for the Grand Challenges to set a decade-long agenda for the entire field of Public Administration. Through that agenda, we hope to integrate the efforts of the academic, practitioner, and partner communities so that we can collectively develop and advance new models of governance that meet these challenges and ultimately increase government performance and accountability and the public's trust in government.

This is a 10-year agenda.

Because Academy Fellows are all experts in public administration and, collectively, are part of networks in all of these topics, we see the Academy's role as inspiring action, enhancing understanding, connecting stakeholders, and driving change.

Some immediate next steps with the Grand Challenges include:

- Establishing the Agile Government Center (AGC) in partnership with the IBM Center for the Business of Government. The AGC is directly aligned to one of our core management issues and will be led by Fellow Ed DeSeve.
- Aligning each Standing Panel with a Grand Challenge.
- Developing content for the presidential election cycle based on the Grand Challenges' agenda.
- Transforming our internal operations so that we can receive philanthropic support.

Fellows have many opportunities to become involved with the Grand Challenges, including:

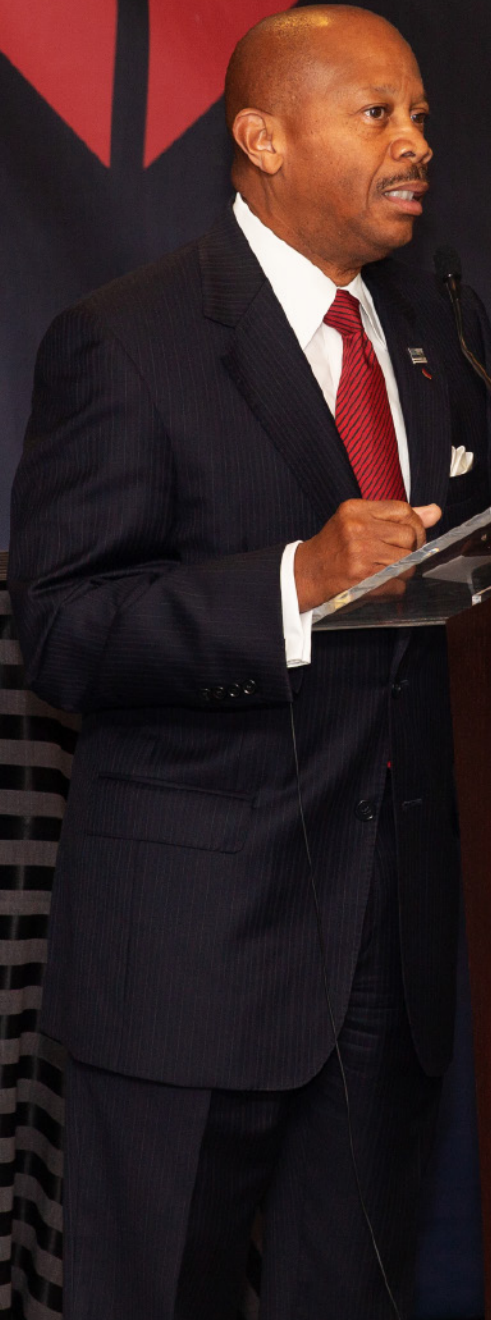
- Updating their Fellow profile by choosing to align with one or more Grand Challenges and joining the related Standing Panel;
- Connecting their organizations with the work and the research and that universities will align with one or more Grand Challenges;
- Sharing ideas directly at **grandchallenges@napawash.org**.

Most of the 2019 fall meeting's sessions were designed around one of the Grand Challenges. Each session was designed to present innovative content, get your reactions, and encourage your involvement.

Gerton concluded by introducing Jack Knott, the Dean of the University of Southern California (USC) Sol Price School of Public Policy, and thanking him for being the first person to encourage the Academy to develop a Grand Challenges program.



NATIONAL ACADEMY OF PUBLIC ADMINISTRATION



HYATT
REGENCY
CRYSTAL CITY AT REAGAN
NATIONAL AIRPORT



Plenary Session: Then and Now: Origins of the Field of Public Administration and its Current Grand Challenges

Sponsored by the USC Sol Price School of Public Policy

Speaker and Moderator:

Jack Knott, Dean and Irwin C. and Ione L. Piper Chair and Professor, USC Sol Price School of Public Policy

Panelists:

Ramayya Krishnan, Dean, Heinz College of Information Systems and Public Policy, and William W. And Ruth F. Cooper Professor of Management Science and Information Systems, Carnegie Mellon University

Chavonda Jacobs-Young, Administrator of the Agricultural Research Service (ARS) and Acting Chief Scientist, U.S. Department of Agriculture (USDA)

Cedric Sims, Senior Vice President, Justice, Homeland Security and Transportation, Booz Allen Hamilton

Background

This session considered the origins of the field of public administration in the progressive era, lessons learned from that experience, current challenges facing the field, and what is being done to address these challenges.

Key Insights and Issues Discussed

- The field of public administration has its roots in progressive era efforts to make government more efficient and effective by institutionalizing non-partisan, professional administration in American government.
- The impetus and early success of the progressive era reforms began at the local and state levels. Local and state level efforts offer similar potential today.
- The reform movement succeeded in achieving more efficient and effective government in many respects. However, the top-down, stove-piped administrative structures and processes that developed over time are not designed for today's complex, cross-cutting challenges. The organization and management of government will be need to be reconceived, with greater emphasis on partnering across organizations, governments, and sectors.

- Difficult challenges, such as feeding the world's growing population, will depend on scientific breakthroughs, such as new technologies, as well as public acceptance of the underlying science. Unfortunately, there is lack of public trust in science. For example, the results of two surveys undertaken jointly by the Pew Research Center for Science and Technology and the American Association for the Advancement of Science (AAAS) identified a big divide in perspective between scientists and the general public. Eighty-eight percent of scientists think Genetically Modified Organism (GMO) foods are safe, while only 37 percent of the general public believes so.
- This sort of divide suggests the need to reconsider the approach of public agencies. They need to find ways to more effectively engage the public in the research enterprise to help build support for possible solutions. We need to improve science literacy and find ways to effectively use social media to communicate with the public about the work being done.
- New approaches to organizing are essential to effectively address complex, cross-cutting challenges such as climate change. Partnering across disciplines, agencies, and sectors is key. USDA's 10 climate hubs provide an example of how to bring together the scientific knowledge and the capabilities needed to translate it into practical applications.
- Existing government research organizations need to find ways to bridge internal stovepipes and encourage risk taking. Toward this end, ARS has been undertaking a variety of initiatives, including ARSX², and the Innovation Fund. The next challenge is to integrate these efforts into the culture of the agency.
- Rapid advance in the capabilities of artificial intelligence (AI) threaten significant disruption in the work place, eliminating or changing the nature of many jobs. A recent McKinsey study found that in 6 out of 10 occupations, at least 30 percent of tasks will be affected by AI.
- In addressing this challenge, it is useful to think about jobs as a bundle of tasks. We can predict with some certainty which tasks will be automated and plan for training needed to perform new tasks.
- AI enables organizations to augment the capabilities of human workers and free them up to focus on higher value activities. Exploring such opportunities requires the trust of employees. In a project for the Allegheny County Department of Human Services, a team from Carnegie Mellon University is collaborating with social workers to develop ways in which AI might be used to help prioritize cases and enable social workers to focus their time and effort more effectively.
- Cyber-attacks on electoral systems have raised concerns about a threat to democracy. At the federal level, the Cybersecurity and Infrastructure Security Agency has taken the lead in helping protect the electoral system. While elections are a state responsibility, the agency provides intelligence on threats and assistance in securing electoral systems. The agency's effectiveness in these roles depends on building relationships of trust between the federal and state governments to enable coordinated efforts to address problems before and when they occur. The Academy was identified as potentially helping in this domain given its ability to "bridge" levels of government.
- Effective cybersecurity must address both efforts to exploit technical vulnerabilities in systems and attempts to exploit human vulnerabilities. More robust AI technologies are needed to address technical vulnerabilities. In the latter case, efforts must be made to address social dimensions of cyber security.
- Rapid technical development and related changes in the nature of work will require new approaches to education and training to enable more effective and efficient learning and development. There is a lot of experimentation in the content and delivery of education and training. Ideas discussed included:
 - o Sharing cost among employee, employer and government;
 - o Calibrating the level, timing, and length of training to have the greatest impact; and
 - o Including in public administration education some level of training in specific subject matter areas that students are likely to deal with in their career, as say a city manager or federal program manager.
- A recurrent issue in this session was how government can be more agile within constraints imposed by law in areas such as human resources, procurement, and budgeting. Suggestions discussed included:
 - o Focus on what can be done;
 - o Distinguish between what is a requirement imposed by law and what government organizations are imposing on themselves; and
 - o Explore opportunities for automation.

²ARSX is one of the Agriculture Research Service's innovation initiatives. This initiative works around a competitive innovation prize model to gather ideas from the ARS workforce to address grand challenges in agriculture. Agency scientists can submit their ideas for tackling a predetermined challenge (for example, disruptive pests and pathogens), and the winner is awarded with the innovation prize.

¹Funk, Cary, et al. "Attitudes and Beliefs on Science and Technology Topics." *Pew Research Center Science & Society*, Pew Research Center, 30 Dec. 2019, www.pewresearch.org/science/2015/01/29/chapter-3-attitudes-and-beliefs-on-science-and-technology-topics/.



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

Hosted by: The Standing Panel on Executive Organization and Management

Moderator:

John Kamensky, Senior Fellow, IBM Center for the Business of Government

Panelists:

Rudolph Penner, Institute Fellow, Urban Institute; and former Director, U.S. Congressional Budget Office

John Hicks, Executive Director, National Association of State Budget Officers

Background

The US private sector is experiencing its longest-ever economic boom, but this is not mirrored in the public sector, where the federal government and some state and local governments are in increasingly precarious financial positions. The federal deficit in fiscal year 2019 nearly exceeded \$1 trillion – and that is in good economic times! The accumulated federal debt is equivalent to 78 percent of Gross Domestic Product (GDP) and is projected by the Congressional Budget Office to reach 92 percent in the next decade under current law, assuming no major recession or other serious fiscal shock. This is more than double the 50-year average. By 2025, interest payments on the debt are projected to exceed spending for national defense. And state and local fiscal trends are similar. The Government Accountability Office finds that health care expenses will be a major driver of future spending, just as it is for the federal government.⁴

This panel highlighted the current fiscal outlook and discussed:

- Forces driving long-term fiscal trends, including the collapse of both policy consensus and normal federal budget processes;
- The landscape of initiatives and stakeholders developing responses to these trends;
- Alternative long-term fiscal scenarios and possible responses at all government levels.

Key Insights and Issues Discussed

- Issues at the federal level include the following:
 - o This is the era of Alfred E. Neuman fiscal policy: “What, me worry?” With the 2019 federal deficit nearly \$1 trillion in a time of great prosperity, and Treasury bonds being our most successful export, what could possibly go wrong?
 - o The damage occurs slowly. People use their savings to buy government bonds to finance the deficit instead of investing in the productivity of the country. The damage is further compounded by foreign investors – but it results in sending interest and dividends abroad. This ultimately lowers our living standards.
 - o As this borrowing continues, the danger of a fiscal crisis rises. Fiscal crises take various forms and are impossible to forecast. A country can become very vulnerable to any rise in interest rates. For example, in the 1990s, Canada faced fiscal challenges when interest absorbed about 40 percent of revenues. Similar crises occurred in Ireland and Greece when creditors would stop lending unless debtor countries took painful budget and tax austerity moves. In these cases, the creditors gain the power to dictate what happens.
 - o Much of America’s fiscal problem is related to demographics – an aging population and the growth of programs supporting the elderly. Social Security and Medicare represent about half of federal spending, and it is growing as Baby Boomers retire at the rate of 10,000 a day. By 2035, those 65 years old and above will outnumber those 18 and below. The Social Security trust fund is projected to be depleted in 2034, which would lower benefits by about 25 percent unless changes are made.
 - o Most budget analysts recognize that our fiscal problems cannot be solved solely by slowing the growth of spending or solely by increasing taxes. It will take a mix of both.

³Congressional Budget Office. “The 2019 Long-Term Budget Outlook.” *Congressional Budget Office, June 2019*, www.cbo.gov/system/files/2019-06/55331-LTBO-2.pdf.

⁴U.S. Government Accountability Office. “State and Local Governments’ Fiscal Outlook: 2019 Update.” *State and Local Governments’ Fiscal Outlook: 2019 Update*, GAO-20-269SP, 19 Dec. 2019, www.gao.gov/products/gao-20-269sp.

— Issues at the state level include the following:

- o State governments are a \$2 trillion annual enterprise, with nearly one-third coming from the federal government. State fiscal conditions have improved over the past two years. Still, half of the states are spending less from their general fund than they did before the 2008 recession. Following are trends in the major categories of spending:
 - K-12 Education – stable (but in the past, it rose in good economic times)
 - Higher education – declined during the recession and has not yet recovered.
 - Transportation – significant increases, with an average of 9 percent increase in 2019. Thirty-two states raised gas taxes.
 - Pension plans – about three-quarters of states fund at 74 percent or better.
 - Medicaid – largest spending category for states with growth nearly double the average state general fund increase. Federal Medicaid grants are 10 times the size of the next largest category of federal aid, which is for transportation.
- o Federal funding increased significantly over the past two fiscal years, with non-defense spending increasing nearly 12 percent in 2018 and 3 percent in 2019 and defense spending increasing nearly 11 percent in 2018 and over 2 percent in 2019. For context, federal funds comprise 31 percent of state spending. Three-fifths of federal grants are for Medicaid, which is the fastest growing share of federal aid.
- o States are increasingly recession-ready. State rainy day funds averaged 4.9 percent prior to the 2008 recession and fell to 1.9 percent during the recession. They have since grown to 7.5 percent. States are restructuring their budgets and lowering the use of one-time revenues for ongoing spending. States are also building disaster reserves to accommodate the increase in natural disasters.

— Options for the Academy's work:

- o The audience in the panel session discussed different ways to crystalize what action needs to be taken as a next step, and what can Academy do to help make this happen, as a part of its Grand Challenges initiative to Advance the Nation's Long-

Term Fiscal Health.

- o The primary potential audiences for research on Fiscal Health are the public and public interest groups, elected officials, and the media. Some issues to consider:
 - State pension funds were in trouble a decade ago, but many are now stable. Could we develop case studies of those that turned around and identify effective practices that cities might undertake to improve their pension funds?
 - Revisit the 2009 Academy report on fiscal conditions as a baseline to determine which of the issues identified may still be relevant: <http://businessofgovernment.org/sites/default/files/GovernanceChallenges.pdf>.
 - Use the Academy's convening power to host a summit forum that brings together the numerous organizations that already have a stake in fiscal health issues to determine where there might be opportunities for joint action.
 - Undertake a public education campaign through schools to raise the public's consciousness about fiscal trends and describe in layperson's terms the various tools used in the past to manage fiscal growth (e.g., pay-as-you-go (PAYGO) provisions).
 - Promote the need for a new budget process. The results of the 1967 Budget Concepts Commission worked for about 20 years, but have become increasingly irrelevant since, and a new bottom-up review and recommendations are needed.

⁵Franklin, Mary Beth. "Graying of America Will Put Pressure on Social Security Reform." *InvestmentNews*, 16 Mar. 2018, www.investmentnews.com/graying-of-america-will-put-pressure-on-social-security-reform-73714.





AI and Government: Myths and Realities, Everything You Wanted to Know But Were Afraid to Ask Alexa and Siri

Hosted by: The Standing Panel on Technology Leadership

Moderator:

Alan Shark, Executive Director, Public Technology Institute; Chair, Standing Panel on Technology Leadership

Panelists:

Doug Robinson, Executive Director, National Association of State CIOs (NASCIO)

Daniel Chenok, Executive Director, IBM Center for The Business of Government

James Hendler, Director, Institute for Data Exploration and Applications, Rensselaer Polytechnic Institute

Background

AI has become more than a buzzword and is as popular as it is misunderstood. This session expanded upon the Academy publication, AI and Public Administration, which focused on ethics, the future of work, and how public administration schools are integrating AI into their curriculums. The session reviewed and reported on the Trump Administration's AI Executive Order and previewed the latest research findings of two yet-to-be-published reports. Finally, this session provided a reality check on where AI is today, future predictions, and what is needed for the public administration workforce of tomorrow.

Key Insights and Issues Discussed

- President Trump issued an important Executive Order on Maintaining American Leadership in AI. China is way ahead of us. We are playing a role of catch-up.
- AI consists of computer systems able to perform tasks that normally require human intelligence. AI has grown because of advancements in complex algorithms, the dramatic increase in speed and computing power, the ability to digest data from various sources, the ability to store and retrieve massive amounts of data, the ability to self-learn, and the advancements in artificial speech and recognition.
- AI can be used for crime analytics and prevention, detecting and pinpointing the impacts of climate change, and mapping of public health threats and infectious diseases.

- Machine learning is advancing rapidly. It serves as an excellent augmented decision-making tool. It is good at finding patterns, visualizing data, and providing predictive analytics. The capabilities continue to evolve exponentially. At the most basic level, robotic process automation (RPA) is handling routine, repetitive tasks in a fraction of the time and cost of humans, with greater reliability. All levels of government are embracing AI, with RPA solutions generally the first wave.
- Ongoing concerns about AI:
 - o Ethics and bias
 - o Data quality
 - o Privacy
 - o Security
- AI will have impacts on:
 - o Government performance, such as enhancing customer service and the public experience that today adversely impact trust in government
 - o Resource allocation (more data scientists, far fewer transaction processors and other staff performing routine administrative tasks)
 - o Large datasets or multiple datasets combined
 - o Shortages of expertise in particular areas and the need for new expertise
 - o Predictive analytics (for example, by examining enough emergency room re-admissions, it is possible to identify good predictors of a re-admission and encourage doctors to pay more attention to these factors)
- Barriers to adoption in government include:
 - o Effective use of data
 - o AI skills
 - o Legacy culture
 - o Procurement mechanisms
- In 2019, the Defense Innovation Board made recommendations on AI principles.
- The National Association of State CIOs' 2019 survey on AI identified machine learning, RPA, and chatbots as the emerging IT areas that will be most impactful in the next 3 to 5 years. About a quarter of the states are actively involved with products and solutions being used in the field (that is, beyond the proof of concept/demonstration stage). Survey respondents saw the promise of AI in helping staff and freeing up the workforce for more meaningful work, and as a powerful tool to analyze the large volumes of new and existing information collected across state departments and agencies.
- The survey respondents identified the following as the most significant challenges or barriers to AI:
 - o Legacy IT infrastructure (45 percent)
 - o Cultural concerns inside the organization (33 percent)
 - o Lack of necessary staff skills for AI (27 percent)
 - o Organizational data silos (24 percent)
 - o Lack of executive support (2 percent)
- The survey respondents identified the following as the greatest opportunities for AI adoption:
 - o Cybersecurity (15 percent)
 - o Health and human services (11 percent)
 - o Information technology (19 percent)
 - o Citizen experience and digital services (7 percent)
 - o Transportation and infrastructure (14 percent)
- The survey results indicate that the following will be needed to unlock the promise of AI:
 - o Data organization and hygiene
 - o Data assessments
 - o A framework for risk
 - o Policy
- AI will be a critical part of increasing the agility of government. For example, the Bureau of Labor Statistics created an AI algorithm to upload and analyze basic information that was taking up 80 percent of their time. This has allowed staff members to start examining problematic patterns and spend more time working with regulatory agencies. At the local level, Johnson County, Kansas, has used AI to help with recidivism reduction by developing treatment regimens based on AI pattern analysis. There are many more examples.

⁶National Association of State CIOs. "Delivering on Digital Government: Achieving the Promise of Artificial Intelligence." National Association of State CIOs, 2019.



Ensuring Environmental Sustainability: Stewarding Natural Resources and Addressing Climate Change

Hosted by: The Standing Panel on Technology Leadership

Moderator:

Lynn Scarlett, Global Chief External Affairs Officer,
The Nature Conservancy

Panelists:

Scott Cameron, Principal Deputy Assistant Secretary, United States Department of the Interior

Kirk Emerson, Professor of Practice in Collaborative Governance, University of Arizona School of Government and Public Policy

Michael Teague, Former Oklahoma State Secretary of Energy and Environment

Background

As the nation's industry and population grows, it is critical that the public, nonprofit, and private sectors effectively steward natural resources and protect the environment for ourselves and future generations. America's natural resources—including our public lands—are a rich heritage and have made enormous contributions to our economy, health, environment, and society. And yet, the nation continues to grapple with how to sustainably steward the nation's forests, lakes, rivers, wildlands, mineral deposits, and fossil fuels. As demand rises for rare earth minerals and lumber, communities throughout the United States

must reconcile strongly held, but sharply differing, views regarding jobs, habitat protection, private property rights, open space, recreation, and cultural values. Similarly, climate change and pollution are having negative impacts on oceans and their ecosystems.

As issues related to sustainability, proper use, and the intrinsic value of natural places have become more complex, we must move beyond business as usual to develop new solutions to natural resource management, pollution control, and clean energy development and utilization. Public agencies and administrators have a critical role to play in addressing these issues.

Key Insights and Issues Discussed

- There are four characteristics to consider when looking at resource and public land management:
 1. Interconnectedness. We tend to unpack these issues and put them in discrete agencies when they are actually unseverable.
 2. Complexity. Issues become more complex as they unfold at very large scale, and as they intersect with people and livelihoods.
 3. Conflict. Not everyone has the same vision for how these lands ought to be managed.
 4. Change. Everything is in flux, especially in the context of climate change.
- With these four characteristics in mind, what are the implications for resource management and decision processes at the various government levels and organizations? For example:
 - o To recognize interconnectedness and complexity, U.S. Department of the Interior (DOI) required all of its agencies (except the Bureau of Indian Affairs) to move to common regional boundaries. This makes it easier to identify and understand the needs of the key stakeholders.
 - o Oklahoma combined energy and environment around 2013. This enabled experts and stakeholders in both fields to successfully mitigate earthquake frequency in the state.
- Conflict resolution and collaboration are promoted by involving all sectors in stewardship to find shared solutions. It is difficult to shift out of the ideological nature of conflicts. There are really deep-seated value conflicts among key stakeholders. Managers in the field should acknowledge these value differences by investing time in getting to consensus. Finding mutual gains is a powerful tool to help solve some of these complex, multi-layer problems. Land managers must become bridge builders and mediators. Some of the long-standing land management arrangements were forged through extensive collaboration efforts.
- Most public agencies are facing resource constraints. DOI has a significant maintenance backlog. What are efforts that do not spring typically from the annual appropriations process?
- There can be high costs and resistance to structural change, so it might be that increased coordination is an option. Interdisciplinary bridges have relevance for interconnected issues.
- There are forces at play that have convinced state legislators to disempower policy officials in certain areas, such as banning fracking. What should can be done at the state level, and what can only be handled nationally and globally?
 - o There is no ready or easy solution. Many solutions have to start locally.
 - o The rules set for Army Corps of Engineers in analyzing cost-effectiveness have made it very difficult for localities to invest in natural resources versus infrastructure. The Corps recently published a framework, “Engineering with Nature,” focused on alleviating this problem, which the Nature Conservancy is working to help implement.
 - o Methane has contributed about 25 percent to climate change. It is an ongoing challenge for DOI and the Environmental Protection Agency (EPA) to apply the Clean Air Act to methane. Pipelines make a resource like methane more harvestable, but this is controversial in land use decisions.
- A positive attribute of the Clean Power Plan was that it had a lot of flexibility in the ways in which organizations meet targets.
 - o For example, the EPA has authority to regulate stationary sources under the Clean Air Act, but is there the political will to allow that authority to be exercised?
- With wildfire management, which is a serious problem, there are some good ongoing, collaborative efforts between local, state, and federal governments. For example, there are networks working with fuels treatment and local community risk mitigation.



Institutionalizing Social Equity into the Public Policy Decision Process

Hosted by: The Standing Panel on Social Equity in Governance

Moderator:

David Birdsell, Dean of the Marxe School of Public and International Affairs, Baruch College, City University of New York

Panelists:

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

Erika Poethig, Vice President and Chief Innovation Officer of the Research to Action Lab, Urban Institute

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

Background

At many levels of government, pending laws, regulations, and policies are evaluated for their potential impact on costs, the environment, and other factors of public interest. Yet, with few exceptions, there is no systematic method for evaluating their impact on key social equity indicators. This session explored the potential to develop a tool kit to enable legislators, policy makers, and others to explore potential impacts based upon past experience and research.

Key Insights Presented and Issues Discussed

- Social equity needs to become a routine part of governance. Different kinds of equity must be considered in decision-making. Social equity impacts may vary by population, so public administrators must consider how decisions on regions, neighborhoods, healthcare, transportation, and so on impact social equity.
- Institutionalizing social equity requires people of color and a full range of interests to be involved in determining the social equity frameworks. The decision-making process must be inclusive and must be highly innovative in the practices used.
- Historically, if decision makers consider social equity in making a decision, they think about the aggregate impact. But disaggregating the social equity impacts of a decision will allow decision makers to better understand how a decision positively and negatively affects different populations.
- To evaluate all intended and unintended consequences of a policy on social equity, decision makers should consider a cost-benefit analysis process. A successful cost-benefit analysis requires an accepted data-driven methodology that commands respect from professionals. Leaders must support the process and those they lead, and create a culture that values input and devotes resources to the cost-benefit analysis.
- Good analysis requires all elements that can be quantified or monetized be so, and those that can't be quantified or monetized should be considered for other impacts on social equity. Disaggregating the factors allows decision makers to isolate what matters in specific instances to different populations.
- There are federal, state, and local policies that perpetuate structural racism, particularly in housing policy. It may not be the intent, but it can be the result. Identifying and addressing such shortfalls requires analytic tools that examine root causes and help formulate any needed legislative, regulatory or policy changes. For example, Qualified Opportunity Zones, intended to increase economic development and job creation in selected communities, often lack evidence of where the invested capital flows. Without new evaluation methods, a concern exists that the invested capital may fund projects that perpetuate social inequality and quicken gentrification.
- The number of African American youth in the juvenile justice system is disproportionate to the rest of the population. Data-based tools, like the relative rate index, enable decision makers to observe social inequities in the juvenile justice system. Developing a stronger understanding of cultural competency in the environments in which decisions are made will help to advance social equity.



Connecting Individuals to Meaningful Work

Moderator:

Chris Lu, Senior Strategy Advisor, FiscalNote

Panelists:

Marcus Peacock, Chief Operating Officer, Business Roundtable

Portia Wu, Managing Director, U.S. Public Policy, Microsoft

Background

Public agencies and administrators have a central role in preparing our people for the future of work. The national workforce system is a complex network of federal programs implemented through grants to state and local partners. Universities and community colleges, employers, community leaders, state licensing boards, and unions also have key roles to play. Getting this network to operate effectively so that all able individuals can be connected to meaningful work is fundamental to our national economic prosperity.

Key Insights Presented and Issues Discussed

- The future of work is different today than it was 20 years ago, at the turn of the century. There is an increasing mismatch between people's current skills and jobs that exist right now, with organizations reporting that they cannot find sufficient talent to fill jobs. Many employees are working in jobs that are being phased out and need to be reskilled. Students do not know the types of jobs that are really out in the market
- There is an effort from large corporations to fund efforts to address workforce challenges. State and local public administrators can help correct this mismatch by listening to employers and working with education programs to adjust curriculums to meet the needs of both employers and students.
- Technology is everywhere, and it exacerbates the gap. Schools are not now equipped to adequately address the technology gap (for example, limited computer science opportunities in many high schools).
- Many other countries spend more on job-related training and in an intentional way. They use apprenticeships more effectively. In Europe, for example, companies have to pay apprenticeship levies, and companies get a say in curriculum development. Companies in the United States are raising the reputations of apprenticeships. For example, people maintaining electric transmission lines can complete 18-months of training at the "Lineman Academy." They become certificated upon graduation, and the number staying in the field has increased.

- At the federal level, the United States spends about \$130 billion in federal aid for education, but it is geared towards young adults getting a college degree. Pell grants need to be more flexible for people to obtain the skills they need today. For example, you cannot receive a Pell Grant to study for EMT certification, because certification requires too few hours. Pell Grants are geared toward young students in college; while 40 percent of people in training are over the age of 25. Also, Pell Grant work study requires you work on campus, eliminating people who are in a career but wish to transition or build new skills. States need more flexibility for how they use federal education aid. NAPA Fellow Paul Light's book, *Liberation Management*, makes a case for public administrators having more autonomy to make these decisions.
- It is important to change the mindset that everyone needs at least a four-year degree. Higher education is becoming unaffordable and doesn't make financial sense for many. There is a hunger for alternatives to get people the skills they need for good jobs.
 - o One barrier that companies see is hiring criteria that results in having to be over qualified just to be considered for certain jobs. For example, a lot of positions specify a college degree when it isn't necessary to do the job.
 - o Some companies are targeting chronically unemployed populations. For example, JPMorgan Chase's 2nd Chance initiative assists former prisoners. The company has established quantitative hiring targets for this population and proactively seeks candidates based on an individual's skills.
 - o There are insufficient programs and policies to support middle-aged workers. If people work full-time, for example, they are ineligible for Pell grants. We all know that on-the-job learning and applied learning are most important. At the same, with the explosion of technology and the huge impact on the work force, training and re-training need to be integral components of our national work force strategy as certain skills become obsolete. Some large US companies are addressing this on their own. For example, AT&T has a program for displaced employees that offers online courses for certifications and a job somewhere else in the company. Over the past two years, 80 percent of eligible people have chosen to complete the online course and move to another job in the company rather than take a severance package. Boeing has a similar program. However, there are not enough of these programs within large companies, and small companies generally lack the ability to create these programs. Government may need to take a more active role.
- There needs to be a more flexible work structure
 - o The "gig" workforce is expected to grow. But workers still are looking for some job security and benefits.
 - o Barriers, such as skill gaps, were referenced as well as the need to smooth the path for entry into target jobs. For example, Microsoft has worked to ease the path to more accommodating work structures and has revised job descriptions to remove requirements like bachelor's degrees when one is not truly necessary.
- Other challenges include:
 - o Broadband infrastructure gap—a lot of places do not have high speed internet, and they are challenged to participate in e-commerce
 - o Computer science gap:
- Although technology is foundational to today's workforce and even more so to the future workforce, most students complete K-12 without coding and web development skills. There is a serious shortage of computer science teachers. Only 30 percent of school districts offer computer science courses, with more limited offerings in low income and rural districts. There are programs to help, but there needs to be more state and local efforts.
 - o Additional K-12 challenges:
- Fundamental skills: General Motors has invested in Detroit schools as a way of building and retaining its workforce.
- Higher-level skills: Focused on college grads in science, technology, engineering and math (STEM), Northrup Grumman, in partnership with Towson State University, is investing in a cyber security program.
- Specialized skills: There is a high need (especially in manufacturing) for skilled welders, data technicians, and energy technicians.



Agile Government

In partnership with: The IBM Center for The Business of Government

Moderator:

Ed DeSeve, Visiting Fellow, IBM Center for The Business of Government

Panelists:

Dan Chenok, Executive Director, IBM Center for The Business of Government

Joe Mitchell, Director of Strategic Initiatives and International Programs, National Academy of Public Administration

Kimberly McCabe, Principal, Deloitte Digital

Background

To successfully address the Grand Challenges, public organizations will have to learn to operate differently. This panel discussed a new management paradigm that some organizations have adapted from agile software development and this promising innovation's application to government. Specifically, the panel:

- Provided an overview of agile government;
- Discussed examples of agility in organizations and information technology;
- Presented a set of principles for agile government; and
- Sought the participants' feedback on the principles and cases and their suggestions for how to build an agile government.

Key Insights Presented and Issues Discussed

- To successfully address the Grand Challenges facing the country, public organizations must learn to operate differently. NAPA President Terry Gerton announced the formation of the Agile Government Center by the Academy in partnership with the IBM Center for The Business of Government to support that transformation.
- *The Age of Agile: How Smart Companies are Transforming the Way Work Gets Done*, by Stephen Denning, is a seminal book on agile.
- Agile breaks complex problems into specific steps to improve results. This approach places customers at the forefront, relies on small teams (4 – 7 people) that meet goals for clients quickly, and depends extensively on networking.
- Organizations using agile have transformed the software development world by using new approaches to deliver technology on time and within budget. Applying this approach to management functions, Denning noted that large challenges can be broken into sections – such as procurement or financial management – with success being achieved along the way. Again, using the agile approach, teams work toward long-term solutions by taking “transparent steps” and building on progress as they go forward.
- The American Recovery and Reinvestment Act (ARRA) of 2009 used an agile structure comprised of 22 organizations and providers by establishing small groups that worked together in an extremely time-sensitive environment. They cut the cycle time for ARRA loan applications from 3 years down to 1 year by using agile principles and practices.
- The Agile Government Center's mission is “to help governments around the world use agile government principles to more rapidly deliver on outcomes that people care about in a way that increases public trust.” These principles are not yet final, so were presented to prompt discussion among those attending the session.

- o **Mission** should be extremely clear, and the organizational unit/team should be laser-focused on achieving it.
- o **Metrics** for success should be widely agreed upon, evidence-based, and easily tracked.
- o **Customer-driven** behavior, including frequent collaboration with direct and indirect program beneficiaries, should be ingrained in the culture.
- o **Speed** should be encouraged and facilitated, including by using physical co-location of teams where possible.
- o **Empowered**, highly-skilled, cross-functional teams engaging in continual face-to-face communication should replace siloed bureaucratic systems.
- o **Innovation**, within the overall framework of existing rules and regulations, should be rewarded – and changes in the rules and regulations should be proposed where necessary.
- o **Persistence** should be promoted through continuous experimentation, evaluation, and improvement in order to learn from both success and failure.
- o **Evidence-based solutions** should be the gold standard for creating program options.
- o **Organizational leaders** should eliminate roadblocks, aggregate and assume risk, and empower teams to make decisions.
- o **Diversity of thought** should be encouraged in crafting solutions to complex problems.
- In addition to developing and promulgating agile government principles, the Agile Government Center will develop a library of cases from around the world; provide leaders around the world with support on how to use agile principles on contemporary, real-world problems; and identify foundations, organizations, and experts to support and publicize the Center and its work as the principles and techniques of agile are widely disseminated and applied.
- Moving forward, the Agile Government Center can help retrain leaders to be willing to change long-held approaches to problem solving. Case studies (mentioned above) are expected to be important teaching tools, and several case study examples are ready to be documented when the Center readies a case study template.
- The final message of the session was that the Agile Government Center is in a nascent – and very exciting – stage of development. The organizers are eager for wide-spread participation in many forms as the Center begins operations, and note both the importance and urgency of this endeavor as new challenges emerge around the world. The final words of the session were: “Mission meets collaboration.”



Improving the Development of Public Administrators for Global Work in the 21st Century

Sponsored by the Robertson Foundation

Moderator:

Chris Mihm, Managing Director, Strategic Issues, U.S. Government Accountability Office

Panelists:

Marcelo Giugale, Director, Financial Advisory & Banking, Treasury, The World Bank

Dustin Brown, Deputy Associate Director, Office of Personnel Management, Office of Management and Budget

Geert Bouckaert, Professor and Director of the Public Management Institute, Faculty of Social Sciences, Katholieke Universiteit Leuven, Belgium

Background

Public administration continues to cross national boundaries as major policy issues cannot be solved without international collaboration. Domestic concerns can also be understood with a global perspective. It is important to foster global innovation and diffusion of leading practices and align our teaching, research, and best practice sharing to the changing reality of globalization. The panelists discussed how we can develop public administrators to be ready for global work and where there is still work to be done to instill international collaboration.

As the world changes rapidly, governments must adapt at a pace to match. The march of globalization means that public administrators must be prepared for the complications of entangled interests and needs. The paradigm that has dominated modern American economic and foreign policy has shifted, and will continue to shift. The United States is no longer the sole superpower, which has implications for not only America, but governments and people worldwide. Public administrators will have to grapple with shifts in the social, economic, and physical fabric of their constituencies. This session examined the myriad challenges and opportunities facing government as the world shifts at an accelerating pace.

Key Insights Presented and Issues Discussed

- Community engagement will need to be a core value for new programs. Public administrators must be inclusive and accommodating of the diverse communities they will serve.
- International organizations are changed by global trends, as in the case of The World Bank, which has transformed from a lending organization to a development solutions organization. Flexibility is critical to achieve organizational missions.
- Innovation must be a guiding principle for public organizations.
- Constituencies need unique and tailored solutions. Public administrators must get to know their clients, and how to best address their needs and expectations.
- Transparency must be a key tenet in all operations in order to develop and maintain trust and encourage participation.
- The public administration workforce of the future starts in the schools. Efforts are already underway to transfer organizational future-facing objectives and agendas to schools.
- Leadership is critical in all sectors. It is vital that leaders be strong and ethical, demonstrating the highest standards of integrity, effectiveness, efficiency, transparency, and accountability.
- Leaders need not focus on change—instead, focus on transition. Attend to the needs and hear out the concerns of those who feel left out by systems that are not working for them.
- Social trends and shifting norms bring a myriad of new challenges.
 - o Certain long-held concepts may no longer be applicable. Borders are now permeable, not hard barriers, for example.
 - o Legal systems must adapt to the changing norms of society and promote social equity.
- Effective governance is an absolute necessity in all things, but is challenged by faltering trust in government.
 - o Intragovernmental conflict and the perception of a fragile state or flawed democracy is now something that the West can see, domestically, in their everyday lives.
 - o Emerging research suggest citizen interaction with service correlates with trust in government. Constituents positively view reducing the effort they now expend to receive services. This can be achieved through modern technology solutions that eliminate the red tape and inefficiency that waste resources and frustrate the public.
 - o Organizational morale is vital to functioning institutions. Employee engagement yields higher revenue in the private sector, and that logic is consistent in the public sector.
 - o Government must be less rule-focused and more results-focused. Compliance frameworks must be designed so as not to undermine the intent of the rules they were formed around.
- More opportunities must be made available for younger people to get involved in government. Trust in government among younger populations is at historic lows; that cannot be improved without getting them involved in the governing process.



A Celebration and a Call to Action: What the Women's Suffrage Movement and Contemporaneous Social Movements Mean for Public Engagement Today

Moderator:

Marilyn Rubin, Distinguished Research Fellow,
Rutgers University- Newark School of Public Affairs and Administration

Panelists:

Nancy Tate, Co-chair, 2020 Women's Vote
Centennial Initiative

Patricia Shields, Professor, Department of Political Science, Texas State University

Background

2020 marks the 100th anniversary of the passage of the 19th Amendment to the U.S. Constitution, guaranteeing and protecting women's constitutional right to vote. The panelists reflected on the history of women's suffrage—one of the most powerful social movements in our nation's history. From the latter years of the 19th century until today, we have seen many other successful social movements including the women's peace movement that began in the late 1800s. After discussing these two movements and the synergy between them, the panel reflected on the power of social movements to foster public engagement.

Key Insights Presented and Issues Discussed

- Social movements are broad-based alliances of groups and individuals acting purposefully and collectively to promote change. Most of these movements tend to emerge from discontent resulting from inequality and injustice. Women's suffrage was certainly one such movement. The beginning of the struggle for woman's suffrage in the United States is usually traced to the Declaration of Sentiments, produced in 1848 at the first woman's rights convention in Seneca Falls, NY, when a group of abolitionist activists—mostly women, but also a few men—gathered to discuss the issue of woman's rights. The delegates agreed that American women were autonomous individuals who deserved their own political identities. The Declaration of Sentiments noted that men and women have equal rights to life, liberty, and the pursuit of happiness. Among other things, this meant that women should have the right to vote.
- The 19th Amendment was officially adopted on August 26, 1920. It stated: "The right of citizens of the United States to vote shall not be denied or abridged by the United States or any state on account of sex." This was the culmination of a 72-year campaign to earn the right to vote. The Amendment was introduced 40 times before passage in 1919. It was ratified by 36 states and passed by only 1 vote in the last state (Tennessee). A politician changed his vote after receiving a letter from his mother. Suffragists—men and women – were involved in every state. The decision enfranchised 26 million women—roughly half the population at that time, which was the greatest expansion of democracy on a single day.
- It took a lot for women to gain the right to vote, including:
 - o **Political mobilization.** It took a federal constitutional amendment, state legislation and referenda, legal challenges, organized lobbying, and 900 local, state, and national campaigns. The push for suffrage truly took off after the Civil War. The passage of the 15th Amendment granting all men the right to vote, regardless of race, spurred the strengthening of the movement. Women demonstrated their ability to lead within public administration.
 - o **Broad-based public support.** Women marched, filed petitions, picketed, used the power of the press, and were even jailed for pursuing the vote. These activities were needed to counter the opposition to the suffrage movement found throughout many facets of society—including societal norms and culture, industries like railroads and manufacturing that felt threatened, political bosses, white southern establishment, and even some white, upper-class women.



Ensuring Privacy in an Open and Insecure Public Sphere: Challenges for Public Administration

Moderator:

Jane Fountain, Distinguished Professor of Political Science and Public Policy, University of Massachusetts-Amherst

Panelists:

Nick Hart, Chief Executive Officer, Data Coalition

Costis Toregas, Associate Director of the Cyber Security Policy and Research Institute, George Washington University

Kirsten Moncada, Chief of the Privacy Branch, Office of Information and Regulatory Affairs, Office of Management and Budget

Background

Public administration has long been concerned with individual and corporate privacy. But digitalization, including open government, open data and increasing data integration, raises fundamental privacy challenges. Moreover, through widespread e-commerce, ubiquitous location reporting and pervasive social media interactions, the public transmits their sensitive financial, health and other personal information through online platforms and systems that vary dramatically in their safety and security. Americans need assurance that all sectors will keep their personal data private and safeguard them from loss and abuse.

While individuals and organizations require stronger skills and tools to protect their data, the broader information infrastructure in both public and private sectors is itself insecure against malicious state and non-state actors. For example, local governments may be particularly vulnerable. During the summer of 2019 alone, several local governments—including Baltimore, Maryland; Albany, New York; Laredo, Texas; and 22 small Texas towns—had their operations disrupted by ransomware attacks. And government is not alone as the private sector has experienced successful cyberattacks involving tens of millions of Americans personal information. Privacy is not dead, as some futurists have predicted. But ensuring it through legislation, regulation, improved cybersecurity, and other means poses critical challenges for public administration.

Key Insights Presented and Issues Discussed

- The Privacy Act of 1974 has helped define how we talk about privacy. This Act created the need for data scientists, data analysts, Freedom of Information Act (FOIA) officers, and other positions related to data security and privacy because information touches all areas of the government.
- Rather than making a choice between enhancing privacy and using data for the public good, we must consider how we can do both responsibly. The modern problem agencies face is that they feel pressure to increase access to data while ensuring confidentiality. Federal agencies are in the process of implementing the Evidence Act of 2018, one of the strongest privacy acts in the world, which will result in agencies gaining more flexibility in data sharing while creating a strong privacy framework that is intended to protect against data breaches.
- Many localities face the costs of ransomware attacks and other data breaches. The city of Baltimore is still dealing with the effects of a ransomware attack in May 2019. Public administrators need to shift their focus to quantifying risk and understanding the degree of risk they are willing to assume in protecting information.
- Public administrators must inform their employees and contractors on security practices, invest in a global framework, and implement practical changes inspired by feedback and best practices shared by experts in data security.
- When agencies are unaware of what other organizations are doing in terms of data releases, there is an increased risk of re-identification of individuals and privacy breaches. Data release processes do not always facilitate privacy. Increasing collaboration between the research community and the FOIA community may provide an opportunity to reduce the possibilities of privacy breaches.
- It is widely agreed that both government and the private sector must be ever-more vigilant to address current vulnerabilities and prepare for emerging privacy and data security challenges. The President's Management Agenda calls on federal agencies to reduce cybersecurity risks to their missions by "leveraging current commercial capabilities and implementing cutting edge cybersecurity capabilities." Ensuring the Cybersecurity of the Nation is one the 30 high-risk areas identified by the Government Accountability Office. Technology, which continues to explode, can both help combat data vulnerabilities and introduce new vulnerabilities. This is a national and a global challenge that knows no borders. It will require investments in technology and people. We need to not only automate some data processes but also grow the workforce in data and privacy jobs. Community colleges are equipped to prepare students for careers in privacy.



Lunch Presentation by Syracuse University

Speaker:

Dr. Nicholas Armstrong, Senior Director, Research and Evaluation, Institute for Veterans and Military Families (IVMF)

IVMF and the Maxwell School at Syracuse University—with the financial support of JP Morgan Chase & Co. —are collaborating on a new training program for veterans considering careers in politics. IVMF was founded around a collection of programs providing Veteran assistance in business startups. Census data shows veterans have a high level of civic engagement, comprising more than a third of the federal workforce. They are, however, vastly underrepresented in Congress, where they could add considerable value given that many believe they often demonstrate more bipartisanship.

This cohort-based program begins with an online train-up, including video conferencing, to develop a baseline understanding of what it means to run for public office (speeches, fund raising, campaigning, and so forth). Program participants are then placed in a weeklong immersion program with established academics, government officials, and other relevant professionals. The initial cohort has primarily targeted local government positions, such as mayors and city councilmembers.



The 2019 Herbert Roback Scholarship Award

Presenter:

Diane Disney, Chair, Herbert Roback Scholarship Award Committee

Award recipient:

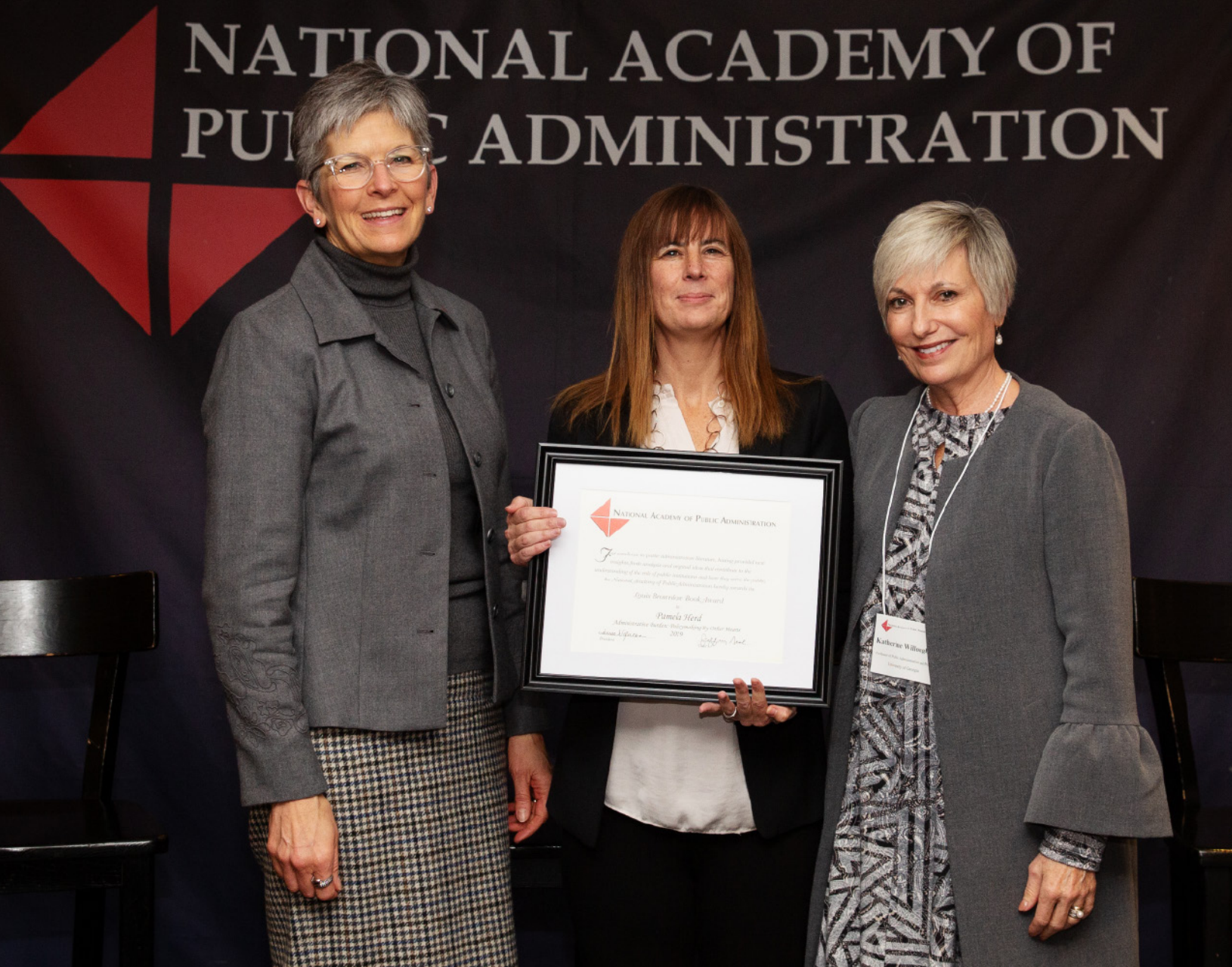
Joaquin Taussig, Georgetown University

The Herbert Roback Scholarship was awarded to Joaquin Taussig, a Fulbright Scholar, and Master in Public Policy student at Georgetown University.

Mr. Taussig started working as a consultant at the National Congress and then at the Ministry of Education of Buenos Aires, Argentina, on the implementation of educational programs for people living in poverty. Afterwards, he worked as Executive Director of a local political party in a municipality. In 2016, he took a position at the National Ministry of Social Development as Assistant to the Deputy Minister and worked on the design and implementation of a new national conditional cash transfer program aimed at aiding people in situations of extreme poverty. Currently, he is working at the Massive Data Institute promoting the use, linkage, and analysis of administrative data to improve public policies.

When accepting the award, Mr. Taussig spoke about those who are marginalized and the necessity to establish an authentic relationship with those who suffer the most. A government that works with all is a government that is close to all. By working with those who are marginalized, it is possible to remove biases, including unconscious ones. Mr. Taussig also spoke of the importance of asking the right questions to decide, for example, the best way to determine a country's success.

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION



The 2019 Louis Brownlow Book Award

Award recipients:

Pamela Herd

Donald P. Moynihan

The Louis Brownlow Book Award was awarded to Pamela Herd and Donald P. Moynihan for their book, *Administrative Burden: Policymaking by Other Means*.

This book identifies bureaucratic processes, overwhelming paperwork, complex regulations, and other public frustrations with government agencies. Through in-depth case studies of federal programs and controversial legislation, the authors show that administrative burdens are the nuts-and-bolts of policy design. Administrative burdens often disproportionately affect the disadvantaged who lack the resources to deal with the financial and psychological costs of navigating these obstacles. At the same time, policymakers have sometimes reduced administrative burdens or shifted them away from citizens and onto the government. For example, early administrators of the Social Security program implemented in the 1930s had a goal of minimizing burdens for

beneficiaries—resulting in government taking on nearly 100 percent of the administrative tasks. The Social Security Administration keeps track of peoples' earnings for them, automatically calculates benefits and eligibility, and individuals can enroll online or visit one of the agency's 1,200 field offices.

Making more programs and public services operate this efficiently, the authors argue, requires adoption of a nonpartisan, evidence-based metric for determining when and how to institute administrative burdens, with a bias toward reducing them. By ensuring that the public's interaction with government is no more onerous than it needs to be, policymakers and administrators can reduce inequality, boost civic engagement, and build an efficient state that works for all citizens. Consistent with the Academy's mission, this book explores how to make government work, and work for all.



Managing to the Future: Strategic Planning, Foresight, and Anticipating the Future Needs of Government and Its Citizens

Moderator:

Brenna Isman, Director of Academy Studies, National Academy of Public Administration

Panelists:

Richard Pezzella, Research Associate, National Academy of Public Administration

Kyle Romano, Research Associate, National Academy of Public Administration

Maria Rapuano, Senior Advisor, National Academy of Public Administration

Mark Thorum, Senior Advisor, National Academy of Public Administration

Jonathan Tucker, Senior Analyst, National Academy of Public Administration

Background

A Panel of Academy study staff discussed lessons learned, evolving capabilities, and sponsor engagement for a number of recently conducted Academy studies. The discussion highlighted common themes of these studies, all of which had elements of strategic planning and connecting the work to the organizational vision. The projects discussed were for the National Nuclear Security Administration (NNSA); U.S. Bureau of Prisons (BOP); United States Forest Service (USFS); Defense Nuclear Facility Safety Board (DNFSB); Architect of the Capitol (AOC); and Congressional Research Service (CRS).

Key Lessons Learned from Academy Studies

- Organizations struggle with making strategic planning a priority, but it is a valuable process that connects leadership and staff and can facilitate culture changes that lead to higher levels of trust and connection to mission. Organizational change is a marathon – not a sprint.
- Engaging as many agency staff members as possible leads to deeper commitment and the feeling of having “skin in the game.” Senior agency leaders need to “walk the talk” by announcing immediate steps to change organizational culture and climate, demonstrating adherence to core values.
- Strategic planning provides the opportunity to improve the communication process, institutionalize more collaborative processes, and adopt new processes and mechanisms such as learning agendas.
- The federal government faces challenges regarding how to best plan for the future needs of its citizens and often works with additional constraints. Examples include political gridlock emanating from strong differences as to the problems to be addressed and the solutions; antiquated management and information systems; a performance gap and an inability to provide adequate accountability and transparency as well as ready access to and by the public, with public confidence in government hovering at all-time lows; and varied expectations of diverse stakeholder groups. Planning for the future requires greater consensus to determine how to proceed most effectively and efficiently to meet both today's and tomorrow's challenges and needs.
- Transparency of the resource allocation and priority setting processes is critical to successfully engaging all stakeholders and implementing a robust strategic planning process.





Protecting and Advancing Democracy: Ensuring Electoral Integrity

Moderator:

Mark Funkhouser, Former Publisher, Governing

Panelists:

Edgardo Cortes, Election Security Advisor, Brennan Center for Justice

Alysoun McLaughlin, Deputy Election Director, Montgomery County Board of Elections

Background

Voting at the federal, state, and local levels is fundamental to American democracy, and citizens must have confidence in electoral systems, processes, and results. Electoral integrity and voter participation are enhanced by (1) ensuring that everyone with a legal right to vote is able to do so; (2) protecting all critical election infrastructure, such as storage facilities, polling places, and centralized vote tabulation locations; and (3) safeguarding such information and communications technology as voter registration databases, voting machines, and other electoral management systems.

Key Insights Presented and Issues Discussed

- Among the public, there has been an increase in agitated attitudes toward electoral administration. The question of “what does the administrator do the other 364 days a year” rises frequently. The size, coordination, and successful conduct of an election requires year-round resources and measures, which depending on the size of a jurisdiction, can be large.
- The U.S. election system is highly decentralized. Public agencies and administrators have critical roles to play in ensuring fair and safe elections. In most cases, the nation’s counties are responsible for actually running our elections. Decentralization and lack of standardization create a number of challenges; but this structure can be a strength from a security perspective.
- Key electoral integrity/voter participation challenges include foreign intervention; rules, processes, and locations for voting; gerrymandering; and lack of voter participation, especially in non-presidential election years.
- Partisanship has become a challenge for electoral administration. The voting process needs to be instituted identically across the board in a jurisdiction to protect all candidates equally. Local elections officials work year-round to protect the nonpartisan administration of elections
- Electoral integrity depends upon people’s engagement in the election process, which requires volunteers and election administrators to operate effectively in tandem. Some electoral administrations have begun to partner with local schools to train students to help with the administrative portion of the elections. This allows for heightened engagement of young people in the voting process while providing volunteer services at no taxpayer expense.
- Elections must always be conducted error free. Paper ballots are a reassuring factor for voters in terms of equipment suspicion. Mail-in voting has started to trend, but people will fill out their ballots and physically deliver the mail to ensure their vote is counted. There are challenges with ensuring the voter that their vote was counted without letting their vote be traced back to them.
- The length of time to wait to vote can be used as a performance metric; however, the results are often times skewed. Overall, voting may require an average wait time of 7 minutes; however, the wait time at 5pm, when everyone gets off work, could be over an hour.



Ensuring Environmental Sustainability: Create Modern Water Systems for Safe and Sustainable Use

Moderator:

Barry Rabe, J. Ira and Nicki Harris Family Professor of Public Policy at the Gerald R. Ford School of Public Policy at the University of Michigan

Panelists:

Bob Perciasepe, President, Center for Climate and Energy Solutions

Manuel Teodoro, Associate Professor, Department of Political Science, Texas A&M University

Mamie Parker, Former Assistant Director, U.S. Fish and Wildlife Service

Background

From a governance standpoint, many states have a multiplicity of small water districts overseen by boards with limited subject matter expertise and oversight gaps. Legal and cultural clashes over water rights have become widespread. Diminished water quality is a critical issue of social equity and environmental justice, as we have seen in places like Flint, Michigan and Newark, New Jersey. In some disadvantaged communities, residents are forced to pay for bottled water to avoid unsafe drinking water, and many residents in low income communities must make choices between basic necessities in order to pay for basic water services. Similarly, issues of persistent flooding from storm water and rising rivers often have disproportionate effects on historically marginalized communities such as Freeport, Illinois.

Key Insights Presented and Issues Discussed

- The current US water system receives a D grade from the American Society of Civil Engineers. The EPA estimates that, over the next 20 years, capital investments of \$472 billion will be needed to protect public health and to ensure compliance with the Safe Drinking Water Act .
 - o For comparison, the value of U.S. product shipments of bottled water in 2016 was nearly \$7 billion.
- Water infrastructure isn't equipped to handle new elements in the ecosystem, such as micro-plastics, newer chemicals, and spores like cryptosporidiosis.
- 85 percent of people get their water from the local government. Local water systems are plentiful, with 50,000 in total, 40,000 of which are small scale. Yet there is no unifying regulatory agency. Instead, over 100 regulatory authorities apply idiosyncratic regulations.
- The intersectional aspect of water systems is that when they fail, the burden mostly falls on people of color.
- One question driving this discussion is whether the country is too divided now to build the trust needed for a nationwide water policy.
- Polling data shows that water issues have more support—from both Democrats and Republicans—than climate change or energy.
- When discussing the utility of a water tax, similar to a carbon tax, it was concluded that it would actually be a regressive tax because most drinkers of bottled water fall into a lower-income demographic.
- Full cost pricing was mentioned in the discussion as it refers to whether to define water as a commodity or as a right.
- It is important to recognize the distinction between system affordability (keeping the overall costs of the water system down) and household affordability (how the cost of water is factored into micro purchasing decisions). The cost of inexpensive water systems is offset by the expenses associated with the resulting individual health problems and environment degradation.

⁷Environmental Protections Network. "Proposed EPA FY 2020 Budget Slashes Drinking Water Protection." Environmental Protections Network, 2020.

⁸<https://www.statista.com/topics/1302/bottled-water-market/>



Building Resilient Communities

Moderator:

Norton Bonaparte, City Manager, City of Sanford, Florida

Panel:

Scott Hancock, Executive Director, Maryland Municipal League

John Paczkowski, Senior Managing Director, Witt O'Brien's

Beth Gazley, Professor at the Paul H. O'Neill School of Public and Environmental Affairs and Associate Vice Provost for Faculty and Academic Affairs, Indiana University-Bloomington

Background

Communities across the country are on the front lines of numerous challenges, including but certainly not limited to extreme weather conditions and natural disasters, economic dislocations, health epidemics, and unaffordable housing. To deal with such challenges, America needs to build resilient communities with the capacity to respond to, withstand, and recover from adverse situations. Resilient communities are able to address natural hazard preparedness, mitigation, and response. But as the term is used here, resilient refers to the whole panoply of potential and actual stresses facing communities, including civil unrest and poverty. Public agencies and administrators have an important role to play in building resilient communities. To serve a community holistically, it is critical for these agencies to coordinate with other key stakeholders including the nonprofit sector.

Key Insights Presented and Issues Discussed

- Resiliency must be comprehensive. A single structure standing after a hurricane, for example, might be an engineering marvel, but it is not a larger success. It is important to have a holistic approach to emergency management with all the dots being connected. A truly systematic and comprehensive approach is needed.
- Resilience applies to communities preparing, recovering, and rebuilding from a natural disaster.
 - o Community leaders, who can be risk adverse, must engage. Potential hazards can be identified and mitigated. Resilience and risk management are becoming core competencies.
 - o Concrete steps community leaders can take include adopting a resilience mindset, organizing teams, being ready to ask for help, forging partnerships, and always being persistent.
 - o Local administrators are truly key to make the local connections necessary to be ready and respond. They can bring concerned parties together to look at plans and consider alternatives. Stakeholders must be brought in at every stage. Non-profit organizations can assist with ideas and resources.
 - o Federal programs with tied-in funding are available to support emergency planning.
- After an emergency, the hope is not to just bounce back, but to bounce forward. Communities must adapt to a new situation, with government thinking about how it can provide services, and people thinking about how they can live differently. In some cases, that might involve organized retreats from likely hazards, such as not rebuilding in chronic flood zone.
 - o Communities should engage in long-term planning that nurtures collaboration among all interest parties.
 - o With strategic development plans on the books, communities can use the funding and attention that comes from emergencies to generate forward movement. Before an event, there may not be funding or impetus to move forward. But emergencies can change the situation. One community moved to more dense development and built an emergency operations center.
- Communities with low income levels or facing particular resource constraints can still prepare.
 - o Planning and forging relationships become particularly important.
 - o There is a new federal focus on low income areas which can be the most vulnerable. There is a reimagining of the core systems, like the electrical grid, in these areas. Social equity needs to be on the table. Changes in the lowest income areas can often have the biggest impacts. An example of an enduring challenge to communities is poverty and the ability to provide a safety net.
- Resilience also applies an organizational and “people” level.
 - o Citizens are the first responders. There are many opportunities to incorporate them into planning and development. There is a need for many different types of community partnerships.
 - o Federal agencies are looking at their own employees’ welfare in understanding the stressors that impede mission focus. Family support and associated programs take on greater importance.



NATIONAL ACADEMY OF PUBLIC ADMINISTRATION



Restoring the Partnership and Mutual Accountability

Hosted by: The Standing Panel on Intergovernmental Systems

**Sponsored by: Individual Contribution by Jane and Mark Pisano, Academy Fellows
Class of 1991 and 1997**

Moderator:

Mark Pisano, Professor of Practice of Public Administration, University of Southern California

Panelists:

Congressman Gerry Connolly

Martin O'Malley, Former Governor of Maryland

Kathy Stack, Former senior OMB career official, foundation executive, and, currently, human services people-focused management change leader

Shelley Metzenbaum, Former federal, state, and local official and government management change leader

Background

Federal, state, local and international governmental bodies in the U.S. and abroad, as well as the private and nonprofit sectors, face questions about whether, and how, to take on today's problems. Most of these problems are complicated by the reality that they require action not just by one level of government but by federal, state, and local governments working successfully together, and often with the private and nonprofit sectors.

Against this backdrop, the House Oversight and Government Reform Committee recently held a hearing on bipartisan legislation, informally dubbed "Restoring the Partnership Act." The 2019 version of the legislation calls for creation of a National Commission on Intergovernmental Relations. It also introduces the very important and exciting concept of "mutual accountability." The panel discussed not just the opportunities that would arise from passage of the proposed legislation but also explored the work that the Academy can do to improve intergovernmental and intersectoral mechanisms to speed progress on public policy objectives with mutual accountability.

Key Insights Presented and Issues Discussed

- The world today is transforming at remarkable speed. Continually evolving technologies and knowledge open up unprecedented opportunities to advance public policy objectives and aspirations.
- Simultaneously, these and other changes introduce complex policy challenges.
- In the 21st Century, no significant public problem fits entirely within one government agency, or even one level of government, and our federal system presupposes that all levels of government have an important role to play in the democratic process. Effective problem solving usually requires federal, state, and local governments to work successfully together, and often with the private and nonprofit sectors. And yet, we have not prioritized the building of collaborative capabilities to develop and implement effective policies and programs across levels of government and sectors of society. The demise of institutions such as the Advisory Commission on Intergovernmental Relations, which kept these governance issues front and center in policymaking and administration, may have contributed to this collective neglect.
- Fragmented and fractious inter-governmental arrangements—characterized by slow bureaucratic processes, conflicting rules, competing objectives, organizational stovepipes, and overlapping programs—are significant impediments to meeting public needs in such areas as grant programs, emergency management, the environment, and social and economic programs.
- The "Restore the Partnership Act" would establish a permanent bipartisan Commission on Intergovernmental Relations of the United States to facilitate the fullest cooperation, coordination, and mutual accountability among all levels of government.
- It is important to give serious attention to the concept of "mutual accountability," a term introduced in the 2019-2020 version of the legislation. It is hoped that government agencies working with other government levels to improve results will pay more attention to figuring out how to build mutual accountability — for example, federal grant-giving agencies returning data to grantees and other data suppliers with value added information through analysis that helps grantees find ways to improve, instead of using data analytics to punish. The panel talked about barriers impeding local innovators' efforts to help the people they serve—such as data access, data-handling skills, and real and assumed barriers impeding use of funds across programs that help the same people and communities.
- Congress increasingly recognizes the importance of intergovernmental relations. This proposed legislation builds upon work by Congressman Rob Bishop, as chair of the Speaker's Task Force on Intergovernmental Affairs formed by then-Speaker Paul Ryan and Democratic Leader and now Speaker Nancy Pelosi, that convened hearings at which several Academy Fellows, including President Gerton, testified.



A Multilateral Approach for Optimizing Africa's Access to Strategic Human Talent: Africa's Youth Bulge: A Threat, Opportunity or Something to be Ignored

Sponsored by: Individual Contribution from General Arnold Fields, Academy Fellow Class of 2011

Moderator:

Sy Murray, Visiting Professor, Jackson State University

Panelists:

Harvey L. White, Professor and Associate Director of Joseph Biden, Jr School of Public Policy and Administration, University of Delaware

Anthony J. Snipes, City Manager, Missouri City, Texas and President and Board Chair of National Forum for Black Public Administrators

Laura Bloomberg, Dean of the Humphrey School of Public Affairs, University of Minnesota

Background

The Academy's Africa Working Group (AWG) is connected to the Grand Challenge, "Advance National Interests in a Changing Global Context." The AWG is working with the Mandela Washington Fellowship for Young African Leaders that is sponsored by the U.S. Department of State. Africa is facing a challenge with youth development and local governance. It will be important to develop strategies to promote the sharing of effective practices between municipal governments, universities, and civil society organizations (NGOs). Universities have an important role in linking policy-making values with competent practice values through various types of outreach.

Key Insights Presented and Issues Discussed

- A new and significantly large boom in Africa's youth population is occurring on the continent. Effective public administration organizations should prioritize working with individuals involved in the development process, rather than the presidents of countries.
 - The consortium of international policy development, administered by Prof. Harvey White, works through partnerships with local people on the continent in conjunction with the US but not in competition for US support.
 - There are areas of issue convergence between the US and African countries, like South Africa, that allow for mutual learning; particularly the issues of HIV/AIDS and gun violence.
 - Cultural context matters when working with African countries. Understanding how the discourse unfolds and how decisions are made is important. This is where the US often misses the mark.
- The presenters' organizations have made important strides in advancing the goals associated with this Grand Challenge:
 - o The Consortium for International Management Policy and Development (CIMPAD)'s goal is to be a value add for the host country. It only goes if invited; every activity must be a collaborative effort with host partners; and resources are never taken from the host country. CIMPAD has had recent conferences in Zambia and Botswana, with plans for Ethiopia, Malawi, and Nigeria.
 - o The National Forum for Black Public Administrators hosted meetings with leaders from South Africa to develop effective practices. It developed a 7-point plan for public policy leaders to consider and incorporate practices from South Africa.
 - o The Humphrey School of Public Affairs at the University of Minnesota hosted the Mandela Fellows Program and organized a continent-wide meeting in Johannesburg. The school recently completed a USAID contract focusing on intersectional curriculum for environment and general health. With outbreaks of Ebola and Cholera, it is increasingly important to grow the next generation of leaders who can handle health crises.



The Administrative State and the Supreme Court: Back to the Future? *(Gundy v. United States and Kisor v. Wilkie)*

Sponsored by: Individual Contribution by Chester A. Newland, Academy Fellow Class of 1975

Moderator:

Chester A. (Chet) Newland, Emeritus Distinguished Professor of Public Administration, University of Southern California

Panelists:

Paul R. Verkuil, Past Chair, Administrative Conference of the United States

Cornelius Kerwin, Former President, American University

Background

This session focused chiefly on two June 2019 Supreme Court decisions and opinions that concern constitutionality of congressional delegation of Administrative State authority to federal agencies.

Key Insights Presented and Issues Discussed

- A legal doctrine called “Auer deference” became more widely used in the courts following a 2018 Federal Circuit Court decision in favor of the Department of Veteran Affairs (VA). Under this doctrine, the courts should defer to the interpretation of federal agencies when the agencies are interpreting their own regulations. It was held that agencies possess scientific expertise, public policy competence, political accountability, and a direct knowledge of whatever they were dealing with when they interpreted the rule the way they did.
- At the extreme end of the spectrum of administrative rulemaking, agencies would take the delegation of authority and adopt ambiguous rules to maximize their own discretion, and engage in an abusive application of these rules. But, the empirical studies show that is not the case. The other end of the spectrum is no administrative rulemaking. It’s hard to imagine a circumstance where either of these prevail.
- The narrowing or elimination of the Chevron and Auer doctrines would take a lot of power away from the agencies, and place it with the courts. The courts already have a workload that is difficult to keep pace with.
- Congress has moved, to a large degree, from legislating to delegating. This gives more power to the Office of the President. Going all the way with delegation is not possible. Going all the way with Chevron or Auer is not going to work. Where is the middle ground, and how can the system be refined?
- The vast majority of administrative rules are polishing up an existing policy. There is a lot of that seen in the rulemakings of the Environmental Protection Agency and Federal Aviation Administration. The heartburn sets in where agencies are writing substantive law with considerable regularity. The onus is more on Congress to return some vestige of lawmaking.
- The idea is that Congress legislates, the agency then publishes a rule that looks like the law, and the courts come in to adjudicate once the rules are challenged. Where is the design fix that preserves some of these principles?
 - o The Administrative Procedure Act definition of the administrative rule: It prescribes, interprets or implements law.
- o Agencies should not write rules that prescribe law. That should be done by Congress.
- o With the Clean Air and Water Acts of the 1970s, 572 rules were required for the first phase of implementation. As hard as Congress works, it still cannot get such a complex law to the level of detail needed to be implemented.
- The Clean Water Act uses the term “navigable waters of the United States”. Depending on the administration, that means very different things. What is interpretation, and what is prescription?
 - o For example, session discussants did not agree on whether the migratory bird rule is prescription or interpretation.
- In a 2019 majority decision, the Supreme Court reversed and remanded the VA case back to the Federal Circuit Court. The Supreme Court decision, while upholding the Auer deference, stated that it is “sometimes appropriate and sometimes not” and can only be considered where “a regulation is genuinely ambiguous” and “the agency’s construction of its rule must still be reasonable.” The Supreme Court unanimously ruled that the Federal Circuit Court did not use all the tools available to properly analyze the interpretation of the VA’s regulations. It vacated the 2018 VA decision and remanded it to the Federal Circuit for review in light of the limitations in using the Auer deference.
- In the long run, who does this benefit?
 - o The process is tailor-made for the interest group community to influence. Congress does not have the necessary expertise to write the highly detailed legislation required if the pre-administrative state non-delegation doctrine is revived. And, given resource and process constraints, administrative agencies can become too dependent on external groups providing material they need to develop regulations.
 - o What will happen if the current rulemaking process is blown up? Who will be hurt? Will Congress ever be able to reasonably provide in law the level of specificity provided in agency rules? Would Congress have to enact new legislation to address what are now updates to regulations?



Partnerships Across Government: Building on Relationships Across Sectors and Throughout All Levels of Government

Moderator:

Brenna Isman, Director of Academy Studies, National Academy of Public Administration

Panelists:

Kate Connor, Research Analyst, National Academy of Public Administration

Elise Johnson, Research Associate, National Academy of Public Administration

Sean Smooke, Research Associate, National Academy of Public Administration

Chloe Yang, Project Director, National Academy of Public Administration

Background

A panel of the Academy's professional study staff discussed lessons learned, new capabilities, and client engagement as it related to projects that engaged partners in the state and local space, as well as non-profit organizations and associations. This conversation included perspectives of project work with the National Coalition of STD Directors (NCSD); Montgomery County (Maryland) Council; the International Life Sciences Institute – North America (ILSI); State Chamber of Oklahoma Research Foundation; and the Administrative Conference of the U.S. for the Social Security Administration.

Key Lessons Learned from Academy Studies

- Many federal programs require extensive coordination with the states. But often there is a significant lack of common definitions, lack of agreement on desired data points with which to manage programs, and no institutionalized form of communication between the federal agency and its state counterpart.
- States often utilize management practices and principles that are very similar to federal agencies, but are customized to the specific and unique elements of that state or the federal agency. There is a good deal of learning and best practice that can be shared both across states as well as levels of government.
- Gaining consensus in local government can be challenging, such as a council structure with diverse perspectives, constrained resources, and short leadership/governing tenures. However, it is much easier to see the impact of decisions on constituents at the local level.
- State and local municipalities regularly demonstrate coordination with private sector partners in order to meet the objectives of improved service delivery. Also, their working closely with associations and advocates to communicate crucial messaging to the public and to maximize resources are promising practices for adoption by federal agencies.





The Role of Impact Investing in Advancing Social Equity

Moderator:

Gary Glickman, Chair of the Standing Panel on Social Equity, National Academy of Public Administration

Panelists:

Roger Low, Policy Director, America Forward

Keith R. Mestrich, President and Chief Executive Office, Amalgamated Bank

Background

Impact investors focus on social equity investments that produce social benefits and financial returns. As more money is directed towards these goals, there is an opportunity to build new alliances and to capitalize on market forces to drive social equity. The panel, composed of leaders in the impact investing field, examined strategies for leveraging the investments to promote social equity.

Key Insights Presented and Issues Discussed

- There has been growth in the number of individuals who support impact investments in furtherance of specific social equity causes—and there is even greater opportunity to increase social equity investing through the use of public funds. New alliances should incentivize government investment, involve the communities to be served, attract private investors, and produce measurable outcomes. Joint public and private partnerships recognize that community and policy investment can deliver the desired outcomes for both groups.
- Much of Amalgamated Bank's impact investing is directed toward financing housing through its work with cities to determine unmet needs. The scope and amount of impact investing could be increased if there were more public-private partnerships with the government. For example, nonprofits created to address specific human needs often struggle maintaining liquidity because they are waiting on income. Private industry can address this issue because their delayed payments are collateralized. Public-private financial partnerships can be created that will mitigate the monetary issues and result in successful outcomes for service providers and investors.
- The Qualified Opportunity Zones program was created to promote investment in distressed communities through government tax incentives. Currently, investments in opportunity zones are often initiatives that may not have the direct impact of improving the lives of neighborhood residents similar to building a large hotel that creates permanent jobs. While investment is occurring, greater guidance is needed to define an opportunity zone, the range of acceptable investments, and requirements for reinvestment. This program can be more successful with private investment that meets government requirements for the low and mid-income sectors.
- Many current and potential impact investors want to support equity issues through innovative practices and strategies. These investors are seeking solutions that have been evaluated and have proven outcomes. Governments are challenged to offer tested approaches to social equity investment.
- Currently less than 1 percent of the federal government's annual funding for social services is allocated in ways that allow measuring the impact on those served by the programs. Government policies and programs are tied to inputs and outputs rather than outcomes that are measurable. Various organizations focus on creating coalitions of social entrepreneurs and policy makers who help governments to use data to drive funding decisions.



The Future of Work

Hosted by: The Standing Panel on the Public Service

Sponsored by: Management Concepts

Moderator:

Bill Eggers, Executive Director, Deloitte's Center for Government Insights

Panelists:

Alana Cober, Human Resources Officer, National Aeronautics and Space Administration

Angela Bailey, Chief Human Resources Officer, Department of Homeland Security

Holly Cockrell, Human Resources Manager, Virginia Department of Transportation

Background

The entanglement of technology into the life of the average person is near total. For the workforce, the adoption of modern technologies has been both a boon and a challenge. In an ideal scenario, technology blends into the background of our lives, where it serves us best. The federal workforce is poised to benefit massively from innovative new systems, if investments in those systems are done properly. This session discussed how entities at both the state and federal level are working to address the challenges and reap the rewards of cutting edge technology.

Key Insights Presented and Issues Discussed

- Today, innovation will be mainly about freeing people up from transactional tasks, giving them more time with other duties. Federal employees often spend hours on work that is not directly productive, forcing more hours spent on work overall, and detracting from both mission-direct tasks as well as life outside of the office.
 - o Most of these transactional tasks can be automated.
- Automation does not inherently exclude humans. Human-machine pairing will be critical to future workflows.
- Public sector organizations have been innovating:
 - o The National Aeronautics and Space Administration (NASA) conducted a flexibility study to assess where innovation would be needed to boost talent acquisition and retention, alongside a Future of Work study to assess the “meta forces” that impact the mission. It will roll out a talent strategy centered on four main pillars focused on the Future of Work. Competitive salaries, performance-based compensation, and enhanced benefits were found to be critical to competing with the private sector. NASA places a strong emphasis on broadening the mindset of its workforce beyond their own mission center, hoping to encourage the sharing of expertise across teams.
 - o The Virginia Department of Transportation (VDOT) is embarking on a three-phase plan to move toward organizational transformation, “VDOT’s North Star.” The plan is comprised of 10 strategic initiatives, with five short-term, quick fixes to address technology and workforce challenges in the present, and five long-term transformational shifts. VDOT has investigated solutions to forthcoming challenges like workforce reductions from automation. Alternatives, such as adjusting responsibilities for employees as automation expands, have been key solutions.
- o The Department of Homeland Security (DHS) has a mission that spans the globe, and the department must consider the opportunities and challenges of technology in the working environment of the future—for example, how will climate change impact border patrol attire? Mission resources must be considered in the assessment. It is not just humans that DHS must consider—animal staff, like K-9s, will have to be accommodated in organizational changes. Radical shifts in scope require new ways of thinking. Securing space travel for tourists, or sites on Mars, are challenges that are not too far on the horizon. More immediately, the Coast Guard’s mission will change as the area it patrols expands, with the opening of the Arctic Sea due to climate change. Personnel systems must be redesigned to fit the jobs of the future. New hiring authorities will be needed to hire people in unique circumstances, even in the short term. Skills must be adapted to technology. New staff will be expected to operate a drone more frequently. While government work cannot compete with the private sector on salaries, it can compete on mission. Government entities must find a middle ground that attracts talent.
- Key lessons from public sector innovation:
 - o Reforms designed for one agency are not necessarily suited to others. Programs must be designed around a mission.
 - o Anxiety around automation is common. Much of the workforce sees it as threatening
 - o Some fears about the future of work are more unfounded than others, as in the case of trepidation around telework. Agencies must adapt to new trends as they come along.
 - o Though growing pains are expected, they can be ameliorated. Guiding principles are core to the reform process.



Elmer B. Staats Lecture: Perspectives on Social Equity in Public Administration and Service Delivery

Moderator:

Valerie Lemmie, Director of Exploratory Research, Kettering Foundation

Panelists:

Sarah Wartell, President and Trustee, Urban Institute

Courtney Phillips, Executive Commissioner, Texas Health and Human Services

Darin Atteberry, City Manager, City of Fort Collins, Colorado

The Staats Lecture engaged these innovative leaders, all of whom have integrated social equity practices and policies into their work. The panel shared perspectives on social equity, how it surfaces in the field of public administration, and how it intersects with delivery of services to citizens.

Key Insights Presented and Issues Discussed

- Increasing social equity is challenging due to the vast inequities that exist in the country related to race, gender, demographic shifts, technology, and structural change in the economy. These changes may harden inequality in our society. For example, the highly skilled will transition to the future workforce more easily than those with limited or less complex skills.
- Social equity problems have new partners in fostering solutions. Rather than solely partnering with government agencies, private and philanthropic groups are emerging as very important potential partners.
- Building coalitions for social equity initiatives is complicated, and those who influence this process are more distributed. In the past, social equity efforts at the Urban Institute focused on how the organization could help someone. Now the work is focused on how the Urban Institute can make changes through partnerships with an entity or group. Community participation is key to a successful program. It requires greater engagement with partners throughout the creation, solution development, and implementation phases.
- Social equity is a Grand Challenge and one that public administrators (federal, state and local) have been grappling with for decades. Social equity intersects with service delivery, particularly in health equity. Often, health services focus on treatment rather than prevention. Treatment is important work, but there is a need to consider how to eliminate health equity issues on the front end. There is evidence that this problem is beginning to be addressed; however, now is the time to make significant changes to policy, procurement, service delivery, and program evaluation. The state of Texas Health and Human Services created an equity plan that includes program goals with discreet initiatives and deliverables to address inequalities. The plan provides access to service across many demographics, such as age, race, gender, and location. Additionally, the plan includes prevention initiatives to address problems on the front end.
- Within organizations, belief in the importance of social equity must be part of the culture. Individuals must commit to do the work, consider the issues more broadly, and understand the services being delivered. Team members must understand their role as part of a larger effort.
- Social equity is relevant at state and local levels and is evidenced in day-to-day interactions with constituents. Equity conversations take place at the local level. Fort Collins has made social equity a top concern for the city. Currently, 10 of the city's top 20 priorities are social equity initiatives. These programs include childcare, low income services, equity and inclusion, transit, community engagement, diversity on boards and commissions, and building a broadband community. For example, the initiative to build a broadband community is part of the city's goal to address the digital divide and future-proof the city. Fort Collins plans to bring broadband service into every area of each community to give people tools to be successful.
- City managers who want to be successful in implementing social equity programs must learn to operationalize the research from academia and information from community leaders. City managers must rethink how they lead their workforce and serve the community. They aspire to be best and are very intentional in engaging with constituents, partners, and other stakeholders.
- Social equity discussions and initiatives must reach more people and be delivered in a way that is accessible to all. Within a community, there are the typical influencers, but technology, such as social media, has given voice and influence to individuals and groups who did not have them previously.



James E. Webb Lecture: Innovation in Government

Speaker:

Anne Rung, Director, Government Sector, Amazon Business

The 2019 Webb Lecture centered the Academy's Grand Challenge initiative within the context of Amazon Business, including what government can learn from business and how a stronger government-industry partnership can be established.

To increase innovation in government, it is important to rethink the role of chief information officers (CIO). Individuals in these positions have the ability to assist not just with purely technological issues, but also to help address major strategic issues, such as challenges citizens are facing in accessing public services. In Los Angeles, the CIO was able to help address the city's parking problem with technology after bringing stakeholders together to discuss the major issues and challenges. The lesson learned is that public agencies should allow and encourage CIOs to work in partnership with other executives to address programmatic issues.

Increasing innovation in government also requires a reimagining of the government-industry relationship. Current procurement rules inhibit the collaboration and cooperation required to ensure that the partnership produces win-win solutions for the government, industry, and the public.

Government agencies should experiment and allow for testing of innovations. Public administrators should visit the front-lines of service delivery. They should question everything, identify improvements, and prioritize them. Employees on the front lines often know more about the failings of an organization when it comes to customer issues and problems. By asking "why" three times, it is possible to get to the root cause of problems and to avoid doing the same thing because it is what has always been done.

All government agencies and departments need to be modernized, but typically face a number of challenges in the public sector that impede innovation. It is difficult to repurpose individuals in government. Many employees have a wealth of experience, but demand for work is elsewhere. Many agencies have extremely old job classifications that need to be updated. And government generally has a low tolerance for risk, which impedes the ability of agencies to try new technologies. Government is scared of failure. In the end, the concept of agile government will be key to resolving these challenges and promoting innovation in public agencies.



The Future of Work in America: Unlocking Human Potential

Speaker:

Bryan Hancock, Partner, McKinsey & Company

Over the next decade, technology and automation will continue to drive changes in the American economy and workforce. Some occupations will shrink, others will grow, and the tasks, time allocation, and required skills associated with almost every job will change.

That said, these changes – and their impact – vary significantly across types of jobs, people and places. This raises questions about how communities, corporations, and governments can best respond.

Mr. Hancock shared McKinsey’s cutting-edge forecast on the future of work and provided a fact-base to support the work of the Academy’s “Connect Individuals to Meaningful Work” and “Build Resilient Communities” Grand Challenges. Five technology systems characterize the current automation and AI landscape:

- o Computer vision
- o Natural language
- o Cognitive agents
- o Robotics and autonomous vehicles
- o Machine learning and deep learning

Against this backdrop, most occupations will be transformed, but only 10 percent or so of all occupations can be fully automated. Still, a total of 39 million jobs are estimated to be displaced by 2030. Most of these will be in four major occupations: office support, food services, customer sales, and production. The impact will vary by demographic group, and there is a much higher displacement rate for non-college educated workers.

The skills needed in the workforce will shift, towards more technological and socioemotional skills. Job gains during the recovery from the Great Recession have been concentrated in urban areas, and 60 percent of net job creation through 2030 may be in 25 urban areas.

Communities will face different future of work challenges depending on whether they are urban core, urban periphery, niche cities, or rural. Overall, however, all communities will need to do the following to build a brighter future of work:

- *Build the workforce of the future* by developing and expanding training programs for midcareer workers and lifelong learning.
- *Connect workers with new opportunities* by improving labor market transparency, transportation, and mobility.
- *Undertake economic development* to spur job creation by creating local and regional strategies to attract investment and promote entrepreneurship.
- *Support workers in transition* by expanding access to benefits and financing for people changing occupations.



George Graham Award for Exceptional Service to the Academy

Presenter:

Sy Murray

Award recipient:

Blue Wooldridge

Sylvester Murray presented the 2019 George Graham Award to Blue Wooldridge. Even before he became a Fellow, Blue was involved as an associate Standing Panel member and made presentations at the Academy's annual conference and at panel meetings. When the Academy was facing serious challenges in 2009, he joined some compatriots in running for the Board outside the regular nominating slate. His successful candidacy led to six years of strongly positive involvement that left the Academy in a stronger position than it had been before his election or would have been without him.

For years, Blue has been the driving force behind the Academy's involvement in social equity issues, through presentations, committee work, panel leadership, and persistent reminders. He has been willing to work at all levels to foster this involvement, and has done so with both grace and strength. He has also been a major proponent of international involvement, including the development of the Africa Working Group, as a subset of the International Standing Panel. He has been a willing member and leader of multiple special task forces and working groups, and always participates in Academy activities willingly and valuably.

During his two terms as a member of the Board of Directors, Blue served on the Executive Committee. He also spent two years on the Fellows Nominating Committee, three years on the Board Officers Nominating Committee, and a year on the President/CEO Search Committee.

He has been an organizer of multiple events over the years, including the following:

- Planning committee, Sixth Annual Leadership Conference on Social Equity, co-sponsored by Virginia Commonwealth University and the Academy, in 2007
- Planning committee, NAPA Fall Conference for 2007
- Convener and presenter, Models for Conducting Senior Management Development Sessions in African Countries, Philip J. Rutledge Seminar
- Panel convener and presenter, "State and Local Responses to the Financial Crisis: Implications of the Memos to National Leaders," NAPA's Fall meeting 2013
- Panel moderator, "Preparing an Equity Agenda for Local Governments," NAPA's Fall meeting, 2016

In his professorial role, Blue has worked with governments of multiple countries, where he acquired an expertise that has proved invaluable to the International Standing Panel and to the Africa Working Group, for which he was Vice Chair. He was also part of the expert advisory group for the Academy's effort on the Iraq Civil Service Curriculum as well as the Ronald H. Brown African Affairs Series, "Leadership and Governance in Africa: Developing High-Performing Public Administrations to Manage Economic Growth and Social Prosperity."

By far his greatest contributions have come as chair of the Standing Panel on Social Equity for 11 years. He kept the issue in the forefront of the Board's consciousness, and he continually found engaging speakers to make the Standing Panel's meetings lively, interesting, and well attended. He worked with Board Chairs to find money to support the annual Social Equity Conference, and with university contacts to find co-sponsors and locations (such as Virginia Commonwealth and Arizona State).

His commitment has been grounded in economic realities. At the Seventh Annual Social Equity Conference, for example, he presented "Doing Well While Doing Good: The Economic Case for Reducing Social Inequities." And at an Academy forum, he presented "Framing the Issue: Making the Economic Case, as well as the Social Justice Case." This interest in economic issues was also evident in his serving as an associate member of the Project Panel on Integrating Budget and Planning for the FBI.

Blue has represented the Academy's social equity concerns to outside constituencies. For example, he made his presentation, "Walking the Talk: The National Academy of Public Administration's Contribution to Social Equity," to the 2010 ASPA conference in California, the 2011 COMPA conference in Texas, and the 2012 Social Equity Leadership Conference in Georgia. He made a similar presentation to the 2011 NASPAA conference in Missouri.

Blue is much deserving of the George Graham Award. He has consistently worked to improve the Academy and the society at all levels. His indefatigable energy, moral courage, dedication to social justice, and success in changing attitudes exemplify the principles on which the Academy was founded.



KPMG LLP

8350 Broad Street
McLean, VA 22102
www.kpmg.com/us



National Academy of Public Administration

1800 K St NW #400
Washington, DC 20006
www.napawash.org

This report represents the views of the conference speakers and panelists, and does not represent the view of professional advice of KPMG LLP.

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

kpmg.com/socialmedia



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.

© 2020 KPMG LLP, a Delaware limited liability partnership and the U.S. member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. Printed in the U.S.A. The KPMG name and logo are registered trademarks or trademarks of KPMG International.