

Attachment 1

NAPA Annual Report SP submission

The *Standing Panel on Intergovernmental Systems (IGS Panel)*, Co-Chaired by Shelley Metzenbaum and Mark Pisano, worked this past year to support NAPA's [five strategic goals](#). *The Panel* works to deepen understanding of what makes some intergovernmental and intersectoral arrangements more successful but others less so. Where appropriate and feasible, it initiates action to improve those arrangements and societal outcomes.

The IGS Panel and working groups met quarterly, with additional sessions on specific topics. The Panel works closely with NAPA's Center for Intergovernmental Partnership (CIP) and Federalism.us, engaging dozens of Fellows each meeting to develop and advance goals and strategies to deal with intergovernmental challenges on COVID, climate adaptation, data management for impact, pooled purchasing, and other topics.

NAPA's 2021 Fall meeting, co-convened in DC and at four other sites as well as virtually, focused on "Addressing Grand Challenges through the Intergovernmental System." The regional meeting at the University of San Francisco considered, lessons learned and issues raised by federal, state, and local efforts to deal with Covid-19 as well as local and regional government partnerships with foundations to advance economic development, meaningful work and social equity. The regional meeting at the University of Nebraska considered intergovernmental aspects of law enforcement and civic engagement, for example.

The Standing Panel's session during the 2021 Fall Meeting featured local government officials and experts talking about more and less effective intergovernmental arrangements with a focus on three themes:

- **What helped.** Other than funding, how have federal and state governments helped local governments in the past? Based on that experience, how can and should feds and states continue to help or start to help again in the future?
- **What hurt.** How have federal or state governments gotten in the way of local government progress in the past and, based on that experience, what should they stop doing or could they do in a smarter way in the future?
- **Technology and other future opportunities.** How can technology advances help federal and state governments help local governments deliver in more effective, cost-effective, equitable, understandable, and customer-friendly ways?

Other Panel accomplishments in 2022 include:

- **Covid-19 Report on "Intergovernmental Dimensions of the COVID-19 Responses and Consequences."** Fellows Ken Kizer and Rich Callahan led a working group of fourteen fellows, including five former state health directors, four former Deans, and Dr. Georges Benjamin, Executive Director of the American Public Health Association and Dr. Josh Sharfstein, Vice-Dean, Johns Hopkins School of Public Health, with strong support from NAPA President Terry Gerton and staff. The report included recommendations for improving testing, vaccine distribution, supply chain and data collection, with attention to advancing social equity throughout the report.

The report was discussed in two blogs:

<https://federalism.us/2022/04/intergovernmental-dimensions-of-advancing-the-economy-health-social-equity/> (April 4)

<https://federalism.us/2021/05/understanding-the-intergovernmental-dimensions-of-the-covid-19-response-and-their-consequences/> (May 21)

and a podcast:

<https://federalnewsnetwork.com/workforce/2022/05/in-the-pandemic-federal-state-and-local-government-responses-werent-always-aligned/> (May 19).

- **Local government best practice benchmarking.** Fellow and Professor Emeritus David Ammons (University of North Carolina School of Government) described how his university helped local governments find and learn from the best practices of top performers. He also explained how best-practice benchmarking is different and can be more constructive than other benchmarking approaches. Fellow and former D.C. Mayor Anthony Williams, Orange County Virginia Administrator Theodore Voorhees, and Strategic Performance Director of WSSC Water serving Montgomery and Prince George's County in Maryland Yvonne Carney discussed how the federal government, states, and local colleges and universities might help state and local governments learn from each other to serve their communities better. The Mid-Atlantic StatNet network and NAPA's CIP co-sponsored this event.
- **The Data Dilemma: Tapping technology advances to manage for better public policy outcomes across government.** Recent crises, such as the COVID-19 and opioid epidemics spotlighted serious deficiencies in governments' ability to draw data from across jurisdictions and levels of government in useful ways despite significant advances in data collection, knowledge building, and information sharing technologies. Institutional culture and incentive structures seem to impede efforts to tap these advances to improve outcomes. Working with NAPA's Technology Leadership Standing Panel, the Panel (comprised of county officials and leaders of Johns Hopkins University's local government support network) discussed barriers that need addressing and opportunities for improvement.
- **Weather-ready nation.** The IGS Panel initiated a focus on the challenge for the nation's intergovernmental system of coping with the increased intensity and duration of extreme weather events and other aspects of adaptation to climate change. The Panel identified a case study co-authored by Fellow Louis Uccellini describing how NOAA transitioned from an organization that primarily provided forecasting services to states, localities, tribal governments, and private sector organizations to an organization that also provides its local partners impact-based decision support services, strengthening trust and improving outcomes. These lessons are now being integrated into a "new intergovernmental models" demonstration on Climate Adaptation involving over ten fellows.
- **Intergovernmental Cooperative Purchasing.** After 30 years of intergovernmental cooperative purchasing, Panel members led by Fellow Steve Hamill are examining the current state of practice and considering possible steps to improve intergovernmental cooperative purchasing.

The Panel continues to look for opportunities to make progress on the Academy's Grand Challenges, including disaster resiliency, grants management, safe and sustainable water supply, meaningful work, and social equity (e.g., reducing homelessness.) In addition, it is working to develop new approaches to public governance and engagement, sometimes in collaboration with NAPA's Agile Governance Center. It continues its work to improve intergovernmental grants management. Lastly, to support NAPA's efforts to augment its business model, panel members Steve Hamill, Jane Pisano, and Mark Pisano made significant financial contributions to NAPA this past year.