



CHIEFS OF STAFF: LOOKING BACK, LOOKING AHEAD

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During 2007 the National Governors Association's (NGA) Office of Management Consulting and Training (OMCT) plans to conduct a comprehensive examination of the roles that the governors' chiefs of staff play in state government and the background and experience that the chiefs bring to their positions.

As a first step in examining the roles played by governors' chiefs of staff, this NGA management brief considers the tenure of the chiefs of staff who served governors in office immediately prior to the elections of 2006. This management brief also provides some brief biographical information on newly appointed chiefs, including both the chiefs who will serve newly elected governors and new chiefs who have been named by other current governors who remained in office.

Looking Back

Fifty-five governors served in 2006. During their tenure in office, those 55 governors collectively appointed 94 men and women to serve as their chiefs of staff.

Conventional wisdom suggests that the tenure of chiefs of staff is relatively limited. As discussed below, the picture is somewhat mixed. In a number of administrations chiefs served their governors throughout their first term and several of these chiefs served into a second term as well. However, at the same time, more than one-half of the governors first elected in 2002 appointed at least two chiefs during their first term. In a number of administrations the second chief was not named until the last year of the governor's initial term.

As shown in Table 1, more than half of the governors (29) are still being served by their original chiefs and only seven governors have had more than three chiefs during their tenure in office.

Table 1: Number of Chiefs by Years in Office

Year Assumed Office	Number of Governors	1 Chief	2 Chiefs	3 Chiefs	4 Chiefs	5 Chiefs
1995	1		1			
1996	1	1				
1999	6	1	2		2	1
2000 – 01	4	2	1	1		
2003	26	12	11	3 ¹		
2004	4	2	2			
2005	9	7	2			
2006	4	5				
Total	55	29	19	4	2	1

Overall, the average tenure for a chief of staff has been approximately 31 months. However, as shown in Table 2, with the exception of the two governors who came to office in 1995 and 1996, the likelihood that a governor will have more than one chief of staff clearly increases with the length of the governor’s tenure. In three states, the governor appointed a new chief to replace his or her initial chief within a year of taking office. In four other states, the governor appointed a new chief to replace his or her initial chief within eighteen months of taking office.

Table 2: Average Tenure of Chiefs of Staff

Year Assumed Office	Number of Governors	Total Number of Chiefs	Average Tenure of Chiefs (in months)	Average Tenure as Percent of Governor’s Term
1995	1	2	72	50
1996	1	1	126	100
1999	6	18	41	33
2000	1	3	24	33
2001	3	5	43	60
2003	26	43	29	62
2004	4	6	21	66
2005	9	12	18	75
2006	4	4	10.5 ²	100

Eighteen women served as chiefs to this group of governors, which is almost 20 percent of the total number of chiefs. Fifteen governors appointed women to serve as chiefs of staff and three of them appointed a second woman during their tenure. In five states the female chief initially appointed was still serving in that position as of the end of 2006.

¹ Two of these governors have announced plans to appoint new chiefs as they begin their new terms in office.

² One governor assumed office in May.

At one level, the turnover in chiefs is somewhat less than what may be commonly thought. However, over one half of the governors completing four years in office have had at least two chiefs of staff during their tenure. This may raise some concerns considering the complexity of the job.

In twenty-four states³, governors were completing their first four years in office following the November 2006 elections. In twenty-one of these states, the incumbent governor was re-elected. In one state the governor decided not to seek re-election. In a second state the incumbent lost his party's nomination in a primary and in a third state, the incumbent governor was not re-elected.

Over their initial terms in office, these 24 governors collectively appointed 41 chiefs of staff (including eight women). In 10 states, the initial chief remained in office during the governor's full four years. In 11 states the governors each appointed two chiefs during this four year period and in three states the governors each appointed three chiefs during this four year period. In this last group of three states, two governors announced plans to appoint a new chief at the beginning of their second term. In about one quarter of these states, the governor replaced his or her initial chief within eighteen months of the appointment. In two states the change was made within the first year.

Table 3 looks at the number of chiefs by size of the state. It appears that governors of small states have appointed the least number of chiefs. Turnover among chiefs was somewhat higher in the middle group of states.

Table 3: Average Number of Chiefs By Size of State

State Ranking	Number of States	Average Number of Chiefs per State
Largest 10	5	1.8
11 – 20	5	1.4
21 – 30	5	2.2
31 – 40	3	2.0
Smallest 10	6	1.3

Table 4 looks at the number of chiefs by geographic region. The data suggests little variation by region although the number of chiefs appointed by mid-western governors is somewhat higher than in other regions

Table 4: Average Number of Chiefs by Geographic Region

Census Region	Number of States	Average Number of Chiefs per State
Northeast	5	1.7
South	6	1.7
Midwest	6	2.0
West	7	1.7

³ In one of these states, California, the governor was completing three years in office.

Looking Ahead

As we begin 2007, nineteen new appointees will be joining the ranks of the chiefs of staff. Twelve of those appointees will serve newly elected governors taking office for the first time. Six new chiefs were appointed by governors reelected to their second term in November 2006 and one new chief was named by a governor ending the first two years of his first term.

Two of the new chiefs are women. They will join four other female chiefs remaining in office. As shown in Table 5, the chiefs of newly elected governors bring a wide range of experience to their new positions. At least six of them have previously served in state government although only three appear to have worked in the executive branch. Three worked for the attorney general and one of those three also served in the legislature.

Table 5: Prior Professional Experience of Chiefs to Newly Elected Governors⁴

Prior Experience	Campaign Manager	State Government	Local Government	Federal Legislature	Non-Profit	Business	Politics
Number of Chiefs	3	6	2	4	1	3	1

BIOS FOR NEW CHIEFS OF STAFF

The biographical information provided below was obtained from press releases and press accounts and may not reflect the full breadth of experience of the individuals appointed to the position of chief of staff.

Chiefs for Governors Continuing in Office

ALABAMA – Dave Stewart

Dave Stewart, Riley's senior advisor, has been promoted to chief of staff.

Stewart, 33, who was hired as Riley's policy director in 2003, currently is responsible for developing policy initiatives as well as legislative affairs.

GEORGIA – Ed Holcombe

Ed Holcombe has extensive expertise in government relations, economic development and policy making. Holcombe, 59, joins the public sector following a 39-year tenure with Georgia Power beginning in 1967. For years he rose through the ranks of the company, working in positions in field operations, economic development and legislative affairs. In 2001 Holcombe became vice president of governmental and regulatory affairs, overseeing Georgia Power's representation to Georgia's congressional delegation, the Georgia General Assembly and the Public Service Commission.

INDIANA – Earl Goode

Earl A. Goode is chief of staff to the governor of Indiana and chairman of the Indiana Sports Commission. He is the former commissioner of the Indiana Department of Administration, January 2005–March 2006. Retired as president of GTE Information Services Corp. in 2000, he has served on the boards of The Chase Bank of Texas, N.A.–Dallas, NBD Bank of Indiana, Meridian Insurance Company and Williams Manufacturing. Currently he is a director of Georgetown College Foundation.

⁴ Total number of chiefs exceeds twelve as several chiefs bring a variety of experiences to their new positions.

MICHIGAN – Mary A. Lannoye

Mary Lannoye currently serves as the state's budget director and is the longest-serving member of the Governor's cabinet. Under Lannoye's leadership, Michigan has successfully resolved nearly \$4 billion in budget deficits and cut nearly \$3 billion in spending. Lannoye also served in the Engler administration from 1998 until she resigned as budget director in 2001. From 2001 until her appointment to serve in the Granholm administration, she was a principal at Health Management Associates, advising clients in public sector finance and governmental relations. She served as budget director for Wayne County from 1987 to 1991. In addition to her nearly 15 years of state government management experience, she managed and directed various budgets and departments in Ingham county government.

MINNESOTA – Matt Kramer

Matt Kramer, 45, of Shoreview, has served as acting commissioner of the Minnesota Department of Employee Relations since August 2006. Previously he was vice president of sales for NOW Medical Centers and served as commissioner of the Minnesota Department of Employment and Economic Development from January 2003 through April 2006. Before joining the Pawlenty Administration, Kramer was vice president of sales at Syntegra.

OREGON – Chip Terhune

Chip Terhune, 39, most recently served as the chief lobbyist for the Oregon Education Association, beginning in 2004. Prior to his work on behalf of Oregon Education Association he served as a lobbyist for a wide variety of clients and as the manager of a family-owned car dealership.

TENNESSEE – Stuart Brunson

Stuart Brunson, a longtime trusted advisor to the Governor, most recently led Governor Bredesen's 2006 re-election effort as his campaign manager. Brunson also served as the campaign manager for Governor Bredesen's successful 2002 campaign. Following the 2002 election, Brunson served as deputy director of Governor Bredesen's transition team. Brunson, 39, is a Moscow, Tennessee, native. He holds a bachelor's degree in English and history from the University of Mississippi, Oxford, a law degree from the University of Memphis, and he attended Vanderbilt University Divinity School.

Throughout his career, Brunson has developed and managed a wide variety of successful marketing, public relations, and political campaigns. He has worked on the staff of former Vice President Al Gore and Nashville-based companies McNeely Pigott and Fox Public Relations. Brunson also started and ran his own small business, a consulting firm based in Nashville that specialized in government relations, political affairs, and strategic business development. Brunson's appointment is effective in January 2007.

Chiefs for Governors Elected in 2006

ALASKA – Mike Tibbles

Mike Tibbles was responsible for leading the Palin transition team and his experience in Alaska politics goes back to 1993. He worked as a legislative assistant for the House Finance Committee, Senate Health, Education and Social Service committee. He also served as Alaska Finance Committee aide and legislative director, and most recently deputy commissioner of administration in the Murkowski administration. Palin called Tibbles "an expert on all things Juneau."

ARKANSAS – Morrill Harriman

Morrill Harriman, of Van Buren, served alongside Governor Beebe in the state Senate for 16 years before being term-limited in 2000. Harriman is a native of Hamburg, Arkansas. Harriman served in the Arkansas Senate from 1985 to 2000. He was a practicing attorney in Van Buren from 1975 to 2000. Most recently, he served as president of the Poultry Administration.

COLORADO – Jim Carpenter

Jim Carpenter currently serves as the state director for U.S. Sen. Ken Salazar, and was the chief of staff at the conclusion of former Gov. Romer's administration. Mr. Carpenter, 46, served as press secretary, director of communications and chief of staff for former Gov. Romer. He also was campaign manager and deputy state director for U.S. Sen. and Rep. Tim Wirth, both in Colorado and in Washington, D.C. From 1999 to 2004, Carpenter was director of public affairs for National Jewish Medical Center and Research Center. In March 2004, he left National Jewish to manage Ken Salazar's successful campaign for the U.S. Senate.

A Colorado native who grew up in Granby, Carpenter attended Georgetown University before receiving his undergraduate degree from the University of Colorado at Boulder. He and his wife, Nancy, have two children: Emma, age 16, and Nicholas, age 11.

FLORIDA – George Le Mieux

George LeMieux has been the chief of staff for the Crist-Kottkamp campaign and served as the transition executive director. He served as the chief of staff and deputy attorney general for the State of Florida from 2003 through 2006. LeMieux oversaw more than 450 lawyers and 1,300 total staff. LeMieux has also served as a member of the Gunster, Yoakley & Stewart law firm, most recently as a shareholder managing the firm's litigation practice in the Fort Lauderdale office. Mr. LeMieux is a graduate of Emory University and Georgetown Law School.

IDAHO – Jeff Malman

Jeff Malmen, chief of staff of Otter's congressional office for the past six years, will continue in that role as chief of staff in the office of the Governor. Malmen, a 20-year veteran of Idaho politics, previously was state budget director for Governor Dirk Kempthorne, chief of staff for Governor Phil Batt, executive director of the Idaho Republican Party, and a staff member for Senators Larry Craig and Steve Symms.

IOWA – Patrick Dillon

Patrick Dillon most recently served as campaign manager for Governor-elect Culver and Lt. Governor-elect Judge, and is currently serving as a senior advisor to the gubernatorial transition. Previously, he has served in senior roles for former U.S. Senator and Vice-Presidential nominee John Edwards, former U.S. Senate Majority Leader Tom Daschle, Congressman Leonard Boswell, and former Virginia Governor Mark Warner. He is a 1999 graduate of Georgetown University and lives in Des Moines.

MARYLAND – Michael Enright

Michael Enright, a friend of Governor O'Malley's since their days together at Gonzaga College High School in the District, has served as first deputy mayor since O'Malley was inaugurated as Baltimore mayor's in 1999. Previously, he worked for other prominent Maryland Democrats. Enright was an adviser on such issues as business, defense, the environment and transportation for Rep. Ben Cardin. He also worked as an executive assistant, coordinating press affairs for Attorney General J. Joseph Curran Jr., who is O'Malley's father-in-law.

MASSACHUSETTS – Joan Wallace-Benjamin

Joan Wallace-Benjamin, PhD, the president and CEO of The Home for Little Wanderers and a former head of the Urban League of Massachusetts, was named chief of staff for Massachusetts Governor-elect Deval Patrick. Wallace-Benjamin earned her doctorate from Brandeis's Heller School for Social Policy and Management. She is a member of Heller's Board of Overseers.

Since February 2003, Wallace-Benjamin has served as president and chief executive officer of The Home for Little Wanderers, the nation's oldest and New England's largest, private, non-profit child and family service agency. She was president and CEO of The Urban League of Massachusetts from

1989-2000, and earlier served as the director of operations for Boys and Girls Clubs of Boston, deputy director of ABCD Head Start, and a research analyst for ABT Associates.

NEVADA – Michael Dayton

Michael Dayton managed Gibbons' successful campaign for Congress in 1996 and served as his congressional chief of staff for nearly six years. Prior to that, he served seven years as executive director of the Senate Republican Leadership Conference under Senate Majority Leader Bill Raggio. Dayton was also chief policy advisor to Lt. Gov. Lorraine Hunt during the 2003 Nevada Legislature. He leaves the post of vice president of government affairs for the McDonald, Carano, Wilson law firm to become Governor Gibbons' chief of staff.

NEW YORK – Rich Baum

Rich Baum served as senior advisor to Eliot Spitzer's campaign for governor and executive director of the Governor-elect's transition office. He was appointed chief of staff for Attorney General Spitzer in 1999. He left that position in January 2006 to join Spitzer's gubernatorial campaign. In 1993, at age 24 Mr. Baum was elected to the Orange County Legislature. He was the Minority Leader of the Orange County Legislature in 1994 and served on its Committee on Rules and Social Services.

OHIO – John Haseley

John Haseley, Strickland for Governor campaign director and Strickland-Fisher transition team director will serve as chief of staff in the Strickland Administration. Haseley served as Strickland's chief of staff in Congress from 1998 through 2005. He has also served as legal counsel to Congressman Strickland, submitting briefs to the Ohio and U.S. Supreme Court in the DeRolph litigation regarding Ohio's system of school funding.

Haseley was born in Toledo and grew up in Athens, Ohio, where he graduated with honors in political science from Ohio University. He worked in Governor Richard F. Celeste's Washington office while attending law school at night at George Washington University. After graduating from law school, Haseley served as a legislative aide in Senator John Glenn's office, where in addition to his legislative duties he assisted the Senator and his chief of staff in screening Ohio's federal judicial nominees during the Clinton Administration.

Haseley left Senator Glenn's office to clerk for U.S. Court of Appeals Judge Guy Cole in Columbus. Following Strickland's reelection to Congress in 1996, Haseley went to work as Strickland's district director in Portsmouth and in 1998 became his chief of staff in Washington.

VIRGIN ISLANDS – Louis Penn

Louis Penn earned his bachelor's degree in economics and political science from West Virginia State College holds a master's of science in public affairs degree from the State University of New York. Penn has held senior management positions with the Virgin Islands Department of Licensing and Consumer Affairs and its predecessor Consumer Services Administration. He has also served as Deputy and Acting Commissioner of the Virgin Islands Department of Conservation and Cultural Affairs. He was also a secondary school teacher in 1971.