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Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public
▶ Information about Form 990 and its instructions is at www IRS gov/form990

OMB No 1545-0047

2016

Open to Public Inspection

A For the 2016 calendar year, or tax year beginning 07-01-2016 , and ending 06-30-2017

B Check if applicable
☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization
NATIONAL GOVERNORS ASSOCIATION
CENTER FOR BEST PRACTICES

Doing business as

Number and street (or P O box if mail is not delivered to street address) | Room/suite
444 N CAPITOL STREET NW SUITE 267

City or town, state or province, country, and ZIP or foreign postal code
WASHINGTON, DC 20001

D Employer identification number
23-7391796

E Telephone number
(202) 624-5300

G Gross receipts $ 15,695,170

F Name and address of principal officer
SCOTT PATTISON
444 N CAPITOL STREET SUITE 267
WASHINGTON, DC 20001

H(a) Is this a group return for subordinates? ☐ Yes ☑ No
H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list (see instructions)
H(c) Group exemption number ▶

I Tax-exempt status ☑ 501(c)(3) ☐ 501(c) ( ) ◀ (insert no) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ WWW NGA ORG

K Form of organization ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation 1974 | **M** State of legal domicile DC

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities
TO PROVIDE TAILORED TECHNICAL ASSISTANCE FOR CHALLENGES FACING THE STATES, IDENTIFY AND SHARE BEST PRACTICES, AND SERVE AS AN INFORMATION CLEARINGHOUSE ON GUBERNATORIAL INITIATIVES

2 Check this box ▶ ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets

3	Number of voting members of the governing body (Part VI, line 1a)	3	4
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	4
5	Total number of individuals employed in calendar year 2016 (Part V, line 2a)	5	148
6	Total number of volunteers (estimate if necessary)	6	
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, line 34	7b	

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	14,519,386	14,518,819
	9	Program service revenue (Part VIII, line 2g)	607,229	594,747
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	411,281	519,392
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	168,660	62,212
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	15,706,556	15,695,170
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)		0
	14	Benefits paid to or for members (Part IX, column (A), line 4)		0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	9,361,227	7,477,278
	16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶337,333		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	8,445,395	11,050,333
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	17,806,622	18,527,611
	19	Revenue less expenses Subtract line 18 from line 12	-2,100,066	-2,832,441

			Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	27,168,098	25,566,294
	21	Total liabilities (Part X, line 26)	327,087	373,337
	22	Net assets or fund balances Subtract line 21 from line 20	26,841,011	25,192,957

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here

****** | 2018-05-15
Signature of officer | Date

STEVE WOOD CHIEF OPER OFFICER
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
THERESA HUTCHINSON	THERESA HUTCHINSON	2018-05-15		P00176056

Firm's name ▶ COATES & HUTCHINSON PC | Firm's EIN ▶ 52-1637908

Firm's address ▶ 2130 PRIEST BRIDGE DR STE 10
CROFTON, MD 211142457 | Phone no (410) 721-3946

May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☐ No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III . . . . ☑

1 Briefly describe the organization's mission

TO PROVIDE TAILORED TECHNICAL ASSISTANCE FOR CHALLENGES FACING THE STATES, IDENTIFY AND SHARE BEST PRACTICES, AND SERVE AS AN INFORMATION CLEARINGHOUSE ON GUBERNATORIAL INITIATIVES

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . ☐ Yes ☑ No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . ☐ Yes ☑ No

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses $ including grants of $) (Revenue $)

See Additional Data

4b (Code) (Expenses $ including grants of $) (Revenue $)

See Additional Data

4c (Code) (Expenses $ including grants of $) (Revenue $)

See Additional Data

(Code) (Expenses $ 15,613,790 including grants of $) (Revenue $)

ENVIRONMENT, ENERGY AND TRANSPORTATION DURING FY 2016, THE ENVIRONMENT, ENERGY AND TRANSPORTATION DIVISION PROVIDED INFORMATION, RESEARCH, POLICY ANALYSIS AND TECHNICAL ASSISTANCE TO STATES ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR SENIOR STAFFS IN THE AREAS OF POLICY TO SUPPORT EXAMINING STATE STRATEGIES IN RESPONSE TO NEW FEDERAL POWER SECTOR GREENHOUSE GAS RULES, MORE EFFICIENT USE OF ENERGY BY BOTH THE PUBLIC AND PRIVATE SECTORS, THE CHALLENGES PRESENTED TO THE TRADITIONAL ELECTRIC UTILITY BY INCREASINGLY EFFICIENT USE OF ENERGY AND THE GENERATION OF ELECTRICITY ON CONSUMER PREMISES, THE RESILIENCY OF ELECTRICAL GRID, RESPONSIBLE EXTRACTION OF OIL AND GAS FROM SHALE FORMATIONS, POLICIES SUPPORTING INCREASED USE OF ALTERNATIVE FUEL VEHICLES, AND THE ROLE PUBLIC PRIVATE PARTNERSHIPS MIGHT PLAY IN THE PROVISION OF INFRASTRUCTURE AND PUBLIC FACILITIES SPECIFIC ACCOMPLISHMENTS INCLUDED TECHNICAL ASSISTANCE OPPORTUNITIES AND PROJECTS -POLICY ACADEMY ON HELPING STATES EXAMINE FEDERAL GREENHOUSE GAS RULES -LEARNING LAB ON NEW UTILITY BUSINESS MODELS -STATE RETREATS ON PUBLIC PRIVATE PARTNERSHIPS -STATE RETREATS ON NEW UTILITY BUSINESS MODELS -STATE RETREATS ON RESPONDING TO A PROLONGED AND WIDESPREAD ELECTRICAL GRID OUTAGE CONVENINGS -GOVERNORS' ENERGY ADVISORS POLICY INSTITUTE -EXPERTS ROUNDTABLE ON COMMERCIAL PROPERTY ASSESSED CLEAN ENERGY (PACE) -WORKSHOP ON HELPING STATES EXAMINE FEDERAL POWER PLANT RULES -EXPERTS ROUNDTABLE ON STATE OPPORTUNITIES TO IMPROVE THE ENERGY-WATER NEXUS -EXPERTS ROUNDTABLE ON NATURAL GAS VEHICLES IN STATE FLEETS -FEDERAL FACILITIES TASK FORCE ON CLEANUP OF NUCLEAR WEAPONS COMPLEX -INTERGOVERNMENTAL MEETING ON NUCLEAR WEAPONS COMPLEX PUBLICATIONS -CLEANING UP AMERICA'S NUCLEAR WEAPONS COMPLEX 2015 UPDATE FOR GOVERNORS -STATE PRACTICES TO PROTECT DRINKING WATER RESOURCES WHILE DEVELOPING SHALE ENERGY -GOVERNORS' ROADMAP FOR IMPROVING THE ENERGY EFFICIENCY OF MULTIFAMILY BUILDINGS HOMELND SECURITY AND PUBLIC SAFETY DURING FY 2016, THE HOMELAND SECURITY AND PUBLIC SAFETY DIVISION PROVIDED INFORMATION, RESEARCH, POLICY ANALYSIS, TECHNICAL ASSISTANCE, AND GRANTS TO STATES ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR SENIOR STAFFS IN THE AREAS OF CRIMINAL JUSTICE REFORM, THE ROLE OF THE STATES IN CYBER SECURITY, PUBLIC HEALTH PREPAREDNESS, HOMELAND SECURITY, JUVENILE JUSTICE, PROLONGED FAILURES OF THE ELECTRICITY GRID, AND POLICIES TO ADDRESS THE PROBLEM OF OPIOID ABUSE AND ADDICTION SPECIFIC ACCOMPLISHMENTS INCLUDED TECHNICAL ASSISTANCE OPPORTUNITIES AND PROJECTS -IN-STATE WORKSHOP PROLONGED AND WIDESPREAD ELECTRICAL GRID OUTAGE PUBLIC SAFETY PERFORMANCE PROJECT -NATIONAL CRIMINAL JUSTICE REFORM PROJECT PUBLIC HEALTH PREPAREDNESS RECIDIVISM REDUCTION PROJECT POLICY ACADEMIES -REDUCING PRESCRIPTION DRUG ABUSE -CROSS-BOUNDARY SENTENCING AND CORRECTIONS INFORMATION EXCHANGE POLICY ACADEMY -JUSTICE INFORMATION SHARING -POLICY ACADEMY ON ENHANCING STATE CYBERSECURITY -POLICY ACADEMY ON ENHANCING EMERGENCY COMMUNICATIONS INTEROPERABILITY GENERAL CONVENINGS -GOVERNORS HOMELAND SECURITY ADVISORS COUNCIL MEETINGS (SUMMER 2015 AND WINTER 2016) -INSTITUTE FOR CRIMINAL JUSTICE POLICY ADVISORS -ROUNDTABLE ON IMPROVING OUTCOMES FOR JUSTICE-INVOLVED YOUTH -PAROLING LEARNING LAB COLLABORATIVE PUBLICATIONS -IMPROVING OUTCOMES FOR JUSTICE-INVOLVED YOUTH -THE CYBERSECURITY WORKFORCE STATES' NEEDS AND OPPORTUNITIES -ENHANCING THE ROLE OF FUSION CENTERS IN CYBERSECURITY -FINDING SOLUTIONS TO THE PRESCRIPTION OPIOID AND HEROIN CRISIS A ROAD MAP FOR STATES

4d Other program services (Describe in Schedule O)

(Expenses $ 15,613,790 including grants of $) (Revenue $)

4e **Total program service expenses ▶** 15,613,790

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	Yes	
2	Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)?	2		No
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		No
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III*	5		No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services?*If "Yes," complete Schedule D, Part IV*	9		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? *If "Yes," complete Schedule D, Part V*	10	Yes	
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a		No
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		No
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e		No
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f		No
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a		No
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b	Yes	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		No
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		No
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		No
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		No
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I* (see instructions)	17		No
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		No
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		No

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23		No
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K If "No," go to line 25a*	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		No
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? *If "Yes," complete Schedule L, Part II*	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? *If "Yes," complete Schedule L, Part IV*	28c		No
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? *If "Yes," complete Schedule R, Part I*	33		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V . . . . ☑

					Yes	No
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . .	1a	84			
b	Enter the number of Forms W-2G included in line 1a *Enter -0-* if not applicable	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	Yes	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	148			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			2b	Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?			3a		No
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation in Schedule O*			3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			4a		No
b	If "Yes," enter the name of the foreign country ▶ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?			6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b		
7	**Organizations that may receive deductible contributions under section 170(c).**					
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?			7a		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			7f		No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			7g		No
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			7h		No
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?			8		
9a	Did the sponsoring organization make any taxable distributions under section 4966?			9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?			9b		
10	**Section 501(c)(7) organizations.** Enter					
a	Initiation fees and capital contributions included on Part VIII, line 12	10a				
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b				
11	**Section 501(c)(12) organizations.** Enter					
a	Gross income from members or shareholders	11a				
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b				
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?			12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b				
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**					
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O			13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b				
c	Enter the amount of reserves on hand	13c				
14a	Did the organization receive any payments for indoor tanning services during the tax year?			14a		No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*			14b		

Part VI **Governance, Management, and Disclosure** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O See instructions*

Check if Schedule O contains a response or note to any line in this Part VI . . . ☑

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a 4			
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O				
b	Enter the number of voting members included in line 1a, above, who are independent	1b 4			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		2		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		3		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		4		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		5		No
6	Did the organization have members or stockholders?		6	Yes	
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		7a		No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		7b	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following				
a	The governing body?		8a	Yes	
b	Each committee with authority to act on behalf of the governing body?		8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*		9		No

Section B. Policies (*This Section B requests information about policies not required by the Internal Revenue Code.*)

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		No
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe in Schedule O how this was done*	12c	Yes	
13	Did the organization have a written whistleblower policy?	13	Yes	
14	Did the organization have a written document retention and destruction policy?	14	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	Yes	
b	Other officers or key employees of the organization	15b		No
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed▶ AK , AL , AR , CA , CT , DC , FL , GA , IL , KS , KY , MA , MD , ME , MI , MN , MS , NC , ND , NH , NJ , NM , NY , OH , OK , OR , PA , RI , SC , TN , UT , WA , VA , WI

18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you made these available Check all that apply

☑ Own website ☑ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year

20 State the name, address, and telephone number of the person who possesses the organization's books and records
▶JOHN THORNBURG 444 N CAPITOL STREET NW SUITE 267 WASHINGTON, DC 20001 (202) 624-5300

Part VII **Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII . . . . ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed Report compensation for the calendar year ending with or within the organization's tax year

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees, if any See instructions for definition of "key employee "
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

☑ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee) Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) GOVERNOR TERRY MCAULIFFE CHAIR		X						0	0	0
(2) GOVERNOR PHIL BRYANT BOARD MEMBER		X						0	0	0
(3) GOVERNOR BILL WALKER BOARD MEMBER		X						0	0	0
(4) GOVERNOR KATE BROWN BOARD MEMBER		X						0	0	0
(5) DAN CRIPPEN EXEC DIRECTO				X				0	0	0
(6) STAN CZERWINSKI CHIEF OPER O				X				0	0	0
(7) BARRY ANDERSON DEPUTY DIREC				X				0	0	0
(8) SCOTT PATTISON EXEC DIR/ CE				X				0	0	0

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations

	(D)	(E)	(F)
1b Sub-Total . . . . ▶			
c Total from continuation sheets to Part VII, Section A . . . . ▶			
d Total (add lines 1b and 1c) . . . . ▶			

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶

			Yes	No
3	Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	3		No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	4		No
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization?*If "Yes," complete Schedule J for such person*	5		No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization Report compensation for the calendar year ending with or within the organization's tax year

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶

Part VIII **Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII . . . . ☐

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts						
1a Federated campaigns	1a					
b Membership dues	1b					
c Fundraising events	1c					
d Related organizations	1d					
e Government grants (contributions)	1e	4,648,726				
f All other contributions, gifts, grants, and similar amounts not included above	1f	9,870,093				
g Noncash contributions included in lines 1a-1f $						
h **Total.** Add lines 1a-1f ▶			14,518,819			
Program Service Revenue	Business Code					
2a EMPLOYMENT/VOCATIONAL FEES			438,714	438,714		
b REGISTRATION FEES			156,033	156,033		
c						
d						
e						
f All other program service revenue						
g **Total.** Add lines 2a–2f ▶			594,747			
Other Revenue						
3 Investment income (including dividends, interest, and other similar amounts) ▶			519,392			519,392
4 Income from investment of tax-exempt bond proceeds ▶						
5 Royalties ▶						
	(i) Real	(ii) Personal				
6a Gross rents						
b Less rental expenses						
c Rental income or (loss)						
d Net rental income or (loss) ▶						
	(i) Securities	(ii) Other				
7a Gross amount from sales of assets other than inventory						
b Less cost or other basis and sales expenses						
c Gain or (loss)						
d Net gain or (loss) ▶						
8a Gross income from fundraising events (not including $ ____ of contributions reported on line 1c) See Part IV, line 18	a					
b Less direct expenses	b					
c Net income or (loss) from fundraising events ▶						
9a Gross income from gaming activities See Part IV, line 19	a					
b Less direct expenses	b					
c Net income or (loss) from gaming activities ▶						
10a Gross sales of inventory, less returns and allowances	a					
b Less cost of goods sold	b					
c Net income or (loss) from sales of inventory ▶						
Miscellaneous Revenue	Business Code					
11a OTHER INCOME			62,212	62,212		
b						
c						
d All other revenue						
e **Total.** Add lines 11a–11d ▶			62,212			
12 **Total revenue.** See Instructions ▶			15,695,170	656,959		519,392

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns All other organizations must complete column (A)

Check if Schedule O contains a response or note to any line in this Part IX . . . . ☑

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraisingexpenses
1 Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21				
2 Grants and other assistance to domestic individuals See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, line 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	6,090,289	4,095,881	1,907,684	86,724
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	389,744	264,014	112,269	13,461
9 Other employee benefits	619,984	419,979	178,591	21,414
10 Payroll taxes	377,261	255,557	108,673	13,031
11 Fees for services (non-employees)				
a Management				
b Legal	7,401		7,401	
c Accounting	36,155	16,446	19,709	
d Lobbying				
e Professional fundraising services See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	2,398,930	2,312,342	77,733	8,855
12 Advertising and promotion				
13 Office expenses	219,769	151,467	64,259	4,043
14 Information technology				
15 Royalties . .				
16 Occupancy	1,030	690	305	35
17 Travel	1,964,914	1,890,448	50,496	23,970
18 Payments of travel or entertainment expenses for any federal, state, or local public officials .				
19 Conferences, conventions, and meetings	1,723,196	1,526,793	38,571	157,832
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization . .				
23 Insurance . . .				
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)				
a ALLOCATED OVERHEAD	4,659,599	4,659,599		
b MISCELLANEOUS	29,125	20,512	6,765	1,848
c FILING & CREDIT CARD FEES	10,214	62	4,032	6,120
d				
e All other expenses				
25 **Total functional expenses.** Add lines 1 through 24e	18,527,611	15,613,790	2,576,488	337,333
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here ▶ ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX . . . ☐

			(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing		1	
	2	Savings and temporary cash investments	5,371,923	2	1,368,694
	3	Pledges and grants receivable, net	1,258,874	3	
	4	Accounts receivable, net	6,270,905	4	8,331,906
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	5,801	9	-4,234
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D — 10a			
	b	Less accumulated depreciation — 10b		10c	
	11	Investments—publicly traded securities	14,260,595	11	15,869,928
	12	Investments—other securities See Part IV, line 11		12	
	13	Investments—program-related See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets See Part IV, line 11		15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)	27,168,098	16	25,566,294
Liabilities	17	Accounts payable and accrued expenses	230,417	17	232,479
	18	Grants payable		18	
	19	Deferred revenue	96,670	19	140,858
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D		21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D		25	
	26	**Total liabilities.** Add lines 17 through 25	327,087	26	373,337
Net Assets or Fund Balances		**Organizations that follow SFAS 117 (ASC 958), check here ▶ ☑ and complete lines 27 through 29, and lines 33 and 34.**			
	27	Unrestricted net assets	15,500,928	27	25,192,957
	28	Temporarily restricted net assets	11,340,083	28	
	29	Permanently restricted net assets		29	
		Organizations that do not follow SFAS 117 (ASC 958), check here ▶ ☐ and complete lines 30 through 34.			
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
	33	Total net assets or fund balances	26,841,011	33	25,192,957
	34	Total liabilities and net assets/fund balances	27,168,098	34	25,566,294

Part XI Reconcilliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI . . . . ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	15,695,170
2	Total expenses (must equal Part IX, column (A), line 25)	2	18,527,611
3	Revenue less expenses Subtract line 2 from line 1	3	-2,832,441
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	26,841,011
5	Net unrealized gains (losses) on investments	5	1,184,387
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	25,192,957

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII . . . . ☐

			Yes	No
1	Accounting method used to prepare the Form 990 ☐ Cash ☑ Accrual ☐ Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		No
	If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	Yes	
	If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both ☐ Separate basis ☐ Consolidated basis ☑ Both consolidated and separate basis			
c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	Yes	
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a	Yes	
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits	3b	Yes	

Additional Data

Software ID:

Software Version:

EIN: 23-7391796

Name: NATIONAL GOVERNORS ASSOCIATION CENTER FOR BEST PRACTICES

Form 990 (2016)

Form 990, Part III, Line 4a:

EDUCATION DIVISION DURING FY 2016, THE NGA CENTER FOR BEST PRACTICES EDUCATION DIVISION PROVIDED INFORMATION, RESEARCH, POLICY ANALYSIS, TECHNICAL ASSISTANCE, AND MODEST FINANCIAL SUPPORT ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR STAFF IN THE AREAS OF EARLY CHILDHOOD, K-12, AND POSTSECONDARY EDUCATION THE DIVISION FOCUSED ON HELPING GOVERNORS DEVELOP POLICY AND SUPPORT ITS IMPLEMENTATION IN THE AREAS OF -EARLY EDUCATION TO THIRD-GRADE ACCESS, READINESS, TALENT, AND QUALITY, -TEACHER/PRINCIPAL PREPARATION, EVALUATION, PROFESSIONAL DEVELOPMENT, AND COMPENSATION, -COLLEGE AND CAREER-TRAINING READY STANDARDS AND ASSESSMENTS, INCLUDING COMMON CORE STATE STANDARDS, SCIENCE, TECHNOLOGY, ENGINEERING AND MATH (STEM), -COMPETENCY-BASED LEARNING AND CHARTER SCHOOLS, -POSTSECONDARY (HIGHER EDUCATION AND CAREER TRAINING) PRODUCTIVITY, ACCOUNTABILITY, ACCESS, SUCCESS, AND AFFORDABILITY, AND -FINANCE, DATA, AND ACCOUNTABILITY (INCLUDING EFFICIENCY, EFFECTIVENESS, AND UNDERFUNDED LIABILITIES) THE DIVISION ALSO WORKED ON POLICY ISSUES RELATED TO BRIDGING THE SYSTEM DIVIDES AMONG THE EARLY CHILDHOOD, K-12, POSTSECONDARY, AND WORKFORCE DEVELOPMENT SYSTEMS DIVISION STAFF HAVE STRONG EXPERTISE AND EXPERIENCE AND ARE DEDICATED TO HELPING GOVERNORS IMPROVE THEIR STATES' PUBLIC EDUCATION SYSTEM SPECIFIC ACCOMPLISHMENTS INCLUDED TECHNICAL ASSISTANCE PROJECTS FOCUSED ON THE FOLLOWING TOPICS -EARLY MATH TARGETED POLICY PROJECT -SOCIAL & INTELLECTUAL HABITS TARGETED POLICY PROJECT -PRINCIPAL PIPELINE TECHNICAL ASSISTANCE -TEACHER & PRINCIPAL PREPARATION TECHNICAL ASSISTANCE -POSTSECONDARY METRICS ON EFFICIENCY & EFFECTIVENESS -PIPELINE INTERACTIVE VISUALIZATION TOOL (PIVOT) & FACILITATED POLICY DISCUSSIONS ON HOW BEST TO USE THE DATA TO DEVELOP, PRIORITIZE, & SUPPORT THE IMPLEMENTATION OF GOOD POLICY -EARLY CARE AND EDUCATION WORKFORCE TECHNICAL ASSISTANCE POLICY ACADEMIES AND CONVENING ON THE FOLLOWING TOPICS -COMPREHENSIVE STRATEGY PROJECT CROSS-STATE -LEVERAGING WORKFORCE INVESTMENTS TO IMPROVE THE EARLY CARE AND EDUCATION WORKFORCE -TALENT PIPELINE POLICY ACADEMY CROSS-STATE MEETING -COMPETENCY-BASED EDUCATION CROSS-STATE MEETING -K-12 BROADBAND AND DIGITAL LEARNING POLICY ACADEMY -GOVERNORS' EDUCATION POLICY ADVISORS INSTITUTE PUBLICATIONS -ISSUE BRIEF - THE UNTAPPED POTENTIAL OF AN EARLY CHILDHOOD ASSESSMENT SYSTEM A STRATEGY FOR IMPROVING POLICIES AND INSTRUCTION FROM EARLY CHILDHOOD THROUGH 3RD GRADE -ISSUE BRIEF - "PROMISING PRACTICES IN BOOSTING SCHOOL LEADERSHIP CAPACITY PRINCIPAL ACADEMIES"

Form 990, Part III, Line 4b:

ECONOMIC OPPORTUNITY DIVISION ACCOMPLISHMENTS DURING FY 2016, THE ECONOMIC OPPORTUNITY DIVISION PROVIDED INFORMATION, RESEARCH, POLICY ANALYSIS, AND TECHNICAL ASSISTANCE ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR SENIOR STAFF, INCLUDING TRENDS IN STATE POLICIES TOWARD ECONOMIC DEVELOPMENT, IMPROVING THE FUNCTIONING OF WORKFORCE SYSTEMS, IMPLEMENTATION OF THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA), STRATEGIES TO SCALE PARTICIPATION IN WORK-BASED LEARNING AND APPRENTICESHIP PROGRAMS, STRATEGIES FOR IMPROVING THE SAFETY OF CHILDREN AND YOUTH IN THE CHILD WELFARE AND FOSTER CARE SYSTEMS, PLACE-BASED AND TWO-GENERATION STATE STRATEGIES FOR ADDRESSING FAMILY AND COMMUNITY POVERTY, THE USE OF DATA AND EVIDENCE IN POLICYMAKING, AND DEVELOPING POLICIES THAT RECOGNIZE THE IN-SERVICE EXPERIENCE OF MILITARY VETERANS IN STATE PROCESS THAT PROVIDE PROFESSIONAL LICENSES AND WORKFORCE CERTIFICATES SPECIFIC ACCOMPLISHMENTS INCLUDED -SPEARHEADED THE 2014-2015 NGA CHAIR'S INITIATIVE, "DELIVERING RESULTS" -SPEARHEADED THE EVIDENCE-BASED POLICY INITIATIVE (ALL-STATE CONVENING, LEARNING LAB FOR SELECTED STATES, INFUSION OF EVALUATION-RELATED TA INTO CROSS-CENTER PROJECTS) -CONVENED AN EXPERT ROUNDTABLE ON INTEGRATED DATA SYSTEMS -DELIVERED A VARIETY OF FOCUSED PROJECTS AND TECHNICAL ASSISTANCE ACROSS THE DIVISION'S THREE PROGRAM AREAS ECONOMIC DEVELOPMENT -PRODUCED AN ISSUE BRIEF ON BEST PRACTICES IN STATE ECONOMIC DEVELOPMENT THAT SURFACED FROM AN EARLIER GOVERNORS' ECONOMIC DEVELOPMENT POLICY ADVISORS INSTITUTE -SUPPORTED GOVERNORS' ECONOMIC DEVELOPMENT POLICY ADVISORS THROUGH INFORMATION SHARING, RESEARCH AND TECHNICAL ASSISTANCE HUMAN SERVICES INITIATIVES AND TECHNICAL ASSISTANCE -SUPPORTED GOVERNORS' HUMAN SERVICES ADVISORS WITH INFORMATION, RESEARCH, PEER-SHARING OPPORTUNITIES, AND COLLABORATING WITH NATIONAL HUMAN SERVICES PARTNERS -PROVIDED TECHNICAL ASSISTANCE TO SELECTED STATES RECEIVING SOCIAL INNOVATION FUND GRANTS TO DEVELOP PAY-FOR-SUCCESS PROJECTS -CONDUCTED THE 2016 POLICY INSTITUTE FOR GOVERNORS' HUMAN SERVICES ADVISORS -PRODUCED AND DISSEMINATED AN ISSUE BRIEF AROUND TWO-GENERATION STATE POLICY -CONVENED AN EXPERT ROUNDTABLE ON COMMUNITY-BASED ALTERNATIVES FOR JUSTICE-INVOLVED YOUTH (WITH HSPS DIVISION) -CONVENED A SOCIAL DETERMINANTS OF HEALTH LEARNING LAB (WITH HEALTH DIVISION) -CONVENED AN EXPERT ROUNDTABLE ON PLACE-BASED APPROACHES TO ADDRESSING POVERTY WORKFORCE DEVELOPMENT INITIATIVES AND TECHNICAL ASSISTANCE -PROVIDED TECHNICAL ASSISTANCE TO STATE WORKFORCE BOARD CHAIRS AND AGENCY LEADERS TO SUPPORT IMPROVED FUNCTIONING OF STATE PUBLIC WORKFORCE SYSTEMS THROUGH THE WORKFORCE DEVELOPMENT TECHNICAL ASSISTANCE PROGRAM -PROVIDED SUPPORT AND TECHNICAL ASSISTANCE TO RECIPIENTS OF THE U S DEPARTMENT OF LABOR'S AMERICAN APPRENTICESHIP INITIATIVE GRANT -CONDUCTED A POLICY ACADEMY WITH SIX STATES ON SCALING WORK-BASED LEARNING OPPORTUNITIES FOR YOUTH AND YOUNG ADULTS TO ENTER MIDDLE-SKILLS STEM JOBS -CONVENED THREE ROUNDTABLES ON HOW STATES ARE MEETING NEW YOUTH REQUIREMENTS IN THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) -WORKED COLLABORATIVELY WITH INTER-GOVERNMENTAL ORGANIZATIONS ON STATE IMPLEMENTATION OF WIOA -FACILITATED A SERIES OF LEARNING EXCHANGES ON STATE INDUSTRY SECTOR PARTNERSHIPS -CONDUCTED A TALENT PIPELINE POLICY ACADEMY FOR 14 STATES, JOINTLY WITH THE EDUCATION DIVISION -ONGOING TECHNICAL ASSISTANCE FOR GOVERNORS' WORKFORCE POLICY ADVISORS AND STATE WORKFORCE OFFICIALS, AND WORKING WITH FEDERAL AGENCIES AND NATIONAL WORKFORCE PARTNERS POLICY ACADEMIES -THE ALIGNMENT OF EDUCATION, WORKFORCE AND ECONOMIC DEVELOPMENT - TALENT PIPELINE (JOINTLY WITH EDUCATION DIVISION) -POLICY ACADEMY ON STATE STRATEGIES TO SCALE HIGH-QUALITY WORK-BASED LEARNING -AMERICAN APPRENTICESHIP INITIATIVE GRANTEES TA PROJECT (INCLUDING 12 STATES) -THREE BRANCH INSTITUTE ON IMPROVING CHILD SAFETY AND PREVENTING CHILD FATALITIES -ACCELERATING VETERANS LICENSING AND CREDENTIALING GENERAL MEETINGS -POLICY INSTITUTE FOR GOVERNORS' HUMAN SERVICES ADVISORS -WINTER AND SUMMER MEETINGS OF STATE WORKFORCE BOARD CHAIRS -WINTER AND SUMMER MEETINGS OF STATE LIAISONS FOR WORKFORCE DEVELOPMENT PARTNERSHIPS -TWO-GENERATION STATE POLICY FORUM -LEARNING LAB ON INNOVATIONS IN THE USE OF DATA IN POLICYMAKING -INNOVATION SUMMIT STRATEGIES FOR EFFECTIVE AND EFFICIENT GOVERNMENT PUBLICATIONS -REVISITING TOP TRENDS IN STATE ECONOMIC DEVELOPMENT -TACKLING INTERGENERATIONAL POVERTY HOW GOVERNORS CAN ADVANCE COORDINATED SERVICES FOR LOW-INCOME PARENTS AND CHILDREN -DELIVERING RESULTS TOOLKIT -DELIVERING RESULTS CORE PRINCIPLES -DELIVERING RESULTS FINDING AND BUILDING EFFECTIVE STATE LEADERS -DELIVERING RESULTS CREATING AND REFINING RESULTS-ORIENTED REGULATIONS -DELIVERING RESULTS DATA-DRIVEN APPROACHES TO DELIVERING BETTER OUTCOMES

Form 990, Part III, Line 4c:

HEALTH DIVISION DURING FY 2016, THE HEALTH DIVISION PROVIDED INFORMATION, RESEARCH, POLICY ANALYSIS, AND TECHNICAL ASSISTANCE, TO STATES ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR SENIOR STAFFS IN THE SIX CORE FOCUS AREAS OF (1) HEALTH SYSTEMS TRANSFORMATION (2) INNOVATION IN THE DELIVERY AND FINANCING OF MEDICAID SERVICES AND INNOVATIONS IN PRIVATE HEALTH INSURANCE COVERAGE (3) ADDRESSING STATES' HEALTH CARE WORKFORCE NEEDS (4) PUBLIC HEALTH, INCLUDING MATERNAL AND CHILD HEALTH AND OPIOID ADDICTION (5) HEALTH CARE DATA AND ANALYTICS AND (6) BEHAVIORAL HEALTH AND SOCIAL DETERMINANTS OF HEALTH, INCLUDING STRATEGIES TO IMPROVE THE HEALTH OF HIGH COST PATIENTS AND REDUCE THE COST OF CARING FOR THEM SPECIFIC ACCOMPLISHMENTS INCLUDED TECHNICAL ASSISTANCE, PROJECTS AND RETREATS -IMPROVING QUALITY AND ACCESS TO CARE IN MATERNAL AND CHILD HEALTH -PROMISING IMMUNIZATION POLICIES -OPIOID MISUSE AND OVERDOSE PROJECT -MEDICAID LEADERSHIP INSTITUTE -ADVANCING POPULATION HEALTH THROUGH DELIVERY AND PAYMENT REFORMS -SOCIAL DETERMINANTS LEARNING LAB FOSTERING CROSS-SECTOR COLLABORATION TO ADDRESS THE HEALTH AND SUCCESS OF CHILDREN AND FAMILIES POLICY ACADEMIES -ALIGNING POLICIES TO PRACTICES TECHNICAL ASSISTANCE PROGRAM -STATE INNOVATION MODEL INITIATIVE -STATE TRANSFORMATION RETREATS (WITH THE INSTITUTE OF MEDICINE) POLICY ACADEMIES -LEVERAGING MEDICAID TO CREATE STATEWIDE HEALTH CARE TRANSFORMATION -BUILDING A TRANSFORMED HEALTH CARE WORKFORCE MOVING FROM PLANNING TO IMPLEMENTATION -DEVELOPING STATE-LEVEL CAPACITY TO SUPPORT MEDICAID SUPER-UTILIZERS -MEDICAID LEADERSHIP INSTITUTE CONVENINGS -EXPERTS ROUNDTABLE ON HEROIN -EXPERTS ROUNDTABLE ON OPIOID ABUSE AND ADDICTION IN RURAL AREAS AND AMONG SPECIFIC POPULATIONS -EXPERTS ROUNDTABLE ON LEVERAGING GUBERNATORIAL EXECUTIVE AUTHORITIES TO MAXIMIZE SCOPE OF PRACTICE FOR THE HEALTH CARE WORKFORCE DURING AN INFLUENZA PANDEMIC -EXPERTS ROUNDTABLE ON INTEROPERABILITY ROADMAP CALL TO ACTION ALLEVIATING AND REMOVING BARRIERS TO INTEROPERABLE EXCHANGE OF DATA FOR HEALTH WITHIN STATES -EXPERTS ROUNDTABLE HOUSING AS HEALTHCARE -EXPERTS ROUNDTABLE ON ADVANCING POPULATION HEALTH THROUGH DELIVERY AND PAYMENT REFORMS -LEARNING COLLABORATIVE ON IMPROVING QUALITY AND ACCESS TO CARE IN MATERNAL AND CHILD HEALTH KICKOFF MEETING -COMPLEX CARE PROGRAMS POLICY ACADEMY KICK-OFF MEETING -MEDICAID LEADERSHIP INSTITUTE CONVENINGS (2 MULTI-STATE CONVENINGS AND 6 IN-STATE RETREATS) -MEDICAID TRANSFORMATION POLICY ACADEMY CONVENINGS -EXPERTS ROUNDTABLE MEDICAID MANAGED CARE PROPOSED RULE -CONNECTING MEDICAID AND HEALTH WORKFORCE HOW STATES CAN USE MEDICAID FUNDS TO ADDRESS WORKFORCE NEEDS IN RURAL AND UNDERSERVED AREAS -MEDICAID DATA ROUNDTABLE USING STATE PURCHASING TO ENHANCE DATA SYSTEMS PERFORMANCE -MEDICAID DATA ROUNDTABLE VENDORS' ROLE IN ENHANCING STATE DATA SYSTEMS PERFORMANCE -CERTIFICATE OF PUBLIC ADVANTAGE CONVENING PUBLICATIONS -MEDICAID HEALTH CARE PURCHASING COMPENDIUM -HEALTH INVESTMENTS THAT PAY OFF STRATEGIES TO IMPROVE ORAL HEALTH -USING DATA TO BETTER SERVE THE MOST COMPLEX PATIENTS -SOCIAL IMPACT BONDS FOR PUBLIC HEALTH PROGRAMS AN OVERVIEW -2014 MATERNAL AND CHILD HEALTH UPDATE STATES ARE USING MEDICAID AND CHIP TO IMPROVE HEALTH OUTCOMES FOR MOTHERS AND CHILDREN -STATE ROAD MAP FOR LEVERAGING GUBERNATORIAL EXECUTIVE AUTHORITIES TO MAXIMIZE SCOPE OF PRACTICE FOR THE HEALTH CARE WORKFORCE DURING AN INFLUENZA PANDEMIC -STATE ROAD MAP FOR ADVANCING SUSTAINABLE IMPROVEMENTS IN POPULATION HEALTH INTEGRATING POPULATION HEALTH INTO STATEWIDE SYSTEM TRANSFORMATION

SCHEDULE A
(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

2016

Open to Public Inspection

Name of the organization
NATIONAL GOVERNORS ASSOCIATION
CENTER FOR BEST PRACTICES

Employer identification number
23-7391796

Part I **Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 12, check only one box)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ))

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170 (b)(1)(A)(iv).** (Complete Part II)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☑ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)

9 ☐ An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university

10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)

11 ☐ An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**

b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization

f Enter the number of supported organizations

g Provide the following information about the supported organization(s)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	**No**		
Total						

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**
(Complete only if you checked the box on line 5, 7, 8, or 9 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

	Calendar year (or fiscal year beginning in) ▶	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant ")	13,478,170	15,320,542	20,292,399	14,519,386	14,518,819	78,129,316
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3	The value of services or facilities furnished by a governmental unit to the organization without charge						
4	**Total.** Add lines 1 through 3	13,478,170	15,320,542	20,292,399	14,519,386	14,518,819	78,129,316
5	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						2,452,212
6	**Public support.** Subtract line 5 from line 4						75,677,104

Section B. Total Support

	Calendar year (or fiscal year beginning in) ▶	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
7	Amounts from line 4	13,478,170	15,320,542	20,292,399	14,519,386	14,518,819	78,129,316
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	420,018	416,623	470,239	411,281	519,392	2,237,553
9	Net income from unrelated business activities, whether or not the business is regularly carried on						
10	Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)	271,130	180,831	140,611	168,659		761,231
11	**Total support.** Add lines 7 through 10						81,128,100

12	Gross receipts from related activities, etc (see instructions)	12	2,920,200

13 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . . ▶ ☐

Section C. Computation of Public Support Percentage

14	Public support percentage for 2016 (line 6, column (f) divided by line 11, column (f))	14	93 280 %
15	Public support percentage for 2015 Schedule A, Part II, line 14	15	89 590 %

16a **33 1/3% support test—2016.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☑

b **33 1/3% support test—2015.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

17a **10%-facts-and-circumstances test—2016.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐

b **10%-facts-and-circumstances test—2015.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ ☐

Part III **Support Schedule for Organizations Described in Section 509(a)(2)**
(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)						
13 **Total support.** (Add lines 9, 10c, 11, and 12)						

14 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ▶ ☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2016 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2015 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2016** (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from **2015** Schedule A, Part III, line 17	18	

19a **331/3% support tests—2016.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

b **33 1/3% support tests—2015.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶ ☐

Part IV **Supporting Organizations**

(Complete only if you checked a box on line 12 of Part I If you checked 12a of Part I, complete Sections A and B If you checked 12b of Part I, complete Sections A and C If you checked 12c of Part I, complete Sections A, D, and E If you checked 12d of Part I, complete Sections A and D, and complete Part V)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in* ***Part VI*** *how the supported organizations are designated If designated by class or purpose, describe the designation If historic and continuing relationship, explain*	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509 (a)(1) or (2)? *If "Yes," explain in* ***Part VI*** *how the organization determined that the supported organization was described in section 509(a)(1) or (2)*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer (b) and (c) below*	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in* ***Part VI*** *when and how the organization made the determination*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in* ***Part VI*** *what controls the organization put in place to ensure such use*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in* ***Part VI*** *how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in* ***Part VI*** *what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer (b) and (c) below (if applicable) Also, provide detail in* ***Part VI,*** *including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document)*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in* ***Part VI.***	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ)*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? *If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ)*	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in* ***Part VI.***	9a		
b	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* ***Part VI.***	9b		
c	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in* ***Part VI.***	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings)*	10b		

Part IV **Supporting Organizations** (continued)

		Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?			
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	**11a**		
b A family member of a person described in (a) above?	**11b**		
c A 35% controlled entity of a person described in (a) or (b) above? *If "Yes" to a, b, or c, provide detail in Part VI*	**11c**		

Section B. Type I Supporting Organizations

		Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? *If "No," describe in* ***Part VI*** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year*	**1**		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* ***Part VI*** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization*	**2**		

Section C. Type II Supporting Organizations

		Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* ***Part VI*** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s)*	**1**		

Section D. All Type III Supporting Organizations

		Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	**1**		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? *If "No," explain in* ***Part VI*** *how the organization maintained a close and continuous working relationship with the supported organization(s)*	**2**		
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* ***Part VI*** *the role the organization's supported organizations played in this regard*	**3**		

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year **(see instructions)**

a ☐ The organization satisfied the Activities Test Complete **line 2** below

b ☐ The organization is the parent of each of its supported organizations Complete **line 3** below

c ☐ The organization supported a governmental entity Describe in **Part VI** how you supported a government entity (see instructions)

		Yes	No
2 Activities Test **Answer (a) and (b) below.**			
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities*	**2a**		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement*	**2b**		
3 Parent of Supported Organizations **Answer (a) and (b) below.**			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *Provide details in* ***Part VI.***	**3a**		
b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI.*** *the role played by the organization in this regard*	**3b**		

Part V **Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov 20, 1970 **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E

	Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1		
2	Recoveries of prior-year distributions	2		
3	Other gross income (see instructions)	3		
4	Add lines 1 through 3	4		
5	Depreciation and depletion	5		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7	Other expenses (see instructions)	7		
8	**Adjusted Net Income** (subtract lines 5, 6 and 7 from line 4)	8		

	Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)	1		
a	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
c	Fair market value of other non-exempt-use assets	1c		
d	**Total** (add lines 1a, 1b, and 1c)	1d		
e	**Discount** claimed for blockage or other factors (explain in detail in Part VI)			
2	Acquisition indebtedness applicable to non-exempt use assets	2		
3	Subtract line 2 from line 1d	3		
4	Cash deemed held for exempt use Enter 1-1/2% of line 3 (for greater amount, see instructions)	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 035	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

	Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2	Enter 85% of line 1	2		
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4	Enter greater of line 2 or line 3	4		
5	Income tax imposed in prior year	5		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI) See instructions	
7 **Total annual distributions.** Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions	
9 Distributable amount for 2016 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2016	(iii) Distributable Amount for 2016
1 Distributable amount for 2016 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2016 (reasonable cause required--see instructions)			
3 Excess distributions carryover, if any, to 2016			
a			
b			
c From 2013.			
d From 2014.			
e From 2015.			
f **Total** of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2016 distributable amount			
i Carryover from 2011 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2016 from Section D, line 7 $			
a Applied to underdistributions of prior years			
b Applied to 2016 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2016, if any Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions)			
6 Remaining underdistributions for 2016 Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions)			
7 **Excess distributions carryover to 2017.** Add lines 3j and 4c			
8 Breakdown of line 7			
a			
b Excess from 2013.			
c Excess from 2014.			
d Excess from 2015.			
e Excess from 2016.			

Part VI **Supplemental Information.**
Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

990 Schedule A, Supplemental Information

Return Reference	Explanation
PART II, LINE 10	761,231

990 Schedule A, Supplemental Information

Return Reference	Explanation
SUPPLEMENTAL INFORMATION	GENERAL EXPLANATION PART II LINE 10 FOR THE FIVE YEAR PERIOD, MISCELLANEOUS INCOME TOTALS 63,686 ADMINISTRATIVE SERVICES FEES TOTALS 619,391 AND REIMBURSED PROGRAM EXPENSES TOTALS 87,939

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SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
Information about Schedule D (Form 990) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

2016

Open to Public Inspection

Name of the organization
NATIONAL GOVERNORS ASSOCIATION
CENTER FOR BEST PRACTICES

Employer identification number
23-7391796

Part I **Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II **Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or education)
☐ Preservation of an historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

			Held at the End of the Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ ______

4 Number of states where property subject to conservation easement is located ▶ ______

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ ______

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ $ ______

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III **Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.** Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included on Form 990, Part VIII, line 1 ▶ $ ______

(ii) Assets included in Form 990, Part X ▶ $ ______

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenue included on Form 990, Part VIII, line 1 ▶ $ ______

b Assets included in Form 990, Part X ▶ $ ______

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange programs
e ☐ Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ **Yes** ☐ **No**

Part IV Escrow and Custodial Arrangements.
Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIII and complete the following table

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII . . . . ☐

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	**(b)** Prior year	**(c)** Two years back	**(d)** Three years back	**(e)** Four years back
1a Beginning of year balance		14,890,990	14,293,395	12,201,188	11,535,463
b Contributions . . .		-374,560		-380	-587
c Net investment earnings, gains, and losses		-178,003	676,446	2,155,221	1,213,070
d Grants or scholarships . . .					
e Other expenditures for facilities and programs . . .					470,600
f Administrative expenses		77,833	78,851	62,634	76,158
g End of year balance		14,260,594	14,890,990	14,293,395	12,201,188

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a Board designated or quasi-endowment ▶ 100 000 %

b Permanent endowment ▶

c Temporarily restricted endowment ▶

The percentages on lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

		Yes	No
(i) unrelated organizations	**3a(i)**		No
(ii) related organizations	**3a(ii)**		No
b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?	**3b**		

4 Describe in Part XIII the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	**(a)** Cost or other basis (investment)	**(b)** Cost or other basis (other)	**(c)** Accumulated depreciation	**(d)** Book value
1a Land . . .				
b Buildings				
c Leasehold improvements				
d Equipment . . .				
e Other . . .				

Total. Add lines 1a through 1e *(Column (d) must equal Form 990, Part X, column (B), line 10(c))* . . ▶

Part VII Investments—Other Securities. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, col (B) line 12)* ▶		

Part VIII Investments—Program Related. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. *(Column (b) must equal Form 990, Part X, col (B) line 13)* ▶		

Part IX Other Assets. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d See Form 990, Part X, line 15

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col (B) line 15)* . . . . ▶	

Part X Other Liabilities. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col (B) line 25)* ▶	

2. Liability for uncertain tax positions In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII ☐

Part XI **Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	16,879,557
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12				
a	Net unrealized gains (losses) on investments	2a	1,184,387		
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII)	2d			
e	Add lines **2a** through **2d**			2e	1,184,387
3	Subtract line **2e** from line **1**			3	15,695,170
4	Amounts included on Form 990, Part VIII, line 12, but not on line **1**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total revenue Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12)			5	15,695,170

Part XII **Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	18,527,611
2	Amounts included on line 1 but not on Form 990, Part IX, line 25				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII)	2d			
e	Add lines **2a** through **2d**			2e	
3	Subtract line **2e** from line **1**			3	18,527,611
4	Amounts included on Form 990, Part IX, line 25, but not on line **1:**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total expenses Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18)			5	18,527,611

Part XIII **Supplemental Information**

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

Return Reference	Explanation

Part XIII **Supplemental Information** *(continued)*

Return Reference	Explanation

SCHEDULE O (Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.
▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2016

Open to Public Inspection

Name of the organization
NATIONAL GOVERNORS ASSOCIATION
CENTER FOR BEST PRACTICES

Employer identification number
23-7391796

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	COMMON CORE STATE STANDARDS, SCIENCE, TECHNOLOGY, ENGINEERING AND MATH (STEM), -COMPETENCY-BASED LEARNING AND CHARTER SCHOOLS, -POSTSECONDARY (HIGHER EDUCATION AND CAREER TRAINING) PRODUCTIVITY, ACCOUNTABILITY, ACCESS, SUCCESS, AND AFFORDABILITY, AND -FINANCE, DATA, AND ACCOUNTABILITY (INCLUDING EFFICIENCY, EFFECTIVENESS, AND UNDERFUNDED LIABILITIES) THE DIVISION ALSO WORKED ON POLICY ISSUES RELATED TO BRIDGING THE SYSTEM DIVIDES AMONG THE EARLY CHILDHOOD, K-12, POSTSECONDARY, AND WORKFORCE DEVELOPMENT SYSTEMS DIVISION STAFF HAVE STRONG EXPERTISE AND EXPERIENCE AND ARE DEDICATED TO HELPING GOVERNORS IMPROVE THEIR STATES' PUBLIC EDUCATION SYSTEM SPECIFIC ACCOMPLISHMENTS INCLUDED TECHNICAL ASSISTANCE PROJECTS FOCUSED ON THE FOLLOWING TOPICS -EARLY MATH TARGETED POLICY PROJECT -SOCIAL & INTELLECTUAL HABITS TARGETED POLICY PROJECT -PRINCIPAL PIPELINE TECHNICAL ASSISTANCE -TEACHER & PRINCIPAL PREPARATION TECHNICAL ASSISTANCE -POSTSECONDARY METRICS ON EFFICIENCY & EFFECTIVENESS -PIPELINE INTERACTIVE VISUALIZATION TOOL (PIVOT) & FACILITATED POLICY DISCUSSIONS ON HOW BEST TO USE THE DATA TO DEVELOP, PRIORITIZE, & SUPPORT THE IMPLEMENTATION OF GOOD POLICY -EARLY CARE AND EDUCATION WORKFORCE TECHNICAL ASSISTANCE POLICY ACADEMIES AND CONVENING ON THE FOLLOWING TOPICS -COMPREHENSIVE STRATEGY PROJECT CROSS-STATE -LEVERAGING WORKFORCE INVESTMENTS TO IMPROVE THE EARLY CARE AND EDUCATION WORKFORCE -TALENT PIPELINE POLICY ACADEMY CROSS-STATE MEETING -COMPETENCY-BASED EDUCATION CROSS-STATE MEETING -K-12 BROADBAND AND DIGITAL LEARNING POLICY ACADEMY -GOVERNORS' EDUCATION POLICY ADVISORS INSTITUTE PUBLICATIONS -ISSUE BRIEF - THE UNTAPPED POTENTIAL OF AN EARLY CHILDHOOD ASSESSMENT SYSTEM A STRATEGY FOR IMPROVING POLICIES AND INSTRUCTION FROM EARLY CHILDHOOD THROUGH 3RD GRADE -ISSUE BRIEF - "PROMISING PRACTICES IN BOOSTING SCHOOL LEADERSHIP CAPACITY PRINCIPAL ACADEMIES"

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4B	POLICIES THAT RECOGNIZE THE IN-SERVICE EXPERIENCE OF MILITARY VETERANS IN STATE PROCESS TH AT PROVIDE PROFESSIONAL LICENSES AND WORKFORCE CERTIFICATES SPECIFIC ACCOMPLISHMENTS INCL UDED -SPEARHEADED THE 2014-2015 NGA CHAIR'S INITIATIVE, "DELIVERING RESULTS" -SPEARHEADED THE EVIDENCE-BASED POLICY INITIATIVE (ALL-STATE CONVENING, LEARNING LAB FOR SELECTED STAT ES, INFUSION OF EVALUATION-RELATED TA INTO CROSS-CENTER PROJECTS) -CONVENED AN EXPERT ROUN DTABLE ON INTEGRATED DATA SYSTEMS -DELIVERED A VARIETY OF FOCUSED PROJECTS AND TECHNICAL ASSISTANCE ACROSS THE DIVISION'S THREE PROGRAM AREAS ECONOMIC DEVELOPMENT -PRODUCED AN I SSUE BRIEF ON BEST PRACTICES IN STATE ECONOMIC DEVELOPMENT THAT SURFACED FROM AN EARLIER G OVERNORS' ECONOMIC DEVELOPMENT POLICY ADVISORS INSTITUTE -SUPPORTED GOVERNORS' ECONOMIC D EVELOPMENT POLICY ADVISORS THROUGH INFORMATION SHARING, RESEARCH AND TECHNICAL ASSISTANCE HUMAN SERVICES INITIATIVES AND TECHNICAL ASSISTANCE -SUPPORTED GOVERNORS' HUMAN SERVICES ADVISORS WITH INFORMATION, RESEARCH, PEER-SHARING OPPORTUNITIES, AND COLLABORATING WITH N ATIONAL HUMAN SERVICES PARTNERS -PROVIDED TECHNICAL ASSISTANCE TO SELECTED STATES RECEIVI NG SOCIAL INNOVATION FUND GRANTS TO DEVELOP PAY-FOR-SUCCESS PROJECTS -CONDUCTED THE 2016 POLICY INSTITUTE FOR GOVERNORS' HUMAN SERVICES ADVISORS -PRODUCED AND DISSEMINATED AN ISS UE BRIEF AROUND TWO-GENERATION STATE POLICY -CONVENED AN EXPERT ROUNDTABLE ON COMMUNITY-B ASED ALTERNATIVES FOR JUSTICE-INVOLVED YOUTH (WITH HSPS DIVISION) -CONVENED A SOCIAL DETE RMINANTS OF HEALTH LEARNING LAB (WITH HEALTH DIVISION) -CONVENED AN EXPERT ROUNDTABLE ON PLACE-BASED APPROACHES TO ADDRESSING POVERTY WORKFORCE DEVELOPMENT INITIATIVES AND TECHNI CAL ASSISTANCE -PROVIDED TECHNICAL ASSISTANCE TO STATE WORKFORCE BOARD CHAIRS AND AGENCY LEADERS TO SUPPORT IMPROVED FUNCTIONING OF STATE PUBLIC WORKFORCE SYSTEMS THROUGH THE WORK FORCE DEVELOPMENT TECHNICAL ASSISTANCE PROGRAM -PROVIDED SUPPORT AND TECHNICAL ASSISTANCE TO RECIPIENTS OF THE U S DEPARTMENT OF LABOR'S AMERICAN APPRENTICESHIP INITIATIVE GRANT -CONDUCTED A POLICY ACADEMY WITH SIX STATES ON SCALING WORK-BASED LEARNING OPPORTUNITIES FOR YOUTH AND YOUNG ADULTS TO ENTER MIDDLE-SKILLS STEM JOBS -CONVENED THREE ROUNDTABLES O N HOW STATES ARE MEETING NEW YOUTH REQUIREMENTS IN THE WORKFORCE INNOVATION AND OPPORTUNIT Y ACT (WIOA) -WORKED COLLABORATIVELY WITH INTER-GOVERNMENTAL ORGANIZATIONS ON STATE IMPLE MENTATION OF WIOA -FACILITATED A SERIES OF LEARNING EXCHANGES ON STATE INDUSTRY SECTOR PA RTNERSHIPS -CONDUCTED A TALENT PIPELINE POLICY ACADEMY FOR 14 STATES, JOINTLY WITH THE ED UCATION DIVISION -ONGOING TECHNICAL ASSISTANCE FOR GOVERNORS' WORKFORCE POLICY ADVISORS A ND STATE WORKFORCE OFFICIALS, AND WORKING WITH FEDERAL AGENCIES AND NATIONAL WORKFORCE PAR TNERS POLICY ACADEMIES -THE ALIGNMENT OF EDUCATION, WORKFORCE AND ECONOMIC DEVELOPMENT - TALENT PIPELINE (JOINTLY WITH EDUCATION DIVISION) -POLICY ACADEMY ON STATE STRATEGIES TO S CALE HIGH-QUALITY WORK-BASED L

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4B	EARNING -AMERICAN APPRENTICESHIP INITIATIVE GRANTEES TA PROJECT (INCLUDING 12 STATES) -THR EE BRANCH INSTITUTE ON IMPROVING CHILD SAFETY AND PREVENTING CHILD FATALITIES -ACCELERATIN G VETERANS LICENSING AND CREDENTIALING GENERAL MEETINGS -POLICY INSTITUTE FOR GOVERNORS' H UMAN SERVICES ADVISORS -WINTER AND SUMMER MEETINGS OF STATE WORKFORCE BOARD CHAIRS -WINTER AND SUMMER MEETINGS OF STATE LIAISONS FOR WORKFORCE DEVELOPMENT PARTNERSHIPS -TWO-GENERAT ION STATE POLICY FORUM -LEARNING LAB ON INNOVATIONS IN THE USE OF DATA IN POLICYMAKING -IN NOVATION SUMMIT STRATEGIES FOR EFFECTIVE AND EFFICIENT GOVERNMENT PUBLICATIONS -REVISITIN G TOP TRENDS IN STATE ECONOMIC DEVELOPMENT -TACKLING INTERGENERATIONAL POVERTY HOW GOVERN ORS CAN ADVANCE COORDINATED SERVICES FOR LOW-INCOME PARENTS AND CHILDREN -DELIVERING RESUL TS TOOLKIT -DELIVERING RESULTS CORE PRINCIPLES -DELIVERING RESULTS FINDING AND BUILDING EFFECTIVE STATE LEADERS -DELIVERING RESULTS CREATING AND REFINING RESULTS-ORIENTED REGULA TIONS -DELIVERING RESULTS DATA-DRIVEN APPROACHES TO DELIVERING BETTER OUTCOMES

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4C	SPECIFIC ACCOMPLISHMENTS INCLUDED TECHNICAL ASSISTANCE, PROJECTS AND RETREATS -IMPROVING QUALITY AND ACCESS TO CARE IN MATERNAL AND CHILD HEALTH -PROMISING IMMUNIZATION POLICIES -OPIOID MISUSE AND OVERDOSE PROJECT -MEDICAID LEADERSHIP INSTITUTE -ADVANCING POPULATION HEALTH THROUGH DELIVERY AND PAYMENT REFORMS -SOCIAL DETERMINANTS LEARNING LAB FOSTERING CROSS-SECTOR COLLABORATION TO ADDRESS THE HEALTH AND SUCCESS OF CHILDREN AND FAMILIES POLICY ACADEMIES -ALIGNING POLICIES TO PRACTICES TECHNICAL ASSISTANCE PROGRAM -STATE INNOVATION MODEL INITIATIVE -STATE TRANSFORMATION RETREATS (WITH THE INSTITUTE OF MEDICINE) POLICY ACADEMIES -LEVERAGING MEDICAID TO CREATE STATEWIDE HEALTH CARE TRANSFORMATION -BUILDING A TRANSFORMED HEALTH CARE WORKFORCE MOVING FROM PLANNING TO IMPLEMENTATION -DEVELOPING STATE-LEVEL CAPACITY TO SUPPORT MEDICAID SUPER-UTILIZERS -MEDICAID LEADERSHIP INSTITUTE CONVENINGS -EXPERTS ROUNDTABLE ON HEROIN -EXPERTS ROUNDTABLE ON OPIOID ABUSE AND ADDICTION IN RURAL AREAS AND AMONG SPECIFIC POPULATIONS -EXPERTS ROUNDTABLE ON LEVERAGING GUBERNATORIAL EXECUTIVE AUTHORITIES TO MAXIMIZE SCOPE OF PRACTICE FOR THE HEALTH CARE WORKFORCE DURING AN INFLUENZA PANDEMIC -EXPERTS ROUNDTABLE ON INTEROPERABILITY ROADMAP CALL TO ACTION ALLEVIATING AND REMOVING BARRIERS TO INTEROPERABLE EXCHANGE OF DATA FOR HEALTH WITHIN STATES -EXPERTS ROUNDTABLE HOUSING AS HEALTHCARE -EXPERTS ROUNDTABLE ON ADVANCING POPULATION HEALTH THROUGH DELIVERY AND PAYMENT REFORMS -LEARNING COLLABORATIVE ON IMPROVING QUALITY AND ACCESS TO CARE IN MATERNAL AND CHILD HEALTH KICKOFF MEETING -COMPLEX CARE PROGRAMS POLICY ACADEMY KICK-OFF MEETING -MEDICAID LEADERSHIP INSTITUTE CONVENINGS (2 MULTI-STATE CONVENINGS AND 6 IN-STATE RETREATS) -MEDICAID TRANSFORMATION POLICY ACADEMY CONVENINGS -EXPERTS ROUNDTABLE MEDICAID MANAGED CARE PROPOSED RULE -CONNECTING MEDICAID AND HEALTH WORKFORCE HOW STATES CAN USE MEDICAID FUNDS TO ADDRESS WORKFORCE NEEDS IN RURAL AND UNDERSERVED AREAS -MEDICAID DATA ROUNDTABLE USING STATE PURCHASING TO ENHANCE DATA SYSTEMS PERFORMANCE -MEDICAID DATA ROUNDTABLE VENDORS' ROLE IN ENHANCING STATE DATA SYSTEMS PERFORMANCE -CERTIFICATE OF PUBLIC ADVANTAGE CONVENING PUBLICATIONS -MEDICAID HEALTH CARE PURCHASING COMPENDIUM -HEALTH INVESTMENTS THAT PAY OFF STRATEGIES TO IMPROVE ORAL HEALTH -USING DATA TO BETTER SERVE THE MOST COMPLEX PATIENTS -SOCIAL IMPACT BONDS FOR PUBLIC HEALTH PROGRAMS AN OVERVIEW -2014 MATERNAL AND CHILD HEALTH UPDATE STATES ARE USING MEDICAID AND CHIP TO IMPROVE HEALTH OUTCOMES FOR MOTHERS AND CHILDREN -STATE ROAD MAP FOR LEVERAGING GUBERNATORIAL EXECUTIVE AUTHORITIES TO MAXIMIZE SCOPE OF PRACTICE FOR THE HEALTH CARE WORKFORCE DURING AN INFLUENZA PANDEMIC -STATE ROAD MAP FOR ADVANCING SUSTAINABLE IMPROVEMENTS IN POPULATION HEALTH INTEGRATING POPULATION HEALTH INTO STATEWIDE SYSTEM TRANSFORMATION

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Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4D	ENVIRONMENT, ENERGY AND TRANSPORTATION DURING FY 2016, THE ENVIRONMENT, ENERGY AND TRANSPO RTATION DIVISION PROVIDED INFORMATION, RESEARCH, POLICY ANALYSIS AND TECHNICAL ASSISTANCE TO STATES ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR SENIOR STAFFS IN THE AREAS OF POLI CY TO SUPPORT EXAMINING STATE STRATEGIES IN RESPONSE TO NEW FEDERAL POWER SECTOR GREENHOUS E GAS RULES, MORE EFFICIENT USE OF ENERGY BY BOTH THE PUBLIC AND PRIVATE SECTORS, THE CHAL LENGES PRESENTED TO THE TRADITIONAL ELECTRIC UTILITY BY INCREASINGLY EFFICIENT USE OF ENER GY AND THE GENERATION OF ELECTRICITY ON CONSUMER PREMISES, THE RESILIENCY OF ELECTRICAL GR ID, RESPONSIBLE EXTRACTION OF OIL AND GAS FROM SHALE FORMATIONS, POLICIES SUPPORTING INCRE ASED USE OF ALTERNATIVE FUEL VEHICLES, AND THE ROLE PUBLIC PRIVATE PARTNERSHIPS MIGHT PLAY IN THE PROVISION OF INFRASTRUCTURE AND PUBLIC FACILITIES SPECIFIC ACCOMPLISHMENTS INCLUD ED TECHNICAL ASSISTANCE OPPORTUNITIES AND PROJECTS -POLICY ACADEMY ON HELPING STATES EXAM INE FEDERAL GREENHOUSE GAS RULES -LEARNING LAB ON NEW UTILITY BUSINESS MODELS -STATE RETRE ATS ON PUBLIC PRIVATE PARTNERSHIPS -STATE RETREATS ON NEW UTILITY BUSINESS MODELS -STATE R ETREATS ON RESPONDING TO A PROLONGED AND WIDESPREAD ELECTRICAL GRID OUTAGE CONVENINGS -GOV ERNORS' ENERGY ADVISORS POLICY INSTITUTE -EXPERTS ROUNDTABLE ON COMMERCIAL PROPERTY ASSESS ED CLEAN ENERGY (PACE) -WORKSHOP ON HELPING STATES EXAMINE FEDERAL POWER PLANT RULES -EXPE RTS ROUNDTABLE ON STATE OPPORTUNITIES TO IMPROVE THE ENERGY-WATER NEXUS -EXPERTS ROUNDTABL E ON NATURAL GAS VEHICLES IN STATE FLEETS -FEDERAL FACILITIES TASK FORCE ON CLEANUP OF NUC LEAR WEAPONS COMPLEX -INTERGOVERNMENTAL MEETING ON NUCLEAR WEAPONS COMPLEX PUBLICATIONS -C LEANING UP AMERICA'S NUCLEAR WEAPONS COMPLEX 2015 UPDATE FOR GOVERNORS -STATE PRACTICES T O PROTECT DRINKING WATER RESOURCES WHILE DEVELOPING SHALE ENERGY -GOVERNORS' ROADMAP FOR I MPROVING THE ENERGY EFFICIENCY OF MULTIFAMILY BUILDINGS HOMELND SECURITY AND PUBLIC SAFETY DURING FY 2016, THE HOMELAND SECURITY AND PUBLIC SAFETY DIVISION PROVIDED INFORMATION, RE SEARCH, POLICY ANALYSIS, TECHNICAL ASSISTANCE, AND GRANTS TO STATES ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR SENIOR STAFFS IN THE AREAS OF CRIMINAL JUSTICE REFORM, THE ROLE OF THE STATES IN CYBER SECURITY, PUBLIC HEALTH PREPAREDNESS, HOMELAND SECURITY, JUVENILE JUS TICE, PROLONGED FAILURES OF THE ELECTRICITY GRID, AND POLICIES TO ADDRESS THE PROBLEM OF O PIOID ABUSE AND ADDICTION SPECIFIC ACCOMPLISHMENTS INCLUDED TECHNICAL ASSISTANCE OPPORTU NITIES AND PROJECTS -IN-STATE WORKSHOP PROLONGED AND WIDESPREAD ELECTRICAL GRID OUTAGE PU BLIC SAFETY PERFORMANCE PROJECT -NATIONAL CRIMINAL JUSTICE REFORM PROJECT PUBLIC HEALTH PR EPAREDNESS RECIDIVISM REDUCTION PROJECT POLICY ACADEMIES -REDUCING PRESCRIPTION DRUG ABUSE -CROSS-BOUNDARY SENTENCING AND CORRECTIONS INFORMATION EXCHANGE POLICY ACADEMY -JUSTICE I NFORMATION SHARING -POLICY ACADEMY ON ENHANCING STATE CYBERSECURITY -POLICY ACADEMY ON ENH ANCING EMERGENCY COMMUNICATION

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Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4D	S INTEROPERABILITY GENERAL CONVENINGS -GOVERNORS HOMELAND SECURITY ADVISORS COUNCIL MEETIN GS (SUMMER 2015 AND WINTER 2016) -INSTITUTE FOR CRIMINAL JUSTICE POLICY ADVISORS -ROUNDTAB LE ON IMPROVING OUTCOMES FOR JUSTICE-INVOLVED YOUTH -PAROLING LEARNING LAB COLLABORATIVE P UBLICATIONS -IMPROVING OUTCOMES FOR JUSTICE-INVOLVED YOUTH -THE CYBERSECURITY WORKFORCE S TATES' NEEDS AND OPPORTUNITIES -ENHANCING THE ROLE OF FUSION CENTERS IN CYBERSECURITY -FIN DING SOLUTIONS TO THE PRESCRIPTION OPIOID AND HEROIN CRISIS A ROAD MAP FOR STATES

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Return Reference	Explanation
FORM 990, PART V	LINE 1A ALL VENDORS ARE PAID BY NATIONAL GOVERNORS ASSOCIATION (NGA), A RELATED ORGANIZATION THEREFORE, NATIONAL GOVERNORS ASSOCIATION CENTER FOR BEST PRACTICES DID NOT FILE A FORM 1096 FOR 2015 FORM 1096 WAS FILED BY NGA COVERING ALL VENDORS ENGAGED BY NGA AND NGA CENTER FOR BEST PRACTICES LINE 2A - NATIONAL GOVERNORS ASSOCIATION CENTER FOR BEST PRACTICES LEASES ALL OF ITS EMPLOYEES FROM NATIONAL GOVERNORS ASSOCIATION, A RELATED ORGANIZATION COMPENSATION IS ALLOCATED TO EACH ORGANIZATION BASED ON ACTUAL HOURS RECORDED CONTEMPORANEOUSLY ON BI-WEEKLY TIMESHEETS ALL EMPLOYEES ARE INCLUDED ON FORM W-3 " TRANSMITTAL OF WAGE AND TAX STATEMENTS" FILED BY NATIONAL GOVERNORS ASSOCIATION

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Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 6	THE GOVERNORS OF THE FIFTY STATES AND FIVE U S TERRITORIES ARE MEMBERS OF THE ORGANIZATION

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Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 7B	AN AMENDMENT OF THE ARTICLES OF INCOPORATION REQUIRES APPROVAL BY THE MEMBERS

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Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 11B	THE IRS FORM 990 IS PREPARED BY THE CONTROLLER, REVIEWED BY SENIOR MEMBERS OF MANAGEMENT AND REVIEWED AND SIGNED BY THE EXECUTIVE DIRECTOR THE IRS FORM 990 IS THEN AVAILABLE ON THE ORGANIZATION'S WEBSITE, ON THE GUIDESTAR WEBSITE AND UPON REQUEST THIS PROCESS HAS BEEN APPROVED BY THE ORGANIZATION'S FINANCE COMMITTEE WHICH WAS APPOINTED BY THE BOARD OF DIRECTORS

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Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 12C	EMPLOYEES MUST PROVIDE WRITTEN NOTIFICATION TO THE EXECUTIVE DIRECTOR OF A CONFLICT OF INTEREST OR POTENTIAL CONFLICT INTEREST AS SOON AS IT OCCURS IN ADDITION, THE ORGANIZATION REQUIRES EMPLOYEES TO CERTIFY THAT THEY HAVE REVIEWED THE CONFLICT OF INTEREST POLICY ON AN ANNUAL BASIS OFFICERS AND KEY EMPLOYEES(AS DEFINED BY THE IRS) MUST ANNUALLY DISCLOSE THEIR INTERESTS THAT COULD GIVE RISE TO CONFLICTS OF INTEREST, SUCH AS A LIST OF FAMILY MEMBERS, SUBSTANTIAL BUSINESS OR INVESTMENT HOLDINGS, AND OTHER TRANSACTIONS OR AFFILIATIONS WITH BUSINESSES AND OTHER ORGANIZATIONS OR THOSE OF FAMILY MEMBERS OFFICERS AND EMPLOYEES FOUND TO BE IN VIOLATION OF CONFLICT OF INTEREST POLICY ARE SUBJECT TO DISCIPLINARY ACTION OR TERMINATION FOR DIRECTORS OF THE CORPORATION, THE ORGANIZATION RELIES ON EACH GOVERNOR'S COMPLIANCE WITH STATE ETHICS LAWS TO AVOID CONFLICTS OF INTEREST AND MAKE ANY REQUIRED DISCLOSURES ANY MEMBER OF THE ORGANIZATION MAY RAISE A POSSIBLE CONFLICT OF INTEREST WITH ANOTHER MEMBER AND ACT IN ACCORDANCE WITH THE ARTICLES AND BYLAWS OF THE ORGANIZATION TO TAKE ACTION

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Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 15A	THE EXECUTIVE DIRECTOR RECEIVES A PERFORMANCE EVALUATION ANNUALLY FOR CONSIDERATION OF MERIT PAY INCREASE EFFECTIVE ON JANUARY 1 OF EACH CALENDAR YEAR PERFORMANCE IS EVALUATED BY THE CURRENT NATIONAL GOVERNORS ASSOCIATION (NGA) CHAIR, CURRENT NGA VICE CHAIR AND THE IMMEDIATE PAST NGA CHAIR COLLECTIVELY IN PREPARATION FOR THE PERFORMANCE EVALUATION, THE EXECUTIVE DIRECTOR PROVIDES A SELF-EVALUATION TO THE CURRENT NGA CHAIR AND AN EXTERNAL MARKET BENCHMARKING ANALYSIS THAT SHOWS SALARIES FOR COMPARABLE POSITIONS FOR THE OTHER BIG 7 PUBLIC INTEREST GROUPS AS WELL AS FOR OTHER NOT-FOR-PROFIT EXECUTIVES TAKEN FROM SEVERAL SALARY SURVEYS THE CURRENT NGA CHAIR IS RESPONSIBLE FOR CONVENING THE PERFORMANCE DISCUSSION, WRITING THE PERFORMANCE EVALUATION AND COMMUNICATING THE PERFORMANCE FEEDBACK TO THE EXECUTIVE DIRECTOR AT THE CONCLUSION OF THIS EVALUATION PROCESS, THE CURRENT NGA CHAIR WRITES A MEMO TO THE NGA CHIEF OPERATING OFFICER OUTLINING THE SPECIFICS OF THE MERIT PAY INCREASE AND AUTHORIZING THE ACTION FOR PURPOSES OF PAYROLL PROCESSING

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Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 17	MAINE, MICHIGAN, MINNESOTA, MISSISSIPPI, NORTH CAROLINA, NORTH DAKOTA, NEW HAMPSHIRE, NEW JERSEY, NEW MEXICO, NEW YORK, OHIO, OKLAHOMA, OREGON, PENNSYLVANIA, RHODE ISLAND, SOUTH CAROLINA, TENNESSEE, UTAH, WASHINGTON, VIRGINIA, WISCONSIN

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Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 19	THE ORGANIZATION'S GOVERNING DOCUMENTS AND FINANCIAL STATEMENTS ARE AVAILABLE TO THE PUBLIC ON THE ORGANIZATION'S WEBSITE THE CONFLICT OF INTEREST POLICY IS DESCRIBED IN THE IRS FORM 990 WHICH IS AVAILABLE TO THE PUBLIC ON THE ORGANIZATION'S WEBSITE AND ON THE GUIDSTAR WEBSITE

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Return Reference	Explanation
FORM 990, PART IX, LINE 11G	CONSULTANTS, SUBGRANTS& OTHER 1,437,553 77,733 8,855 SUBGRANTS 874,789 0 0 TOTAL 2,312,342 77,733 8,855