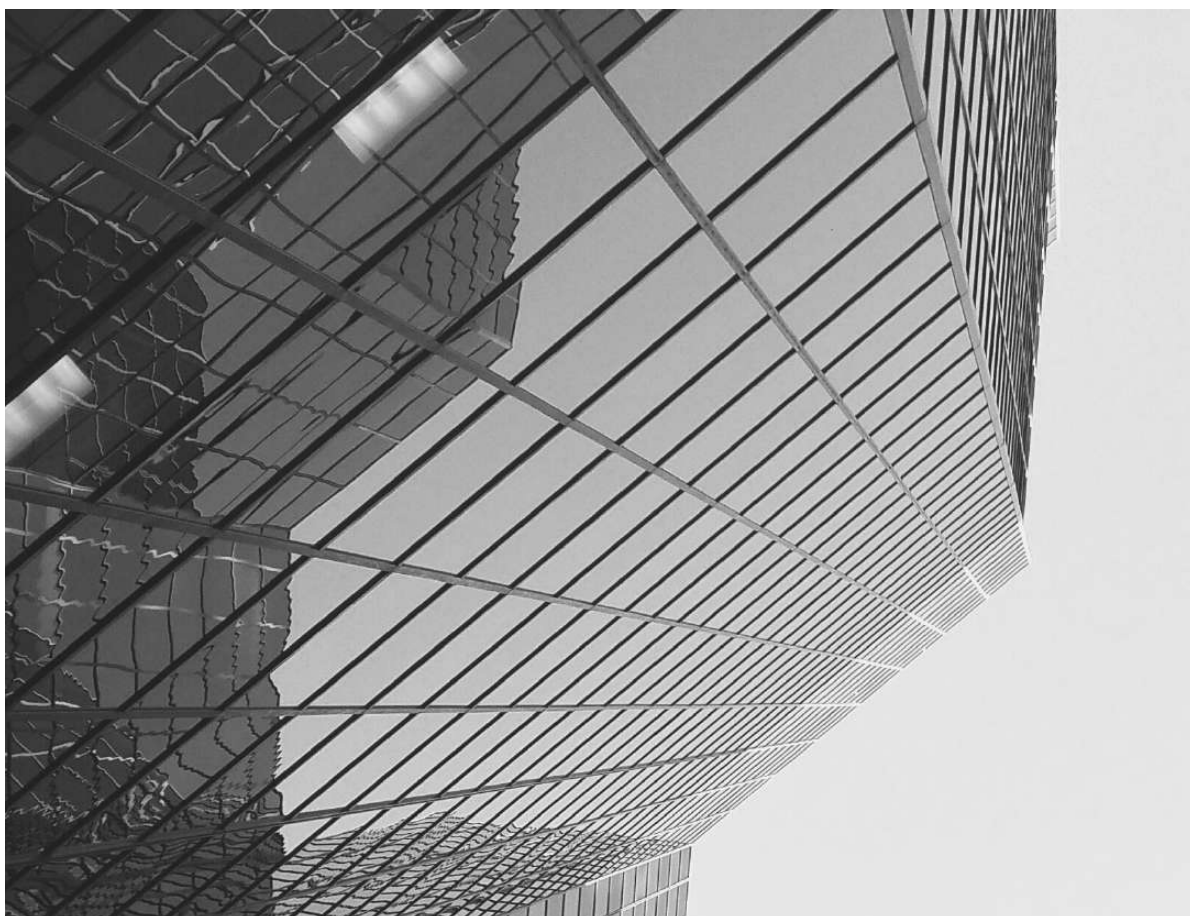




YEAR-END REPORT  
2021-22

# CENTER FOR INTERGOVERNMENTAL PARTNERSHIPS





## ABOUT THE CENTER

The National Academy of Public Administration (the Academy) established the Center for Intergovernmental Partnerships (the Center) in September 2021 in recognition that no significant public problem fits entirely within one government agency or even one level of government. The CIP identifies intergovernmental gaps and serves as a forum for dialogue and problem-solving on fiscal and grants management, program design, regulatory compliance, and related matters across local, state, Tribal, territorial, and federal levels of government. Over time, the Academy envisions the CIP as the nation's hub for problem-solving around the government's biggest challenges. It will bring leaders from every level of government and relevant sectors together to design solutions that create new governance models for the 21st century.

# FIRST-YEAR OBJECTIVES

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During the first year of its operations, the Center established three primary objectives to guide its work. These objectives were developed in consultation with the Center's Advisory Board, Executive Board, and the Intergovernmental Systems Standing Panel.

## BUILD RELATIONSHIPS

The Center engaged with organizations focused on federal, state, and local policy issues, bringing an intergovernmental perspective to current discussions.

## COMMUNICATE THE IMPORTANCE OF INTERGOVERNMENTAL PARTNERSHIPS

The Center shared information about the importance of intergovernmental partnerships through written materials and events.

## RAISE THE CENTER'S PROFILE

The Center produced written materials, hosted events, and engaged with other organizations to establish itself as part of the public administration and policy community.



# PROMOTING DIALOGUE

Events have been vital to pursuing first-year objectives. Since its establishment in September 2021, the Center has participated in, developed, or assisted with 12 external events. The Center also assisted with the Academy's Standing Panel meetings, the Grants Management Symposium, and Pandemic Response Accountability Committee (PRAC) roundtables. These events solidified relationships with various stakeholders, provided opportunities for dialogue, and put intergovernmental systems on the agenda.

## **10/21 - National Association of State Budget Officers Fall Meeting:**

The Center's Director, Nancy Augustine, introduced the Center to the National Association of State Budget Officers (NASBO) members attending their Fall Meeting in Washington, DC.

## **12/21 - The Expanded Child Tax Credit - Approaches to Reach the Hard to Reach:**

The Center convened local and state practitioners to discuss the Expanded Child Tax Credit (CTC), lessons learned from implementation, and strategies to ensure all eligible households received the credit. The panelists underscored the value of existing relationships and technical expertise in developing their outreach and enrollment efforts.

## **1/22 - Milken Institute's Public Finance Forum 2022 Silver Linings Playbook: New Momentum for Outcomes-Driven Government:**

Director Augustine introduced the Center to attendees, discussed the importance of intergovernmental collaboration, and explained how the Center would promote innovation.

## **2/22 - National Association of Counties (NACo) Roundtable on Intergovernmental Challenges in Disaster Resiliency:**

Director Augustine moderated this roundtable which convened county, state, and federal speakers to discuss challenges and opportunities for intergovernmental collaboration in disaster resiliency.

## **2/22 - Infrastructure Workforce Strategies:**

In response to the passage of the Bipartisan Infrastructure Law, the Center brought together experts who support infrastructure workforce training. The panelists agreed that more effective intergovernmental collaboration and coordination is needed to ensure the nation meets its infrastructure workforce needs.

## **4/22 - National Association of State Chief Administrator's "Day in D.C.":**

The Center organized four panels on state and federal priorities and resources. Panelists discussed shared challenges and opportunities to work together. The sessions helped NASCA members and federal agencies to build increased respect for each other's efforts and needs.

## **5/22 - Child Care and Workforce:**

The Center held a roundtable on the ongoing workforce issues experienced by childcare providers throughout the United States. Participants explored promising practices, strategies, and solutions for helping the childcare industry recruit, retain, and support their staff.

## **6/22 - Modern Social Services Delivery – Session 1:**

The Center held its first in a planned series of meetings to discuss obstacles and strategies to streamline social service programs in the United States and identify the attributes of a modernized social services program. The Center for Accountability, Modernization, and Innovation (CAMI) sponsors the series.

## **7/22 - The National Association of Counties' Roundtable on Fostering Effective Intergovernmental Partnerships to Maximize Outcomes:**

Director Augustine moderated a session at the 2022 NACo Annual Conference. This session provided a framework for fostering effective intergovernmental partnerships and provided examples of those partnerships at work.

## **8/22 - Oversight Working Group – Introductory Session:**

The Center partnered with the Carl Levin Center for Oversight and Democracy to discuss oversight in an intergovernmental context. The initial meeting gauged interest in developing a working group among oversight officials at the local, state, and federal levels.

## **9/22 - Modern Social Services Delivery – Session 2:**

The Center held its second in a planned series of meetings to consider whether pandemic-era flexibilities "modernized" social services and identify lessons learned.

## **9/22 - Claiming Complexity - Solutions to Improve Take-up and Administration of the Child Tax Credit and Earned Income Tax Credit:**

The Center partnered with the Bipartisan Policy Center (BPC) to host a conversation with policy experts and stakeholders highlighting issues with the Child Tax Credit and the Earned Income Tax Credit. Panelists discussed bipartisan, intergovernmental solutions that could improve their administration for American families and workers.



# CREATING KNOWLEDGE

## State Regulatory Relief

The Center engaged in a study to explore state-level regulatory compliance adaptations enacted during the Covid-19 pandemic, focusing on how the disruption led to permanent improvements in administrative processes. This study was supported by a grant from the Pew Charitable Trusts. It will end in December 2022.

## Social Services Modernization

The Center for Accountability, Modernization, and Innovation (CAMI) currently sponsors a series of convenings on "Modernizing Social Services Delivery." Twenty-five experts from numerous professional associations, nonprofits, and other stakeholders joined the first two discussions in June and August. These exercises in thought leadership developed a vision of a modern social services system and reflected on the pandemic's lessons. The third session takes place in December. The Center expects to produce a report after this series and hopes to brief federal officials and conduct a webinar to promote its findings and recommendations.

## Intergovernmental Responses to the Pandemic (Academy Working Group)

Building upon the foundation of "Intergovernmental Dimensions of the COVID-19 Responses and Consequences," a report published by the Academy's Working Group on the Intergovernmental Dimensions of the COVID-19 Pandemic, the Center compared four recent reports on intergovernmental responses to COVID-19 and presented common ground in actionable recommendations. Staff worked directly with several Academy Fellows to collect and analyze reports which led to this summary.

## Workforce Shortages

The Center brought together experts who support training for the infrastructure workforce and the workers necessary to execute critical infrastructure projects. This topic is timely as \$550 billion in new infrastructure funding will become available over the next five years, and there is already a shortage of workers. The U.S. Chamber of Commerce, Monster Worldwide Inc, the U.S. Department of Labor Office of Apprenticeship, the National Association of Counties, and the Missouri Division of Workforce Development participated. The panelists agreed that more effective intergovernmental collaboration and coordination would be needed to ensure the nation could meet its infrastructure workforce needs.





# FIRST-YEAR ACCOMPLISHMENTS

## 5000

Visitors to Federalism.US,  
representing a 25% increase  
over the previous year

## 5441

Individuals reached through the  
CIP's quarterly newsletter

## 12

Events hosted, participated  
in, and supported

### Communications are Key

To communicate the importance of intergovernmental partnerships and raise its profile, the Center created targeted communications for its growing audience.

The first step was to drive readers to the Academy's "sister" site, Federalism.US. Through social media, outreach with partners, and an emphasis on the content contributed by Academy Fellows; the Center increased the site's visitors by 25% over the previous year. Between November 2021 and September 2022, Center staff members posted over 30 articles, many of which conveyed content derived from Center-hosted or supported events.

The Center summarizes these efforts, events, and other activities in its quarterly newsletter, "Intergovernmental Insight." The newsletter provides an update on the Center's activities and opportunities for engagement in the intergovernmental space to over 5,000 Academy Fellows, partners, and other stakeholders.

## 30

Posts on Intergovernmental  
Matters

## 5

Organizations provided financial  
support

## 2

Total Pandemic Response  
Accountability Committee  
Webinars and Grants  
Management Symposiums

# ADVANCING THE ACADEMY'S MISSION

The Academy's third Strategic Goal states, "The Academy will promote collaborative intergovernmental and multi-sector partnerships that further governance in action and build administrative capacity by generating thoughtful, original content recognized for its excellence and reliability." With this critical element of its operations in mind, the Center started to build a network of partners, supporters, and underwriters equally invested in good intergovernmental governance.

The Center utilizes its events to build relationships, forge connections, and open doors into the complicated, vast, and vital intergovernmental system. It also provides targeted support to partners and other external groups in developing and executing their intergovernmental-focused activities. The Academy's network of Fellows and professional staff members contribute to those external events by moderating, acting as panelists, and presenting.

The Center aims to expand its network and team further to offer partners, supporters, and underwriters more opportunities, products, and support with their work in the various intergovernmental spaces.

## Supporters & Underwriters



**Jane G. & Mark A.  
Pisano Fund**



## Partners





# YEAR TWO

After finishing its first year of operations, the Center reflected on its initial objectives and welcomed feedback from advisors and stakeholders. Their input helped frame efforts for the second year into three areas.



## Year Two Objectives

### Build Relationships Through Partnerships

The Center will continue to build relationships with organizations focused on federal, state, and local policy issues, bringing an intergovernmental perspective to discussions. The Center will develop opportunities to collaborate on projects and convenings and increase participation in other organizations' events.

### Create Opportunities for Dialogue Through Meetings and Events

In addition to ongoing outreach, the Center plans to develop several series of meetings that bring together officials from multiple levels of government and sectors to discuss potential strategies for addressing shared challenges.

### Create and Communicate Knowledge About the Importance of Intergovernmental Partnerships Through Research

The Center will conduct original research to assess and develop options to improve policy implementation across levels of government. Current focus areas include disaster resiliency, infrastructure, social services modernization, workforce development, and governance systems.

# LOOKING



# FORWARD

The Center for Intergovernmental Partnerships asserts that no individual level of government nor lone agency can solve significant challenges facing our society. The Center's first year of operations exhibited a growing capability to bring practitioners together. Its work has supported partners and elevated the importance of addressing all aspects of the intergovernmental system, as emphasized by the Academy's 12 Grand Challenges in Public Administration.

The Center will continue to host discussions and produce original ideas as well as research for improved intergovernmental systems. It will also continue to facilitate events that elevate intergovernmental perspectives into every dialogue, grant program, and policy. Support for the Center allows it to take on more research opportunities, collect and share vital intergovernmental solutions, and ultimately become a leader, both in action and thought, in reshaping our governance system into a more efficient, equitable, and transparent model for the future.

# OUR STAFF



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# THANK YOU

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The Center and its staff members  
appreciate the support of its  
funders, stakeholders, and  
broader audience.



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