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# A GOVERNOR'S GUIDE TO NGA

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*The National Governors Association (NGA), founded in 1908, is the instrument through which the nation's governors collectively influence the development and implementation of national policy and apply creative leadership to state issues. Its members are the governors of the 50 states, three territories, and two commonwealths.*

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# NGA: THE ORGANIZATION

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The National Governors Association (NGA) is the only bipartisan national organization of, by, and for the nation's governors. Its members are the governors of the fifty states, the commonwealths of the Northern Mariana Islands and Puerto Rico, and the territories of American Samoa, Guam, and the Virgin Islands. NGA was founded in 1908 after governors met with President Theodore Roosevelt to discuss conservation issues. The governors decided to form an association through which they could come together to discuss their mutual concerns and act collectively. In 1967 the governors established an Office of State-Federal Relations in Washington, D.C.

Through NGA, the governors identify priority issues and deal collectively with issues of public policy and governance at both the national and state levels.

The association's mission is to provide:

- a forum for governors to exchange views and experiences among themselves;
- assistance in solving state-focused problems;
- information on state innovations and best practices; and
- a bipartisan forum for governors to establish, influence, and implement policy on federal issues.

## How is NGA organized and governed?

The association is governed by a nine-member Executive Committee elected by all governors in attendance at their annual meeting. The NGA chair and vice chair are voting members of the Executive Committee, and the chairs and vice chairs of the four standing committees are invited to participate as nonvoting members. The chair, in consultation with the Executive Committee, makes all committee and task force assignments.

Bipartisanship is ensured by NGA's Articles of Incorporation. The chair position rotates annually between the two major political parties, ensuring the chair and vice chair are always from different parties. The vice chair automatically succeeds the chair at the completion of his or her term. The Executive Committee has four members of the chair's party and five members of the other party.

The Executive Committee also works with the Legal Affairs Committee, which reviews Supreme Court cases of significance to states and files amicus briefs to reflect states' views; and the Finance Committee, which monitors NGA's financial operations.

Four standing committees – Economic Development & Commerce; Education, Early Childhood & Workforce; Health & Human Services; and Natural Resources – develop policy and provide a forum for governors to address key issues. In addition, special task forces or lead governors often are named by the chair to focus gubernatorial attention on federal policy issues.

### ***Staff Advisory Councils***

Each committee and task force has a staff advisory council (SAC) composed of gubernatorial staff designated by each governor on the committee or task force. SACs develop proposed policy positions, strategies for securing results, and committee materials for governors to consider. SAC members should be able to represent the governor's views on a wide range of issues and concerns.

### ***Governor's Staff Contact to NGA***

Each governor also designates a state contact to serve as a liaison to NGA. This person receives copies of all NGA materials sent to the governor and is an important point of contact between the governor's office in the state capital and NGA. If applicable, governors also may request all materials be sent to the state's Washington, D.C. office.

### ***NGA's State Liaisons***

Likewise, an NGA staff member is assigned as a liaison to each state. The NGA liaison can help governors or staff who do not know who to contact on a specific issue. The liaison will direct the request to the appropriate NGA staff resource who can provide information, such as comparative state data, best practices in other states, and referrals to counterparts or other resources.

## **Who decides what NGA does?**

Collectively, governors set the association's priorities and determine its activities. Gubernatorial ownership of the NGA agenda is the driving force behind the priority-setting process.

## **What are NGA priorities and how are they set?**

The Executive Committee and the four standing committees set their own legislative priorities. In addition, the Executive Committee often designates four to six major priorities for NGA based on an analysis of all committee priorities.

## **How is NGA funded?**

State dues fund the association's lobbying, communications, management services, and general administration activities. The dues-supported staff are organized into five offices that provide cross-cutting services across program areas (executive director, federal relations, management consulting and training, communications, and administration and finance) and four federally oriented groups that provide lobbying and policy support for priorities set annually by the governors and implemented by NGA standing committees.

## What is the NGA Center for Best Practices?

The Center for Best Practices, a 501(c)(3) corporation, is an integral part of the National Governors Association and serves as the governors' consulting firm for state policy issues.

NGA Center staff:

- identify and share information about states' best practices in a wide range of program areas;
- provide customized technical assistance to governors on policies and programs;
- inform governors of emerging issues in the states and assist them in finding new, innovative solutions; and
- assist governors in developing strategies for evaluating current state programs.

Five divisions comprise the NGA Center for Best Practices. They document and disseminate state best practices, inform governors of emerging issues, and assist governors in developing public-private partnerships based on priorities set by the Center's board. Division staff are experts in emerging program-related issues and innovative state policies and practices. Through funded projects, they publish reports and briefs and provide technical assistance to states in program development and implementation strategies.

For certain high priority issues, the Center often makes available challenge grants to states to help them design and implement policy initiatives. These grants are awarded to states on a competitive basis. Since 2004, the Center has awarded almost 170 such grants.

*John Thomasian, Director, 202/624-7881*

The **Education Division** focuses on issues related to school restructuring and systemic change. It serves as a key resource to governors and their staff as they plan and develop education initiatives.

*Dane Linn, Director, 202/624-3629*

The **Environment, Energy & Natural Resources Division** provides information and technical assistance to governors and their staff on energy, environment, land use, growth management, water, coastal, brownfields, and agricultural issues that concern states and affect state-federal relations.

*Sue Gander, Director, 202/624-7740*

The **Health Division** provides information and technical support to governors and their staff on health care financing, delivery, and quality review. The division has developed working papers and references for governors interested in health care reform.

*Kathleen Nolan, Director, 202/624-7872*

The **Homeland Security & Technology Division** serves the governors and the nation's 55 homeland security directors and emergency managers by providing research and consultation on a number of homeland security-related issues, including bioterrorism, critical infrastructure protections, and nuclear terrorism, and provides assistance to

governors on policy and program options related to economic and rural development, transportation, information technology, international trade, science and technology, and telecommunications.

*Erin Lee, Program Director, 202/624-5392*

*Chris Logan, Program Director, 202/624-5379*

The **Social, Economic & Workforce Programs Division** provides information and technical assistance to governors, their staff, and broader state communities on welfare reform, workforce development, school-to-work system development, and social services issues.

*Susan Golonka, Program Director, 202/624-5967*

*Martin Simon, Program Director, 202/624-5345*

### ***How do governors participate and how are the Center's priorities set?***

Four governors serve on the Center's board of directors. The Center's board is chaired by the vice chair of NGA and is evenly balanced between the two major political parties. Lead governors often are appointed to provide oversight and leadership on major state-oriented initiatives.

The Center is funded through federal grants and contracts, fee-for-service programs, private foundation contributions, corporate foundation contributions, and NGA's Corporate Fellows program.

## **What is the Corporate Fellows program?**

NGA's Corporate Fellows program promotes the exchange of information between the private sector and governors and stimulates discussion on new trends and factors that affect business and government. Corporate Fellows participate in committee and policy meetings, roundtable discussions with chief executive officers and governors, as well as attend private seminars and conferences, and participate in special events at the governors' winter and annual meetings. Each corporate sponsor supports the Center's work through an annual contribution of \$20,000.

## **How does NGA relate to other regional and state organizations?**

The National Association of State Budget Officers (NASBO) is associated with NGA. In addition, NGA is a trustee of the Academy for State and Local Government and its State and Local Legal Center, which files amicus briefs with the Supreme Court on critical cases affecting states.

Individual governors are members of a variety of organizations, such as the Council of State Governments (CSG), the Democratic Governors' Association (DGA), the Republican Governors Association (RGA), and other regional governors' organizations. Although it is not affiliated with these organizations, NGA does work with them to coordinate activities, as appropriate. In addition, NGA and state staff often coordinate lobbying strategies with groups such as the Council of State Governments (CSG), National League of Cities (NLC), International City/County Management Association (ICMA), National Association of Counties (NACo), National Conference of State Legislators (NCSL), and the U.S. Conference of Mayors (USCM).

# AFFECTING FEDERAL POLICY

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## What is NGA policy?

NGA policies are the formal positions taken collectively by governors to influence action by the federal government and inform national debate on critical issues.

- *Permanent policy* outlines general principles for state-federal relations.
- *Time-limited policy* provides guidance on necessary federal action regarding current NGA priorities. It remains in effect for two years unless amended or reaffirmed.
- *Interim policy* enables the Executive Committee and a standing committee to take positions on specific new legislative issues quickly. Once adopted, interim policy must be reviewed by governors at the next NGA annual or winter meeting.
- *Resolutions* reaffirm existing policy or recognize certain persons, places, or events. A resolution remains in effect for one year.

## How are policies determined?

Article IX of the NGA Articles of Incorporation determines the process for NGA policies. Policies, which should address current priorities, are considered by governors at their winter and annual meetings and generally are developed through NGA committees. Proposed policies are distributed to all governors at least 15 days in advance of the NGA meeting at which they will be considered. Policies are first considered at committee meetings and must be approved by a majority of the members of the committee. Policies then proceed to the plenary sessions, in which a vote of two-thirds of the governors in attendance is needed for approval to pass the policy.

In addition, any governor may propose a policy by submitting it to the NGA executive director 45 days before the winter or annual meeting. These proposed policies are referred to the appropriate committee for further consideration. Policies not recommended by a committee or not adhering to the 45-day notice still may be considered at a plenary session, however, this occurs only under a suspension of the rules, which requires a three-fourths vote of the governors in attendance to suspend the rules and pass the policy.

## How do governors influence national action through NGA?

Governors are uniquely positioned in American government. Their visibility as state leaders and credibility as chief executives give them an influential voice in Washington, D.C.

Governors influence federal policy individually and collectively. Personal lobbying by governors on behalf of NGA includes visiting Washington, D.C. for one-on-one meetings with key national decision makers, giving testimony, and building coalitions. These personal visits are reinforced through follow-up contact—letters, calls, and negotiations.

Governors are alerted when time-sensitive action and response are needed. Although NGA staff members work closely with congressional and executive branch leaders and staff, the key to success is the personal involvement of governors.

NGA's Office of Federal Relations maintains up-to-date information on all critical state-federal issues. Governors receive information through special and ongoing legislative and regulatory updates as well as through the *Weekly Executive Report* and daily *This Just In* electronic newsletter.

To facilitate and coordinate state action on federal issues, NGA works with the governors' Washington, D.C. representatives and other state and local public interest groups. Governors and their staff members should call on NGA staff members anytime for general background information, status reports, tips on strategy, and other special assistance.

Influencing public opinion can be a powerful agent for change. NGA works through the media to publicize governors' legislative activities, testimony, and key events to build public support for their positions.

NGA's Office of Communications provides media and promotional services for governors. Other tools are media roundtables with governors, news conferences, editorial board meetings, and placement of governors' opinion articles.

## NGA Lobbying Groups

The four staff groups that provide lobbying and policy support for the governors' priorities parallel in program areas the four NGA standing committees: Economic Development and Commerce; Education, Early Childhood & Workforce; Health & Human Services; and Natural Resources. Staff coordinates the support for those committees and related leadership teams and act as liaisons to relevant committees of Congress and executive branch agencies.

The **Economic Development and Commerce Committee** provides lobbying and policy support on priorities set annually by the governors, including trade promotion and competitiveness, investment in transportation and infrastructure, economic diversification and adjustment, and telecommunications.

*Contact: David Parkhurst, Director, 202/624-5328*

The **Education, Early Childhood & Workforce Committee** develops policy and provides lobbying support on education, early childhood and workforce issues.

*Joan Wodiska, Director, 202/624-5361*

The **Health & Human Services Committee** provides lobbying and policy support on Medicaid and SCHIP, health, welfare reform, human services, immigration, child care, criminal justice, homeland security, and the National Guard.

*Matt Salo, Director, 202/624-5336*

The **Natural Resources Committee** covers agriculture, energy, environmental, and other natural resources issues. It develops policy and provides lobbying support for the governors' priorities.

*Michelle Nellenbach, Legislative Associate, 202/624-5333*

## **How does NGA influence regulations on behalf of governors?**

NGA frequently works with federal regulatory agencies to ensure state concerns and needs are considered in programs administered by or affecting states. In some cases, NGA has been asked to convene state workgroups to develop draft regulations for programs that will be run by states. In other areas, NGA provides guidance to federal regulators to ensure rules do not go beyond federal standards and authority and do not result in undue administrative or enforcement burdens.

# NGA MEETINGS

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## **When do all governors meet?**

The governors meet twice each year to discuss common issues and challenges and promote collective action on national priorities. The winter meeting, held in Washington, D.C. in February, focuses primarily on state-federal priorities. The annual meeting, held in a different state each summer, generally focuses on state and intergovernmental issues. These meetings provide a unique opportunity for governors to work with one another to pursue common objectives.

Often, corporate executives, international leaders, government officials, and other policy leaders are involved in these meetings.

### *Governors-only Sessions*

Each winter and annual meeting includes private sessions exclusively for governors. The format can vary, giving governors a chance to meet in large or small groups, formally or informally, and with detailed or free-form agendas.

## **How are agendas for NGA's winter and annual meetings set?**

The NGA chair, in consultation with the vice chair and the Executive Committee, sets the overall agenda for NGA's winter and annual meetings. NGA committee chairs, in consultation with their individual committees and task forces, determine topics for their sessions. Although committees have considerable flexibility in selecting topics, these agendas focus on the priorities determined collectively by the governors.

## **What other opportunities are there for governors to meet?**

Throughout the year, governors meet in smaller groups on issues critical to states and regions. These meetings include task force sessions, conferences, seminars, workshops, and hearings focusing on topics such as federalism, homeland security, budgetary issues, health care reform, welfare reform, and education reform. At times all governors may be invited to participate in special meetings relating to NGA priorities.

The Executive Committee and standing committee chairs generally meet two additional times during the year in November and May.

# PROMOTING STATE CONCERNS AND THE ROLE OF GOVERNORS

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## **How does NGA inform the public about governors' concerns?**

A wide array of NGA publications and material provides context and concrete examples on NGA's priority issues. These reports are valuable tools for states and help educate the press and public about critical state programs. Information also is available on NGA's Web site ([www.nga.org](http://www.nga.org)).

## **What assistance can NGA provide in Washington, D.C.?**

NGA's Office of Federal Relations provides various legislative services for governors. The office maintains regular contact with congressional leaders and key administration officials to ensure state concerns are heard in the shaping of national policy. This office acts as a general liaison and provides assistance to governors' Washington D.C. office representatives and state-federal coordinators in governors' offices in state capitals. The office holds weekly legislative meetings with governors' Washington, D.C. office representatives and provides governors with regular summaries of legislative issues that affect state government.

NGA's Office of Communications works with the governors' press secretaries to maximize media coverage for governors while they are in the nation's capital and at NGA meetings, as well as in their own states. NGA publicizes governors' testimony, positions, and activities through news releases and media advisories. NGA also organizes news conferences, media availabilities, and satellite and radio activities, as appropriate. In addition, NGA may develop opinion articles and arrange editorial board meetings for governors.

## **How does NGA disseminate information about what governors are doing in their states?**

NGA conducts a variety of research projects and produces reports and briefs that highlight innovative state practices. NGA conveys governors' positions and the findings of state-based research and analysis to the media.

# ASSISTING THE GOVERNORS

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## **What is the NGA Office of Management Consulting & Training?**

Governors receive consulting assistance, publications, and seminars and resources on management issues through NGA's Office of Management Consulting & Training (OMCT). The office also provides tailored services for individual governors and offices, including management reviews, transition assistance, and retreat planning.

*Barry Van Lare, Director, 202/624-7895*

## **What ongoing assistance is available to newly elected governors?**

OMCT offers transition assistance to newly elected governors from the day after the election through the first few months in office.

### ***Written Materials***

On the day after the election, NGA sends governors-elect a package about the transition into office. New governors also receive *The Governor's Office Guide*; critical policy and management issue summaries; and publication packages on leadership and governance and managing the governor's office.

### ***Seminar for New Governors***

Within two weeks of the election, governors-elect, their spouses, and their transition staff participate in a Seminar for New Governors. Faculty for this "school for new governors" includes veteran governors, spouses, and their staff.

### ***Gubernatorial Mentors***

NGA puts new governors and their staff in touch with current governors and their staff who can help them during their first months in office. NGA identifies mentors who will take the initiative in offering assistance—governor to governor, spouse to spouse, and staff to staff.

### ***Staff Consultation***

NGA staff members can help with leadership, management and governor's office operations. This can include phone consultation on specific issues, such as how to structure the governor's office; and state government management issues, such as budgeting, operational systems, and team building.

## **What ongoing assistance is available about the organization and operation of the governor’s office?**

### ***Management Seminars***

NGA offers management seminars that convene gubernatorial staff in similar positions to address common challenges and share innovative ideas and practices in key functions of a governor’s office: communications and media relations, constituent services, correspondence, scheduling, appointments, legislative relations, legal counsel, and others. The management seminars are part of an ongoing NGA management services program of information and consulting assistance for gubernatorial staff to improve the operation and management of the governor’s office.

### ***Special Assistance to Chiefs of Staff***

NGA provides opportunities for chiefs of staff to meet with their counterparts through special work sessions at NGA’s winter and annual meetings, an annual seminar, and management-oriented roundtables. Information on governor’s office operations and management is provided through the *Governor’s Office Guide*, *NGA Management Notes* on managing the governor’s office and state government, and *NGA Management Briefs* on state innovations and management practices. Consulting assistance is available, including telephone consultation, referrals to counterparts and other resources, short-term research, and on-site assistance and management reviews. The NGA Office of Management Consulting & Training is the primary liaison to governors’ chiefs of staff.

## **What assistance is available to departing governors?**

OMCT provides assistance to help departing governors finish strongly, smooth the transition to a new administration, and prepare for life after the governorship. In addition to special publications and phone consultations, special work sessions are conducted for spouses and chiefs of staff. On-site retreats and consultation can be provided if resources permit.

## **What assistance is available to governors’ spouses?**

In addition to the program for spouses at the Seminar for New Governors, spouses participate in their own business sessions at NGA meetings and at an annual seminar hosted by one of the spouses. OMCT conducts an annual seminar for spouses’ assistants and residence managers. Governors’ spouses also receive an annual directory of governors’ spouses.

## **What other services does NGA provide?**

### ***Special Assistance to Press Secretaries, Communications Directors, and Communications Staff***

NGA assists press secretaries through operational seminars, telephone and online consultation. The Office of Communications (OC) is the primary liaison to governors’ press secretaries. OC conducts outreach to the press offices and collects state-based information on governors’ programs and innovations for use in public information activities. In addition, NGA helps press secretaries with governors’ media activities in Washington, D.C.

### ***Special Assistance to Policy Directors***

At NGA meetings, NGA holds work sessions for governors' policy directors and special briefings for policy staff. Additionally, the NGA Center for Best Practices conducts an annual seminar for governors' senior policy advisors to promote networking and discuss critical and emerging policy issues.

### ***Liaison to Executive Branch Organizations***

NGA staff members maintain contact with a large number of executive branch organizations. Often these organizations can provide additional assistance to governors in specific program areas.

### ***Fee-for-Service Programs***

Under a fee-for-service program, the Social, Economic & Workforce Programs Division provides information analysis and technical assistance on a broad range of workforce development issues. Through these resources, supplemented with various grants, NGA provides staff support for the National Association of State Liaisons for Workforce Development Partnerships and the National Association of State Workforce Board Chairs.

Federal Funds Information for States (FFIS) is a joint service of NGA and the National Conference of State Legislatures. It provides state-specific federal program information on more than 200 federal grant-in-aid programs on a fee-for-service basis. FFIS also produces an annual analysis of the President's budget.

# INFORMATION FOR GOVERNORS

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The National Governors Association offers a variety of publications to serve the information needs of governors and their staff. Other NGA publications disseminate research on and analyses of key issues of interest to governors and other audiences. NGA also offers information through its Web site at [www.nga.org](http://www.nga.org).

## What are NGA's key publications?

### *Daily E-Mail*

NGA transmits a daily e-mail to governors' staff. The e-mail includes *This Just In* which provides updates on pending actions in Congress, and Web links to *Front & Center*, press clips, the weekly calendar of events, and NGA correspondence to Congress and the Administration.

### *Weekly Executive Report*

Primarily for governors and their top staff, the *Weekly Executive Report* is e-mailed every Monday. This newsletter covers upcoming legislative and regulatory actions and gubernatorial initiatives in the states.

### *This Just In*

Primarily for governors and their top staff, *This Just In* is a daily email newsletter featuring up-to-date news from Capitol Hill and the courts and major administration policy announcements.

### *Front & Center*

This NGA Center newsletter is a weekly e-mail publication designed exclusively for governors' policy staff and provided at no cost to subscribing members. *Front & Center* brings the latest information on critical trends, policies, and issues affecting states to an individual's desktop. Each story summarizes valuable information, provides links to additional resources, and lists a staff contact for further inquires.

## What directories are provided by NGA?

***Directory of Governors.*** This online directory includes biographies of governors, photographs of governors and their spouses, and information about terms of office and political affiliations. Available at: [www.nga.org/governors/bios](http://www.nga.org/governors/bios).

***Governors' Staff Directory.*** This online directory provides a complete state-by-state listing of governors' staff, including chiefs of staff, deputy chiefs of staff, assistants to the governor and chief of staff, schedulers, legal counsels, legislative directors, appointments directors, policy directors, Washington D.C. directors, constituent services correspondence directors, press and communications staff, residence managers, and spouses' staff. Available at: [www.nga.org/sd](http://www.nga.org/sd).

## What information does NGA have on governing, management, and office operations?

*Guidance on Governing.* These publications include transition guides, critical policy and management issue summaries, a handbook for new governors, and advice from incumbent governors on becoming and being a governor.

*Management Notes.* These are publications on gubernatorial leadership and management as well as on the operations of the governor's office and state government.

*Management Briefs.* These are summaries of gubernatorial initiatives for managing state government and innovative practices in the governor's office.

*The Governor's Office Guide.* This manual presents options for organizing and operating key functions within the governor's office: appointments, constituent services, correspondence, legal counsel, legislative relations, office information technology, policy/agency liaison, press/communications, and scheduling.

## What information does NGA have on state programs and policies?

NGA produces reports and briefs that analyze state programs and highlight best practices and policy options. Issues covered include health care, welfare, workforce development, economic development, technology, homeland security, transportation, telecommunications, and the environment. All reports and briefs are available on NGA's Web site ([www.nga.org](http://www.nga.org)).

Briefs provide timely information on emerging issues, policies, and practices of interest to states. They often feature ongoing research activities, highlight research findings, or summarize statistical information or trends. Reports explore the consideration, development, and implementation of state policy, as well as state implementation of federal policy. They provide technical information in specific functional areas, such as health care, education, economic development, workforce development, and the environment.

*The Fiscal Survey of States* is published bi-annually by the National Association of State Budget Officers (NASBO). This report contains a narrative analysis of trends and significant developments of the fiscal condition of the states, along with tabular summaries of state general fund revenues, expenditures, and balances. It includes individual and aggregate totals based on state responses to a NASBO survey.

State-specific federal program information is provided on a fee-for-service basis by Federal Funds Information for States (FFIS). FFIS tracks and reports on the fiscal impact of federal, executive, and legislative decisions on state budgets and programs. This information is maintained in a database of more than 200 federal grant-in-aid programs and is disseminated to subscribers through a regular series of reports and briefs. Governors also may call on NGA for specific information or assistance. In addition, FFIS produces an annual analysis of the President's budget sent to all states within two weeks after the budget is presented.

# NGA OFFICES AND UNITS

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## NGA Offices

The **Office of the Executive Director** works with the NGA Executive Committee to carry out the association's mission, recommend program priorities, prepare the budget and workplan, and oversee NGA staff and operations.

*Raymond C. Scheppach, Executive Director, 202/624-5320*

The **NGA Center for Best Practices** serves as the governors' consulting firm for state policy issues and is a vehicle for sharing knowledge about innovative state activities, exploring the impact of federal initiatives on state government and providing technical assistance to states. The priorities for the association's research are set by the governors.

*John Thomasian, Director, 202/624-7881*

The **Office of Federal Relations** maintains regular contact with congressional leaders and key administration officials to ensure state concerns are heard in the shaping of national policy.

*David Quam, Director, 202/624-5309*

The **Office of Management Consulting & Training** provides seminars, publications, and consulting assistance to governors and their staff members concerning the leadership and management of state government and the effective organization and operation of the governor's office.

*Barry Van Lare, Director, 202/624-7895*

The **Office of Communications** develops and implements media relations strategies for the association and provides tailored services to governors' press secretaries and communications directors.

*Jodi Omear, Senior Press Secretary, 202/624-5346*

*Chris Cashman, Senior Manager of Communications, Center for Best Practices, 202/624-7787*

The **Office of Administration and Finance** is responsible for a broad range of administrative and fiscal management matters, human resources management, and staff development and training. It oversees cash management and investment portfolios, budgeting, contracts and grants development and monitoring, and general accounting and payroll.

*Laura Shiflett, Director, 202/624-5329*

The **Office of Corporate Relations** promotes the exchange of information between the private sector and governors and stimulates discussion on new trends and factors that affect business and government.

*Kevin Silard, Director, 202/624-3657*