

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 \$ 19,211,733

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

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)	4
4 Number of independent voting members of the governing body (Part VI, line 1b)	4
5 Total number of individuals employed in calendar year 2016 (Part V, line 2a)	154
6 Total number of volunteers (estimate if necessary)	
7a Total unrelated business revenue from Part VIII, column (C), line 12	0
7b Net unrelated business taxable income from Form 990-T, line 34	

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	14,519,386	14,518,817
9 Program service revenue (Part VIII, line 2g)	607,229	594,748
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	411,281	534,759
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	168,660	217,287
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	15,706,556	15,865,611

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	9,639,515
16a Professional fundraising fees (Part IX, column (A), line 11e)		0
b Total fundraising expenses (Part IX, column (D), line 25) ▶572,179		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	8,445,395	9,028,430
18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	17,806,622	18,667,945
19 Revenue less expenses Subtract line 18 from line 12	-2,100,066	-2,802,334

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	27,168,098	25,568,744
21 Total liabilities (Part X, line 26)	327,087	370,840
22 Net assets or fund balances Subtract line 21 from line 20	26,841,011	25,197,904

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

Signature of officer
Date 2019-06-06
STEVE POLK INTERIM CFO
Type or print name and title

Paid Preparer Use Only
Print/Type preparer's name
THERESA HUTCHINSON
Preparer's signature
THERESA HUTCHINSON
Date
2019-06-06
Check if self-employed
PTIN
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

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

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 [X] 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 [X] 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 \$ 2,273,694 including grants of \$) (Revenue \$)
See Additional Data

4b (Code) (Expenses \$ 3,711,772 including grants of \$) (Revenue \$)
See Additional Data

4c (Code) (Expenses \$ 2,645,664 including grants of \$) (Revenue \$)
See Additional Data

(Code) (Expenses \$ 5,412,836 including grants of \$) (Revenue \$)
ENVIRONMENT, ENERGY AND TRANSPORTATION DURING 2018, 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 A RANGE OF AREAS, INCLUDING INFRASTRUCTURE PLANNING, FINANCING, RESILIENCY AND INNOVATION, POWER SECTOR MODERNIZATION INCLUDING THE INTEGRATION OF DISTRIBUTED ENERGY RESOURCES AND ENERGY EFFICIENCY, CONNECTED, AUTONOMOUS AND ELECTRIC VEHICLES, SMART AND CONNECTED STATES, ENERGY ASSURANCE AND CYBERSECURITY, EXISTING AND FUTURE NUCLEAR ENERGY, AND STATE WATER RESOURCE MANAGEMENT SPECIFIC ACCOMPLISHMENTS INCLUDED -TECHNICAL ASSISTANCE OPPORTUNITIES AND PROJECTS -WATER ENERGY NEXUS STATE RETREATS -STATE RESILIENCY RETREATS -POWER SECTOR MODERNIZATION POLICY ACADEMY -GRIDEX WORKSHOP -ELECTRIFICATION WEBINAR TRAINING SERIES -CONVENINGS -NGA CHAIR'S INITIATIVE AHEAD OF THE CURVE INNOVATION GOVERNORS - ENERGY AND TRANSPORTATION INNOVATION SUMMITS -STATE LEAD BY EXAMPLE WORKSHOP -ANNUAL ENERGY POLICY INSTITUTE -ENERGY POLICY INSTITUTE PRE-INSTITUTE WORKSHOP STATE OFFSHORE WIND OPPORTUNITIES -ANNUAL WATER POLICY INSTITUTE -FEDERAL FACILITIES TASK FORCE ON CLEANUP OF NUCLEAR WEAPONS COMPLEX -INTERGOVERNMENTAL MEETING ON NUCLEAR WEAPONS COMPLEX -PUBLICATIONS -POWERING UP STATE TRENDS FOR ADVANCING THE USE OF ENERGY STORAGE -GRID SMARTS STATE CONSIDERATIONS FOR ADOPTING GRID MODERNIZATION TECHNOLOGIES -NGA CHAIR'S INITIATIVE AHEAD OF THE CURVE INNOVATION GOVERNORS - STORYMAPS 2017 ENVIRONMENT, ENERGY AND TRANSPORTATION DURING 2017, 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 A RANGE OF AREAS, INCLUDING POWER SECTOR MODERNIZATION, CONNECTED, AUTONOMOUS AND ELECTRIC VEHICLES, ENERGY ASSURANCE, INFRASTRUCTURE PLANNING, FINANCING AND RESILIENCY, AND STATE WATER RESOURCE MANAGEMENT SPECIFIC ACCOMPLISHMENTS INCLUDED -TECHNICAL ASSISTANCE OPPORTUNITIES AND PROJECTS -POWER SECTOR MODERNIZATION POLICY ACADEMY -LEAD BY EXAMPLE STATE RETREATS -CONVENINGS -SEMINAR FOR NEW GOVERNORS' ENERGY ADVISORS -ANNUAL GOVERNORS' ADVISORS' ENERGY POLICY INSTITUTE -WORKSHOP ON FUTURE OF NUCLEAR POWER -FEDERAL FACILITIES TASK FORCE ON CLEANUP OF NUCLEAR WEAPONS COMPLEX -INTERGOVERNMENTAL MEETING ON NUCLEAR WEAPONS COMPLEX -PUBLICATIONS -ADVANCING THE ENERGY-WATER NEXUS HOW GOVERNORS CAN BRIDGE THEIR CONSERVATION GOALS -PREPARING STATES FOR EXTREME ELECTRICAL POWER GRID OUTAGES -OPPORTUNITIES FOR GOVERNORS TO ALIGN ELECTRICITY MARKETS WITH STATE ENERGY GOALS -IMPROVING STATE COORDINATION FOR ENERGY ASSURANCE PLANNING AND RESPONSE -STATE STRATEGIES FOR ADVANCING THE USE OF ENERGY STORAGE -ALIGNING ENERGY EFFICIENCY AND DEMAND RESPONSE TO LOWER PEAK ELECTRICITY DEMAND, REDUCE COSTS AND ADDRESS RELIABILITY CONCERNS 2016 ENVIRONMENT, ENERGY AND TRANSPORTATION DURING 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 HOMELAND SECURITY AND PUBLIC SAFETY DURING FY2017, 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 -NATIONAL CRIMINAL JUSTICE REFORM PROJECT-PROVIDED STRATEGIC PLANNING AND SUPPORT TO FIVE STATES (ILLINOIS, VERMONT, OREGON, DELAWARE, AND ARIZONA) IN MAKING CRIMINAL JUSTICE SYSTEMS SMARTER, FAIRER, AND MORE COST EFFECTIVE -SPEARHEADED NGA CHAIR AND VIRGINIA GOVERNOR TERRY MCAULIFFE'S CHAIR'S INITIATIVE, MEET THE THREAT STATES CONFRONT THE CYBER CHALLENGE -POLICY ACADEMIES -IMPROVING STATE CYBERSECURITY -POLICY ACADEMY ON ENHANCING EMERGENCY COMMUNICATIONS INTEROPERABILITY -GENERAL CONVENINGS -GOVERNORS HOMELAND SECURITY ADVISORS COUNCIL MEETINGS (SUMMER 2016 AND WINTER 2017) -INSTITUTE FOR STATE CRIMINAL JUSTICE AND PUBLIC SAFETY EXECUTIVES (DECEMBER 2017) -PUBLICATIONS -GOVERNORS GUIDE TO CYBERSECURITY, AND VARIOUS OTHER RESOURCES FOR STATES ON CYBERSECURITY (WHITE PAPERS, PODCASTS, AND WEBINARS)

4d Other program services (Describe in Schedule O)
(Expenses \$ 5,412,836 including grants of \$) (Revenue \$)

4e Total program service expenses 14,043,966

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)? <i>If "Yes," complete Schedule A</i>	Yes	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?	Yes	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		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? <i>If "Yes," complete Schedule C, Part II</i>		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? <i>If "Yes," complete Schedule C, Part III</i>		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? <i>If "Yes," complete Schedule D, Part I</i>		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? <i>If "Yes," complete Schedule D, Part II</i>		No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		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? <i>If "Yes," complete Schedule D, Part IV</i>		No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	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? <i>If "Yes," complete Schedule D, Part VI</i>		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? <i>If "Yes," complete Schedule D, Part VII</i>		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? <i>If "Yes," complete Schedule D, Part VIII</i>		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? <i>If "Yes," complete Schedule D, Part IX</i>		No
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		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)? <i>If "Yes," complete Schedule D, Part X</i>		No
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	Yes	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	Yes	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		No
14a Did the organization maintain an office, employees, or agents outside of the United States?		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? <i>If "Yes," complete Schedule F, Parts I and IV</i>		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? <i>If "Yes," complete Schedule F, Parts II and IV</i>		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? <i>If "Yes," complete Schedule F, Parts III and IV</i>		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? <i>If "Yes," complete Schedule G, Part I</i> (see instructions)		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? <i>If "Yes," complete Schedule G, Part II</i>		No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		No

Part IV Checklist of Required Schedules (continued)

	Yes	No
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
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? <i>If "Yes," complete Schedule I, Parts I and II</i>		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? <i>If "Yes," complete Schedule I, Parts I and III</i>		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? <i>If "Yes," complete Schedule J</i>	Yes	
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? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		No
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
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?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
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? <i>If "Yes," complete Schedule L, Part I</i>		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? <i>If "Yes," complete Schedule L, Part I</i>		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? <i>If "Yes," complete Schedule L, Part II</i>		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? <i>If "Yes," complete Schedule L, Part III</i>		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? <i>If "Yes," complete Schedule L, Part IV</i>		No
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		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? <i>If "Yes," complete Schedule L, Part IV</i>		No
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		No
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		No
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		No
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		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? <i>If "Yes," complete Schedule R, Part I</i>		No
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	Yes	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		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)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		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? <i>If "Yes," complete Schedule R, Part VI</i>		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	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 [X]

Table with columns for question ID, question text, and Yes/No response boxes. Includes sections for backup withholding, employee reporting, foreign accounts, prohibited transactions, charitable contributions, and nonprofit health insurance issuers.

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 [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a (Voting members), 1b (Independent members), 2 (Family/Business relationships), 3 (Delegation of control), 4 (Changes to governing documents), 5 (Asset diversion), 6 (Members/stockholders), 7a (Power to elect/appoint), 7b (Governance decisions), 8 (Meeting documentation), 8a/b (Committee authority), 9 (Officer reachability).

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

Table with 3 columns: Question, Yes, No. Rows include: 10a (Local chapters), 10b (Policies consistency), 11a (Form 990 distribution), 11b (Review process), 12a (Conflict of interest policy), 12b (Disclosure requirements), 12c (Policy enforcement), 13 (Whistleblower policy), 14 (Document retention), 15a/b (Compensation review), 16a (Investment participation), 16b (Participation policy).

Section C. Disclosure

Table with 3 columns: Question, Yes, No. Rows include: 17 (States with copy required), 18 (Public inspection methods), 19 (Governing documents availability), 20 (Person with books/records).

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)						(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
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) GOVERNOR BRIAN SANDOVAL CHAIR	0 40	X		X				0	0	0
(2) GOVERNOR TERRY MCAULIFFE BOARD MEMBER	0 20	X						0	0	0
(3) GOVERNOR BILL WALKER BOARD MEMBER	0 20	X						0	0	0
(4) GOVERNOR JACK MARKALL BOARD MEMBER	0 20	X						0	0	0
(5) SCOTT PATTISON EXEC DIR/ CE	40 00			X				302,212	0	37,223
(6) STAN CZERWINSKI CHIEF OPER O	40 00			X				226,106	0	43,273
(7) SUSAN GANDER DIVISION DIR	40 00				X			183,165	0	37,072
(8) MARTIN SIMON DIVISION DIR	40 00				X			174,557	0	31,845
(9) HEMI TEWARSON DIVISION DIR	40 00				X			165,972	0	36,425
(10) KEVIN SILARD DIR OF CORP	40 00				X			163,174	0	32,679
(11) JEFFREY MCLEOD DIVISION DIR	40 00				X			162,091	0	34,810
(12) TIFFANY SHACKELFORD CHIEF STRATE	40 00				X			161,948	0	1,882
(13) LAUREN BLOCK PROGRAM DIRE	40 00					X		149,063	0	22,655
(14) SANDRA WILKNISS PROGRAM DIRE	40 00					X		147,456	0	16,097
(15) JARED BILLINGS PROGRAM DIRE	40 00					X		118,661	0	33,836
(16) KELLY MURPHY PROGRAM DIRE	40 00					X		116,155	0	13,560

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 (do not check more than one box, unless person is both an officer and a director/trustee)						(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
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
1b Sub-Total										
1c Total from continuation sheets to Part VII, Section A										
1d Total (add lines 1b and 1c)								2,070,560	341,357	

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 ▶ 15

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		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? <i>If "Yes," complete Schedule J for such individual</i>	Yes	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		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
CENTER FOR LAW AND SOCIAL POLICY 1200 18TH STREET NW SUITE 200 WASHINGTON, DC 20036	PROJ CONSULT	463,549
RSM US PRODUCT SALES LLC 5155 PAYSHERE CIRCLE CHICAGO, IL 60675	AUDIT SERVICES	383,850
WEBITUP LLC 4249 GREELEY HOUSTON, TX 77066	DIGITAL CONSULT	238,470
PRICE WATERHOUSE COOPERS PUBLIC SEC PO BOX 7247-6037 PHILADELPHIA, PA 19170	ACCT CONSULT	235,000
CORPORATION FOR A SKILLED WORKFORCE 900 VICTORS WAY SUITE 350 ANN ARBOR, MI 48108	PROJ CONSULT	160,000

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 ▶ 8

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	4,648,725				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	9,870,092				
	g Noncash contributions included in lines 1a-1f \$ _____						
	h Total. Add lines 1a-1f		14,518,817				
Program Service Revenue		Business Code					
	2a EMPLOYMENT/VOCATIONAL FEES		438,714	438,714			
	b REGISTRATION FEES		156,034	156,034			
	c _____						
	d _____						
	e _____						
	f All other program service revenue						
g Total. Add lines 2a-2f		594,748					
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		375,574			375,574	
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6a Gross rents	(i) Real	(ii) Personal				
		b Less rental expenses					
		c Rental income or (loss)					
		d Net rental income or (loss)					
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		b Less cost or other basis and sales expenses					
		c Gain or (loss)					
		d Net gain or (loss)		159,185	159,185		
	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 ADMINISTRATIVE SERVICE FEES		155,075	155,075				
b OTHER INCOME		62,212	62,212				
c _____							
d All other revenue							
e Total. Add lines 11a-11d		217,287					
12 Total revenue. See Instructions		15,865,611	971,220		375,574		

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

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.				
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.	2,323,797	1,831,534	329,089	163,174
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.	5,112,435	2,926,482	2,092,247	93,706
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions).	705,051	478,502	202,272	24,277
9 Other employee benefits.	818,079	555,212	234,698	28,169
10 Payroll taxes.	680,153	461,604	195,129	23,420
11 Fees for services (non-employees)				
a Management.				
b Legal.	25,732		25,732	
c Accounting.	65,322	32,563	32,759	
d Lobbying.				
e Professional fundraising services. See Part IV, line 17.				
f Investment management fees.	77,833		77,833	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	2,653,022	2,413,974	187,572	51,476
12 Advertising and promotion.				
13 Office expenses.	397,033	156,478	233,164	7,391
14 Information technology.	28,578	2,071	13,126	13,381
15 Royalties.				
16 Occupancy.	860,299	643,994	165,139	51,166
17 Travel.	1,797,870	1,724,553	62,428	10,889
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.	215,091	213,081	1,786	224
19 Conferences, conventions, and meetings.	2,537,681	2,378,075	75,914	83,692
20 Interest.				
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization.	131,932	63,409	65,748	2,775
23 Insurance.	85,457	79,070	2,926	3,461
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 MISCELLANEOUS	53,690	43,025	4,797	5,868
b RECRUITMENT	48,174	1,489	44,185	2,500
c EQUIPMENT	31,568	29,210	1,079	1,279
d FILING & CREDIT CARD FEES	19,148	9,640	4,177	5,331
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e.	18,667,945	14,043,966	4,051,800	572,179
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 <input type="checkbox"/> 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	1,363,760
	3 Pledges and grants receivable, net	1,258,874	3	
	4 Accounts receivable, net	6,270,905	4	8,335,056
	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	
	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	25,568,744	
Liabilities	17 Accounts payable and accrued expenses	230,417	17	229,982
	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	370,840
Net Assets or Fund Balances	27 Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. Unrestricted net assets	15,500,928	27	16,095,899
	28 Temporarily restricted net assets	11,340,083	28	9,102,005
	29 Permanently restricted net assets		29	
	30 Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34. 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	25,197,904
	34 Total liabilities and net assets/fund balances	27,168,098	34	25,568,744

Part XI Reconciliation 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	15,865,611
2	Total expenses (must equal Part IX, column (A), line 25)	2	18,667,945
3	Revenue less expenses Subtract line 2 from line 1	3	-2,802,334
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	1,159,227
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	25,197,904

Part XII Financial Statements and Reporting

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

		Yes	No
<p>1 Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____</p> <p>If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O</p>			
<p>2a Were the organization's financial statements compiled or reviewed by an independent accountant?</p> <p>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</p> <p><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis</p>	2a		No
<p>b Were the organization's financial statements audited by an independent accountant?</p> <p>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</p> <p><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input checked="" type="checkbox"/> Both consolidated and separate basis</p>	2b	Yes	
<p>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?</p> <p>If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O</p>	2c	Yes	
<p>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?</p>	3a	Yes	
<p>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</p>	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:

DURING FY17, THE EDUCATION DIVISION PROVIDED INFORMATION, RESEARCH, POLICY ANALYSIS, TECHNICAL ASSISTANCE ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR SENIOR STAFF, INCLUDING TRENDS IN STATE POLICIES IN THE AREAS OF EARLY CHILDHOOD, K-12, AND POSTSECONDARY EDUCATION. SPECIFIC ACCOMPLISHMENTS INCLUDED -TECHNICAL ASSISTANCE -AIR K-12 TALENT DEVELOPMENT SITE VISITS -SCHOOL CHOICE WEBINAR -GOVERNORS' EDUCATION POLICY ADVISORS SPRING WEBINAR -SITE VISIT TO TENNESSEE FOR THE TENNESSEE TRANSFORMATIONAL LEADERSHIP ALLIANCE -TECHNICAL ASSISTANCE MEMO TO GOVERNOR IGE ON ECE FINANCING, ECE STRATEGIC PLANNING AND EFFECTIVE STATE SYSTEMS -PLANNING AND PRESENTATION ASSISTANCE FOR GOVERNOR IGE'S EARLY CHILDHOOD SUMMIT IN DECEMBER 2016 TO INCREASE AWARENESS AND SUPPORT FOR EARLY CHILDHOOD -TECHNICAL ASSISTANCE MEMO TO GOVERNORS' OFFICES IN MINNESOTA AND WASHINGTON ON FINANCING SOLUTIONS FOR SUPPORTING THE EARLY CARE AND EDUCATION WORKFORCE -PLANNING AND PRESENTATION ASSISTANCE FOR ALABAMA'S EARLY CHILDHOOD SUMMIT IN MAY 2017 -PLANNING AND PRESENTATION ASSISTANCE FOR KENTUCKY'S SCHOOL READINESS SUMMIT IN MARCH 2017 -PLANNING AND PRESENTATION ASSISTANCE FOR UTAH CONVENING ON EARLY LEARNING IN JANUARY 2017 -POLICY ACADEMIES -K-12 BROADBAND AND DIGITAL LEARNING POLICY ACADEMY -LEVERAGING WORKFORCE INVESTMENT STRATEGIES TO IMPROVE THE EARLY CARE AND EDUCATION WORKFORCE POLICY ACADEMY -DEVELOPING A COMPREHENSIVE STRATEGY FOR EARLY CARE AND EDUCATION POLICY ACADEMY - CONVENINGS K-12 BROADBAND AND DIGITAL POLICY ACADEMY -GOVERNORS' EDUCATION POLICY ADVISORS INSTITUTE -LEVERAGING WORKFORCE INVESTMENT STRATEGIES TO IMPROVE THE EARLY CARE AND EDUCATION WORKFORCE CROSS-STATE CONVENING -HUMAN CAPITAL SPRING LEARNING LAB BUILDING ALIGNED TEACHER AND PRINCIPAL PIPELINE -GOVERNORS EDUCATION SYMPOSIUM -PUBLICATIONS -NGA PAPER - THE UNTAPPED POTENTIAL OF AN EARLY CHILDHOOD ASSESSMENT SYSTEM A STRATEGY FOR IMPROVING POLICIES AND INSTRUCTION FROM EARLY CHILDHOOD THROUGH 3RD GRADE -WHITE PAPER - PROMISING PRACTICES IN BOOSTING SCHOOL LEADERSHIP CAPACITY PRINCIPAL ACADEMIES

Form 990, Part III, Line 4b:

DURING FY 2017, THE ECONOMIC OPPORTUNITY DIVISION PROVIDED INFORMATION, RESEARCH, POLICY ANALYSIS, AND TECHNICAL ASSISTANCE ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR SENIOR STAFF RELATED TO ECONOMIC DEVELOPMENT, HUMAN SERVICES, POSTSECONDARY EDUCATION AND WORKFORCE DEVELOPMENT THIS INCLUDED STRATEGIES TO SCALE PARTICIPATION IN WORK-BASED LEARNING AND APPRENTICESHIP PROGRAMS, STRATEGIES FOR IMPROVING THE SAFETY OF CHILDREN AND YOUTH IN THE CHILD WELFARE SYSTEMS, AND TWO-GENERATION STATE STRATEGIES FOR ADDRESSING FAMILY AND COMMUNITY POVERTY, THE USE OF DATA AND EVIDENCE IN POLICYMAKING, AND WORKING WITH STATES TO IDENTIFY AND EXPLORE SOLUTIONS TO ADDRESSING BARRIERS TO PROFESSIONAL LICENSURE AND EDUCATIONAL INITIATIVES ON ENTREPRENEURSHIP SPECIFIC ACCOMPLISHMENTS INCLUDED -THE EO DIVISION DELIVERED A VARIETY OF FOCUSED PROJECTS AND TECHNICAL ASSISTANCE ACROSS THE DIVISION'S FOUR PROGRAM AREAS ECONOMIC DEVELOPMENT -PLANNED FOR AN UPCOMING POLICY INSTITUTE FOR GOVERNORS ECONOMIC POLICY ADVISORS -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 STATES PARTICIPATING IN THE PACTT 2GEN POLICY -CONVENED AND PROVIDED TECHNICAL ASSISTANCE AND SUPPORT TO STATE PARTICIPATING IN THE THREE BRANCH INSTITUTE TO PREVENT CHILD MALTREATMENT FATALITIES -CONDUCTED THE 2017 POLICY INSTITUTE FOR GOVERNORS' HUMAN SERVICES ADVISORS POSTSECONDARY EDUCATION INITIATIVES AND TECHNICAL ASSISTANCE -SECURED FUNDING TO BUILD CAPACITY IN THE POSTSECONDARY PROGRAM -CONDUCTED RESEARCH ON VARIOUS POSTSECONDARY FINANCING STRATEGIES 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 -CONDUCTED A POLICY ACADEMY WITH 14 STATES ON ALIGNING EDUCATION AND WORKFORCE SYSTEMS WITH THE NEEDS OF STATE ECONOMIES, JOINTLY WITH THE EDUCATION DIVISION -LAUNCHED A CONSORTIUM PROJECT WITH 11 STATES ON OCCUPATIONAL LICENSING, INCLUDING REDUCING BARRIERS TO ENTERING LICENSED OCCUPATIONS AND INCREASING PORTABILITY AND RECIPROCITY OF LICENSES ACROSS STATES -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 GRANTEE TA PROJECT (INCLUDING 12 STATES) -COLLABORATIVE NETWORK WITH 11 STATES ON REDUCING BARRIERS TO LICENSURE -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 ACADEMY -WORK-BASED LEARNING POLICY ACADEMY TWO CROSS-STATE MEETINGS -AMERICAN APPRENTICESHIP INITIATIVE 2ND GRANTEE NATIONAL MEETING -TALENT PIPELINE POLICY ACADEMY LEADERS FORUM -PUBLICATIONS -PARENTS AND CHILDREN THRIVING TOGETHER ADVANCING TWO-GENERATION STATE POLICY AND SYSTEMS REFORMS -IMPROVING HUMAN SERVICES PROGRAMS AND OUTCOMES THROUGH SHARED DATA -STATE STRATEGIES TO REDUCE CHILDHOOD HUNGER -PROMOTING PLACE-BASED STRATEGIES TO ADDRESS POVERTY EXPLORING THE GOVERNOR'S ROLE -BUILDING A HIGH-PERFORMING STATE WORKFORCE BOARD -STATE STRATEGIES TO SCALE QUALITY WORK-BASED LEARNING

Form 990, Part III, Line 4c:

HEALTH DIVISION DURING FY 2017, 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 -ADVANCING SUSTAINABLE IMPROVEMENTS IN POPULATION HEALTH INTEGRATING POPULATION HEALTH INTO STATEWIDE SYSTEM TRANSFORMATION -CONNECTING MEDICAID TO STATE WORKFORCE NEEDS -DEVELOPING STATE-LEVEL CAPACITY TO IMPROVE HEALTH AND REDUCE COST OF POPULATIONS WITH COMPLEX CARE NEEDS -FOSTERING CROSS SECTOR COLLABORATION TO ADDRESS THE HEALTH AND SUCCESS OF CHILDREN AND FAMILIES -GETTING THE RIGHT INFORMATION TO THE RIGHT HEALTH CARE PROVIDERS AT THE RIGHT TIME - HOW STATES CAN IMPROVE DATA FLOW -GOVERNORS' BIPARTISAN HEALTH REFORM LEARNING NETWORK -HOUSING AS HEALTH CARE -LEARNING COLLABORATIVE ON FOCUSING AND ACCELERATING STATEWIDE IMPROVEMENTS IN MATERNAL AND CHILD HEALTH ROUNDS 1, 2 AND 3 -LEARNING LAB ON STATE STRATEGIES FOR REDUCING OVERDOSE DEATHS FROM HEROIN AND ILLICIT FENTANYL LESSONS FROM RHODE ISLAND -OPIOID STATE ACTION NETWORK -PROJECT ECHO LEARNING LAB -CONVENINGS -BUILDING HEALTHY COMMUNITIES HOW TO SUPPORT STATES IN THE DEVELOPMENT OF COMMUNITY-BASED SOLUTIONS AND SUSTAINABLE INFRASTRUCTURE (RWJF ROUNDTABLE) -ESTABLISHING THE BUILDING BLOCKS FOR LIFELONG HEALTH AND SUCCESS SUPPORTING STATES IN ADVANCING MULTI-SECTORAL AND MULTI-GENERATIONAL SOLUTIONS TO IMPROVE CHILDREN'S LIVES (RWJF ROUNDTABLE) -HEALTH POLICY LEADERS INSTITUTE -MAINTAINING MOMENTUM ON TRANSFORMATION FOR A HEALTHIER NEXT GENERATION IDENTIFYING PRIORITY AREAS OF SUPPORT FOR STATE LEADERS TO SUCCESSFULLY TRANSFORM THEIR HEALTH SYSTEMS IN COMING YEARS (RWJF ROUNDTABLE) -RURAL HEALTH EXPERT ROUNDTABLE -STATE STRATEGIES FOR REDUCING OVERDOSE AND DEATHS FROM HEROIN AND ILLICIT FENTANYL IMPROVING INFORMATION SHARING AND DATA ANALYSIS BETWEEN LAW ENFORCEMENT AND PUBLIC HEALTH -PUBLICATIONS -BUILDING COMPLEX CARE PROGRAMS A ROAD MAP FOR STATES -FINDING SOLUTIONS TO THE PRESCRIPTION OPIOID AND HEROIN CRISIS A ROAD MAP FOR STATES -GETTING THE RIGHT INFORMATION TO THE RIGHT HEALTH CARE PROVIDERS AT THE RIGHT TIME A ROAD MAP FOR STATES TO IMPROVE HEALTH INFORMATION FLOW BETWEEN PROVIDERS -HEALTH INVESTMENTS THAT PAY OFF A COMPREHENSIVE APPROACH TO TOBACCO CONTROL -HOUSING AS HEALTH CARE A ROAD MAP FOR STATES -MEDICAID HIGH-NEED, HIGH-COST PROGRAMS PROMISING PRACTICES FOR EVALUATION METRICS -THE FUTURE OF MEDICAID TRANSFORMATION A PRACTICAL GUIDE FOR STATES -USING DATA AND EVALUATION IN POLICY DEVELOPMENT, IMPLEMENTATION AND MONITORING BUILDING SUCCESSFUL POLICIES TO REDUCE PRESCRIPTION OPIOID MISUSE -ZIKA IN THE STATES WHAT YOU NEED TO KNOW

SCHEDULE A
(Form 990 or
990EZ)

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.

2016

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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	14,518,817	78,129,314
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	14,518,817	78,129,314
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)						6,082,129
6 Public support. Subtract line 5 from line 4						72,047,185

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	14,518,817	78,129,314
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	375,574	2,093,735
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	217,287	978,518
11 Total support. Add lines 7 through 10						81,201,567
12 Gross receipts from related activities, etc (see instructions)					12	3,075,276
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 <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2016 (line 6, column (f) divided by line 11, column (f))	14	88.730 %
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 <input checked="" type="checkbox"/>		
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 <input type="checkbox"/>		
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 <input type="checkbox"/>		
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 <input type="checkbox"/>		
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 <input type="checkbox"/>		

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 ► <input type="checkbox"/>						

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	33 1/3% 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 ► <input type="checkbox"/>		
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 ► <input type="checkbox"/>		
20	Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► <input type="checkbox"/>		

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?		
b	A family member of a person described in (a) above?		
c	A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI</i>		

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? <i>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.</i>		
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? <i>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.</i>		

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)? <i>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).</i>		

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?		
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? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
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? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

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	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
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? <i>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.</i>		
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? <i>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.</i>		
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? <i>Provide details in Part VI.</i>		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

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

- 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	
<input type="checkbox"/> 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	978,518

990 Schedule A, Supplemental Information

Return Reference	Explanation
SUPPLEMENTAL INFORMATION	GENERAL EXPLANATION PART II LINE 10 FOR THE FIVE YEAR PERIOD, MISCELLANEOUS INCOME TOTALS 53,904 ADMINISTRATIVE SERVICES FEES TOTALS 774,463 AND REIMBURSED PROGRAM EXPENSES TOTALS 150,151

Schedule A Form 990 or 990-E 2016

SCHEDULE D
(Form 990)

Supplemental Financial Statements

OMB No 1545-0047
2016
Open to Public Inspection

▶ **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.

Department of the Treasury
Internal Revenue Service

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 | |
| d Additions during the year | |
| e Distributions during the year | |
| f Ending balance | |
- 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	14,260,594	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	1,685,691	-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	76,358	77,833	78,851	62,634	76,158
g End of year balance	15,869,927	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.

(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	17,024,838
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains (losses) on investments	2a	1,159,227
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	1,159,227
3	Subtract line 2e from line 1	3	15,865,611
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	15,865,611

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	18,667,945
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	18,667,945
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	18,667,945

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
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Part XIII **Supplemental Information (continued)**

Return Reference	Explanation
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Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

OMB No 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990.

2015
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▶ Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.

Name of the organization
NATIONAL GOVERNORS ASSOCIATION
CENTER FOR BEST PRACTICES

Employer identification number
23-7391796

Part I Questions Regarding Compensation

	Yes	No
<p>1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <p><input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Housing allowance or residence for personal use</p> <p><input type="checkbox"/> Travel for companions <input type="checkbox"/> Payments for business use of personal residence</p> <p><input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Health or social club dues or initiation fees</p> <p><input type="checkbox"/> Discretionary spending account <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)</p>		
<p>b If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain.</p>	1b	
<p>2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?</p>	2	
<p>3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.</p> <p><input type="checkbox"/> Compensation committee <input type="checkbox"/> Written employment contract</p> <p><input type="checkbox"/> Independent compensation consultant <input type="checkbox"/> Compensation survey or study</p> <p><input type="checkbox"/> Form 990 of other organizations <input type="checkbox"/> Approval by the board or compensation committee</p>		
<p>4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization:</p>		
<p>a Receive a severance payment or change-of-control payment?</p>	4a	No
<p>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p>	4b	No
<p>c Participate in, or receive payment from, an equity-based compensation arrangement?</p> <p>If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.</p>	4c	No
<p>Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</p>		
<p>5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p>		
<p>a The organization?</p>	5a	No
<p>b Any related organization?</p> <p>If "Yes," on line 5a or 5b, describe in Part III.</p>	5b	No
<p>6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p>		
<p>a The organization?</p>	6a	No
<p>b Any related organization?</p> <p>If "Yes," on line 6a or 6b, describe in Part III.</p>	6b	No
<p>7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III.</p>	7	No
<p>8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.</p>	8	No
<p>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p>	9	

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column(B) reported as deferred on prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
See Additional Data Table							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
SCHEDULE J, PART III	SCHEDULE J PART II - THE ORGANIZATION ENGAGES IN A COMMON PAYMASTER RELATIONSHIP DEFINED IN REGULATIONS SECTION 31.3121(S)-1(B). NATIONAL GOVERNORS ASSOCIATION, A RELATED ORGANIZATION, IS THE COMMON PAYMASTER.

Additional Data

Software ID:
Software Version:
EIN: 23-7391796
Name: NATIONAL GOVERNORS ASSOCIATION
 CENTER FOR BEST PRACTICES

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 SCOTT PATTISON EXEC DIR/ CEO	(i)	302,212			29,740	7,483	339,435	
	(ii)	-----	-----	-----	-----	-	-	-----
1 STAN CZERWINSKI CHIEF OPER OFFICER	(i)	226,106			22,950	20,323	269,379	
	(ii)	-----	-----	-----	-----	-	-	-----
2 SUSAN GANDER DIVISION DIRECTOR	(i)	183,165			18,147	18,925	220,237	
	(ii)	-----	-----	-----	-----	-	-	-----
3 MARTIN SIMON DIVISION DIRECTOR	(i)	174,557			17,322	14,523	206,402	
	(ii)	-----	-----	-----	-----	-	-	-----
4 HEMI TEWARSON DIVISION DIRECTOR	(i)	165,972			15,508	20,917	202,397	
	(ii)	-----	-----	-----	-----	-	-	-----
5 KEVIN SILARD DIR OF CORP REL	(i)	163,174			17,534	15,145	195,853	
	(ii)	-----	-----	-----	-----	-	-	-----
6 JEFFREY MCLEOD DIVISION DIRECTOR	(i)	162,091			13,562	21,248	196,901	
	(ii)	-----	-----	-----	-----	-	-	-----
7 TIFFANY SHACKELFORD CHIEF STRATEGIC OFF	(i)	161,948			1,129	753	163,830	
	(ii)	-----	-----	-----	-----	-	-	-----
8 LAUREN BLOCK PROGRAM DIRECTOR	(i)	149,063			14,768	7,887	171,718	
	(ii)	-----	-----	-----	-----	-	-	-----
9 SANDRA WILKNISS PROGRAM DIRECTOR	(i)	147,456			14,609	1,488	163,553	
	(ii)	-----	-----	-----	-----	-	-	-----
10 JARED BILLINGS PROGRAM DIRECTOR	(i)	118,661			10,637	23,199	152,497	
	(ii)	-----	-----	-----	-----	-	-	-----

SCHEDULE O
(Form 990 or 990-EZ)**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.

2016**Open to Public Inspection**

Department of the Treasury
Internal Revenue Service

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 1, ITEM B	WE FILED OUR RETURN WITH UNAUDITED NUMBERS BECAUSE THE AUDIT WAS NOT COMPLETED BY THE TIME THE 990 FILING WAS DUE THEREFORE, WE ARE AMENDING THE 990 NOW TO MATCH THE FINAL AUDIT

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	-SITE VISIT TO TENNESSEE FOR THE TENNESSEE TRANSFORMATIONAL LEADERSHIP ALLIANCE -TECHNICAL ASSISTANCE MEMO TO GOVERNOR IGE ON ECE FINANCING, ECE STRATEGIC PLANNING AND EFFECTIVE STATE SYSTEMS -PLANNING AND PRESENTATION ASSISTANCE FOR GOVERNOR IGE'S EARLY CHILDHOOD SUMMIT IN DECEMBER 2016 TO INCREASE AWARENESS AND SUPPORT FOR EARLY CHILDHOOD -TECHNICAL ASSISTANCE MEMO TO GOVERNORS' OFFICES IN MINNESOTA AND WASHINGTON ON FINANCING SOLUTIONS FOR SUPPORTING THE EARLY CARE AND EDUCATION WORKFORCE -PLANNING AND PRESENTATION ASSISTANCE FOR ALABAMA'S EARLY CHILDHOOD SUMMIT IN MAY 2017 -PLANNING AND PRESENTATION ASSISTANCE FOR KENTUCKY'S SCHOOL READINESS SUMMIT IN MARCH 2017 -PLANNING AND PRESENTATION ASSISTANCE FOR UTAH CONVENING ON EARLY LEARNING IN JANUARY 2017 -POLICY ACADEMIES -K-12 BROADBAND AND DIGITAL LEARNING POLICY ACADEMY -LEVERAGING WORKFORCE INVESTMENT STRATEGIES TO IMPROVE THE EARLY CARE AND EDUCATION WORKFORCE POLICY ACADEMY -DEVELOPING A COMPREHENSIVE STRATEGY FOR EARLY CARE AND EDUCATION POLICY ACADEMY - CONVENINGS K-12 BROADBAND AND DIGITAL POLICY ACADEMY -GOVERNORS' EDUCATION POLICY ADVISORS INSTITUTE -LEVERAGING WORKFORCE INVESTMENT STRATEGIES TO IMPROVE THE EARLY CARE AND EDUCATION WORKFORCE CROSS-STATE CONVENING -HUMAN CAPITAL SPRING LEARNING LAB BUILDING ALIGNED TEACHER AND PRINCIPAL PIPELINE -GOVERNORS EDUCATION SYMPOSIUM -PUBLICATIONS -NGA PAPER - THE UNTAPPED POTENTIAL OF AN EARLY CHILDHOOD ASSESSMENT SYSTEM A STRATEGY FOR IMPROVING POLICIES AND INSTRUCTION FROM EARLY CHILDHOOD THROUGH 3RD GRADE -WHITE PAPER - 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	<p>SPECIFIC ACCOMPLISHMENTS INCLUDED -THE EO DIVISION DELIVERED A VARIETY OF FOCUSED PROJECT S AND TECHNICAL ASSISTANCE ACROSS THE DIVISION'S FOUR PROGRAM AREAS ECONOMIC DEVELOPMENT -PLANNED FOR AN UPCOMING POLICY INSTITUTE FOR GOVERNORS ECONOMIC POLICY ADVISORS -SUPPORT ED 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 S TATES PARTICIPATING IN THE PACTT 2GEN POLICY -CONVENED AND PROVIDED TECHNICAL ASSISTANCE AND SUPPORT TO STATE PARTICIPATING IN THE THREE BRANCH INSTITUTE TO PREVENT CHILD MALTREAT MENT FATALITIES -CONDUCTED THE 2017 POLICY INSTITUTE FOR GOVERNORS' HUMAN SERVICES ADVISOR S POSTSECONDARY EDUCATION INITIATIVES AND TECHNICAL ASSISTANCE -SECURED FUNDING TO BUILD CAPACITY IN THE POSTSECONDARY PROGRAM -CONDUCTED RESEARCH ON VARIOUS POSTSECONDARY FINAN CING STRATEGIES WORKFORCE DEVELOPMENT INITIATIVES AND TECHNICAL ASSISTANCE PROVIDED TECH NICAL ASSISTANCE TO STATE WORKFORCE BOARD CHAIRS AND AGENCY LEADERS TO SUPPORT IMPROVED FU NCTIONING OF STATE PUBLIC WORKFORCE SYSTEMS THROUGH THE WORKFORCE DEVELOPMENT TECHNICAL AS SISTANCE PROGRAM -PROVIDED SUPPORT AND TECHNICAL ASSISTANCE TO RECIPIENTS OF THE U S DEP ARTMENT OF LABOR'S AMERICAN APPRENTICESHIP INITIATIVE GRANT -CONDUCTED A POLICY ACADEMY W ITH SIX STATES ON SCALING WORK-BASED LEARNING OPPORTUNITIES FOR YOUTH AND YOUNG ADULTS TO ENTER MIDDLE-SKILLS STEM JOBS -CONDUCTED A POLICY ACADEMY WITH 14 STATES ON ALIGNING EDUC ATION AND WORKFORCE SYSTEMS WITH THE NEEDS OF STATE ECONOMIES, JOINTLY WITH THE EDUCATION DIVISION -LAUNCHED A CONSORTIUM PROJECT WITH 11 STATES ON OCCUPATIONAL LICENSING, INCLUDI NG REDUCING BARRIERS TO ENTERING LICENSED OCCUPATIONS AND INCREASING PORTABILITY AND RECIP ROCITY OF LICENSES ACROSS STATES -ONGOING TECHNICAL ASSISTANCE FOR GOVERNORS' WORKFORCE P OLICY ADVISORS AND STATE WORKFORCE OFFICIALS AND WORKING WITH FEDERAL AGENCIES AND NATIOLA L 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) -COLLABORATIVE NETWORK WITH 11 STATES ON REDUCIN G BARRIERS TO LICENSURE -GENERAL MEETINGS -POLICY INSTITUTE FOR GOVERNORS' HUMAN SERVICES ADVISORS -WINTER AND SUMMER MEETINGS OF STATE WORKFORCE BOARD CHAIRS -WINTER AND SUMMER M EETINGS OF STATE LIAISONS FOR WORKFORCE DEVELOPMENT PARTNERSHIPS -TWO-GENERATION STATE POL ICY ACADEMY -WORK-BASED LEARNING POLICY ACADEMY TWO CROSS-STATE MEETINGS -AMERICAN APPREN TICESHIP INITIATIVE 2ND GRANTEE NATIONAL MEETING -TALENT PIPELINE POLICY ACADEMY LEADERS FORUM -PUBLICATIONS -PARENTS A</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4B	ND CHILDREN THRIVING TOGETHER ADVANCING TWO-GENERATION STATE POLICY AND SYSTEMS REFORMS - IMPROVING HUMAN SERVICES PROGRAMS AND OUTCOMES THROUGH SHARED DATA -STATE STRATEGIES TO RE DUCE CHILDHOOD HUNGER -PROMOTING PLACE-BASED STRATEGIES TO ADDRESS POVERTY EXPLORING THE GOVERNOR'S ROLE -BUILDING A HIGH-PERFORMING STATE WORKFORCE BOARD -STATE STRATEGIES TO SCA LE QUALITY WORK-BASED LEARNING

990 Schedule O, Supplemental Information

Return Reference	Explanation
<p>FORM 990, PAGE 2, PART III, LINE 4C</p>	<p>AND REDUCE THE COST OF CARING FOR THEM SPECIFIC ACCOMPLISHMENTS INCLUDED -TECHNICAL ASSISTANCE, PROJECTS AND RETREATS -ADVANCING SUSTAINABLE IMPROVEMENTS IN POPULATION HEALTH INTEGRATING POPULATION HEALTH INTO STATEWIDE SYSTEM TRANSFORMATION -CONNECTING MEDICAID TO STATE WORKFORCE NEEDS -DEVELOPING STATE-LEVEL CAPACITY TO IMPROVE HEALTH AND REDUCE COST OF POPULATIONS WITH COMPLEX CARE NEEDS -FOSTERING CROSS SECTOR COLLABORATION TO ADDRESS THE HEALTH AND SUCCESS OF CHILDREN AND FAMILIES -GETTING THE RIGHT INFORMATION TO THE RIGHT HEALTH CARE PROVIDERS AT THE RIGHT TIME - HOW STATES CAN IMPROVE DATA FLOW -GOVERNORS' BIPARTISAN HEALTH REFORM LEARNING NETWORK -HOUSING AS HEALTH CARE -LEARNING COLLABORATIVE ON FOCUSING AND ACCELERATING STATEWIDE IMPROVEMENTS IN MATERNAL AND CHILD HEALTH ROUNDS 1, 2 AND 3 -LEARNING LAB ON STATE STRATEGIES FOR REDUCING OVERDOSE DEATHS FROM HEROIN AND ILLICIT FENTANYL LESSONS FROM RHODE ISLAND -OPIOID STATE ACTION NETWORK -PROJECT ECHO LEARNING LAB -CONVENINGS -BUILDING HEALTHY COMMUNITIES HOW TO SUPPORT STATES IN THE DEVELOPMENT OF COMMUNITY-BASED SOLUTIONS AND SUSTAINABLE INFRASTRUCTURE (RWJF ROUNDTABLE) -ESTABLISHING THE BUILDING BLOCKS FOR LIFELONG HEALTH AND SUCCESS SUPPORTING STATES IN ADVANCING MULTI-SECTORAL AND MULTI-GENERATIONAL SOLUTIONS TO IMPROVE CHILDREN'S LIVES (RWJF ROUNDTABLE) -HEALTH POLICY LEADERS INSTITUTE -MAINTAINING MOMENTUM ON TRANSFORMATION FOR A HEALTHIER NEXT GENERATION IDENTIFYING PRIORITY AREAS OF SUPPORT FOR STATE LEADERS TO SUCCESSFULLY TRANSFORM THEIR HEALTH SYSTEMS IN COMING YEARS (RWJF ROUNDTABLE) -RURAL HEALTH EXPERT ROUNDTABLE -STATE STRATEGIES FOR REDUCING OVERDOSE AND DEATHS FROM HEROIN AND ILLICIT FENTANYL IMPROVING INFORMATION SHARING AND DATA ANALYSIS BETWEEN LAW ENFORCEMENT AND PUBLIC HEALTH -PUBLICATIONS -BUILDING COMPLEX CARE PROGRAMS A ROAD MAP FOR STATES -FINDING SOLUTIONS TO THE PRESCRIPTION OPIOID AND HEROIN CRISIS A ROAD MAP FOR STATES -GETTING THE RIGHT INFORMATION TO THE RIGHT HEALTH CARE PROVIDERS AT THE RIGHT TIME A ROAD MAP FOR STATES TO IMPROVE HEALTH INFORMATION FLOW BETWEEN PROVIDERS -HEALTH INVESTMENTS THAT PAY OFF A COMPREHENSIVE APPROACH TO TOBACCO CONTROL -HOUSING AS HEALTH CARE A ROAD MAP FOR STATES -MEDICAID HIGH-NEED, HIGH-COST PROGRAMS PROMISING PRACTICES FOR EVALUATION METRICS -THE FUTURE OF MEDICAID TRANSFORMATION A PRACTICAL GUIDE FOR STATES -USING DATA AND EVALUATION IN POLICY DEVELOPMENT, IMPLEMENTATION AND MONITORING BUILDING SUCCESSFUL POLICIES TO REDUCE PRESCRIPTION OPIOID MISUSE -ZIKA IN THE STATES WHAT YOU NEED TO KNOW</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4D	<p>ENVIRONMENT, ENERGY AND TRANSPORTATION DURING 2018, 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 A RANGE OF AREAS, INCLUDING INFRASTRUCTURE PLANNING, FINANCING, RESILIENCY AND INNOVATION, POWER SECTOR MODERNIZATION INCLUDING THE INTEGRATION OF DISTRIBUTED ENERGY RESOURCES AND ENERGY EFFICIENCY, CONNECTED, AUTONOMOUS AND ELECTRIC VEHICLES, SMART AND CONNECTED STATES, ENERGY ASSURANCE AND CYBERSECURITY, EXISTING AND FUTURE NUCLEAR ENERGY, AND STATE WATER RESOURCE MANAGEMENT SPECIFIC ACCOMPLISHMENTS INCLUDED -TECHNICAL ASSISTANCE OPPORTUNITIES AND PROJECTS -WATER ENERGY NEXUS STATE RETREATS -STATE RESILIENCY RETREATS -POWER SECTOR MODERNIZATION POLICY ACADEMY -GRIDEX WORKSHOP -ELECTRIFICATION WEBINAR TRAINING SERIES -CONVENINGS -NGA CHAIR'S INITIATIVE AHEAD OF THE CURVE INNOVATION GOVERNORS - ENERGY AND TRANSPORTATION INNOVATION SUMMITS -STATE LEAD BY EXAMPLE WORKSHOP -ANNUAL ENERGY POLICY INSTITUTE -ENERGY POLICY INSTITUTE PRE-INSTITUTE WORKSHOP STATE OFFSHORE WIND OPPORTUNITIES -ANNUAL WATER POLICY INSTITUTE -FEDERAL FACILITIES TASK FORCE ON CLEANUP OF NUCLEAR WEAPONS COMPLEX -INTERGOVERNMENTAL MEETING ON NUCLEAR WEAPONS COMPLEX -PUBLICATIONS -POWERING UP STATE TRENDS FOR ADVANCING THE USE OF ENERGY STORAGE -GRID SMARTS STATE CONSIDERATIONS FOR ADOPTING GRID MODERNIZATION TECHNOLOGIES -NGA CHAIR'S INITIATIVE AHEAD OF THE CURVE INNOVATION GOVERNORS - STORYMAPS 2017 ENVIRONMENT, ENERGY AND TRANSPORTATION DURING 2017, 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 A RANGE OF AREAS, INCLUDING POWER SECTOR MODERNIZATION, CONNECTED, AUTONOMOUS AND ELECTRIC VEHICLES, ENERGY ASSURANCE, INFRASTRUCTURE PLANNING, FINANCING AND RESILIENCY, AND STATE WATER RESOURCE MANAGEMENT SPECIFIC ACCOMPLISHMENTS INCLUDED -TECHNICAL ASSISTANCE OPPORTUNITIES AND PROJECTS -POWER SECTOR MODERNIZATION POLICY ACADEMY -LEAD BY EXAMPLE STATE RETREATS -CONVENINGS -SEMINAR FOR NEW GOVERNORS' ENERGY ADVISORS -ANNUAL GOVERNORS' ADVISORS' ENERGY POLICY INSTITUTE -WORKSHOP ON FUTURE OF NUCLEAR POWER -FEDERAL FACILITIES TASK FORCE ON CLEANUP OF NUCLEAR WEAPONS COMPLEX -INTERGOVERNMENTAL MEETING ON NUCLEAR WEAPONS COMPLEX -PUBLICATIONS -ADVANCING THE ENERGY-WATER NEXUS HOW GOVERNORS CAN BRIDGE THEIR CONSERVATION GOALS -PREPARING STATES FOR EXTREME ELECTRICAL POWER GRID OUTAGES -OPPORTUNITIES FOR GOVERNORS TO ALIGN ELECTRICITY MARKETS WITH STATE ENERGY GOALS -IMPROVING STATE COORDINATION FOR ENERGY ASSURANCE PLANNING AND RESPONSE -STATE STRATEGIES FOR ADVANCING THE USE OF ENERGY STORAGE -ALIGNING ENERGY EFFICIENCY AND DEMAND RESPONSE TO LOWER PEAK ELECTRICITY DEMAND, REDUCE COSTS AND ADDRESS RELIABILITY CONCERNS 2016 ENVIRONMENT, ENERGY AND TRANSPORTATION DURING 2016, THE ENVIR</p>

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Return Reference	Explanation
<p>FORM 990, PAGE 2, PART III, LINE 4D</p>	<p>ONMENT, ENERGY AND TRANSPORTATION DIVISION PROVIDED INFORMATION, RESEARCH, POLICY ANALYSIS AND TECHNICAL ASSISTANCE TO STATES ON KEY ISSUES RELEVANT TO GOVERNORS AND THEIR SENIOR S TAFFS IN THE AREAS OF POLICY TO SUPPORT EXAMINING STATE STRATEGIES IN RESPONSE TO NEW FEDE RAL 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 INCREASI NGLY EFFICIENT USE OF ENERGY AND THE GENERATION OF ELECTRICITY ON CONSUMER PREMISES, THE R ESILIENCY OF ELECTRICAL GRID, RESPONSIBLE EXTRACTION OF OIL AND GAS FROM SHALE FORMATIONS, POLICIES SUPPORTING INCREASED USE OF ALTERNATIVE FUEL VEHICLES, AND THE ROLE PUBLIC PRIVA TE PARTNERSHIPS MIGHT PLAY IN THE PROVISION OF INFRASTRUCTURE AND PUBLIC FACILITIES SPECI FIC ACCOMPLISHMENTS INCLUDED -TECHNICAL ASSISTANCE OPPORTUNITIES AND PROJECTS -POLICY ACA DEMY ON HELPING STATES EXAMINE FEDERAL GREENHOUSE GAS RULES -LEARNING LAB ON NEW UTILITY B USINESS MODELS -STATE RETREATS ON PUBLIC PRIVATE PARTNERSHIPS -STATE RETREATS ON NEW UTILI TY BUSINESS MODELS -STATE RETREATS ON RESPONDING TO A PROLONGED AND WIDESPREAD ELECTRICAL GRID OUTAGE -CONVENINGS -GOVERNORS' ENERGY ADVISORS POLICY INSTITUTE -EXPERTS ROUNDTABLE O N COMMERCIAL PROPERTY ASSESSED CLEAN ENERGY (PACE) -WORKSHOP ON HELPING STATES EXAMINE FED ERAL POWER PLANT RULES -EXPERTS ROUNDTABLE ON STATE OPPORTUNITIES TO IMPROVE THE ENERGY-WA TER NEXUS -EXPERTS ROUNDTABLE ON NATURAL GAS VEHICLES IN STATE FLEETS -FEDERAL FACILITIES TASK FORCE ON CLEANUP OF NUCLEAR WEAPONS COMPLEX -INTERGOVERNMENTAL MEETING ON NUCLEAR WEA PONS COMPLEX -PUBLICATIONS -CLEANING UP AMERICA'S NUCLEAR WEAPONS COMPLEX 2015 UPDATE FOR GOVERNORS -STATE PRACTICES TO PROTECT DRINKING WATER RESOURCES WHILE DEVELOPING SHALE ENE RGY -GOVERNORS' ROADMAP FOR IMPROVING THE ENERGY EFFICIENCY OF MULTIFAMILY BUILDINGS HOMEL AND SECURITY AND PUBLIC SAFETY DURING FY2017, THE HOMELAND SECURITY AND PUBLIC SAFETY DIVI SION 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 CRIMINA L JUSTICE REFORM, THE ROLE OF THE STATES IN CYBER SECURITY, PUBLIC HEALTH PREPAREDNESS, HO MELAND SECURITY, JUVENILE JUSTICE, PROLONGED FAILURES OF THE ELECTRICITY GRID, AND POLICIE S TO ADDRESS THE PROBLEM OF OPIOID ABUSE AND ADDICTION SPECIFIC ACCOMPLISHMENTS INCLUDED -TECHNICAL ASSISTANCE OPPORTUNITIES AND PROJECTS -NATIONAL CRIMINAL JUSTICE REFORM PROJEC T-PROVIDED STRATEGIC PLANNING AND SUPPORT TO FIVE STATES (ILLINOIS, VERMONT, OREGON, DELAW ARE, AND ARIZONA) IN MAKING CRIMINAL JUSTICE SYSTEMS SMARTER, FAIRER, AND MORE COST EFFECT IVE -SPEARHEADED NGA CHAIR AND VIRGINIA GOVERNOR TERRY MCAULIFFE'S CHAIR'S INITIATIVE, MEE T THE THREAT STATES CONFRONT THE CYBER CHALLENGE -POLICY ACADEMIES -IMPROVING STATE CYBER SECURITY -POLICY ACADEMY ON ENHANCING EMERGENCY COMMUNICATIONS INTEROPERABILITY -GENERAL C ONVENINGS -GOVERNORS HOMELAND</p>

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Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4D	SECURITY ADVISORS COUNCIL MEETINGS (SUMMER 2016 AND WINTER 2017) -INSTITUTE FOR STATE CRIMINAL JUSTICE AND PUBLIC SAFETY EXECUTIVES (DECEMBER 2017) -PUBLICATIONS -GOVERNORS GUIDE TO CYBERSECURITY, AND VARIOUS OTHER RESOURCES FOR STATES ON CYBERSECURITY (WHITE PAPERS, PODCASTS, AND WEBINARS)

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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

990 Schedule O, Supplemental Information

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

990 Schedule O, Supplemental Information

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.

990 Schedule O, Supplemental Information

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

990 Schedule O, Supplemental Information

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

990 Schedule O, Supplemental Information

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

990 Schedule O, Supplemental Information

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

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART IX, LINE 11G	CONSULTANTS, SUBGRANTS& OTHER 2,413,974 187,572 51,476

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2016

**Open to Public
Inspection**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Information about Schedule R (Form 990) and its instructions is at www.irs.gov/form990.

Department of the Treasury
Internal Revenue Service

Name of the organization
NATIONAL GOVERNORS ASSOCIATION
CENTER FOR BEST PRACTICES

Employer identification number

23-7391796

Part I Identification of Disregarded Entities Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) NATIONAL GOVERNORS ASSOCIATION 444 N CAPITOL STREET ST267 WASHINGTON, DC 20001 52-1020381	NON PROFIT	DC			N/A		No

Part III Identification of Related Organizations Taxable as a Partnership Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income(related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of- year assets	(h) Percentage ownership	(i) Section 512(b) (13) controlled entity?	
								Yes	No

Part V Transactions With Related Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a	No
b Gift, grant, or capital contribution to related organization(s)	1b	No
c Gift, grant, or capital contribution from related organization(s)	1c	No
d Loans or loan guarantees to or for related organization(s)	1d	No
e Loans or loan guarantees by related organization(s)	1e	No
f Dividends from related organization(s)	1f	No
g Sale of assets to related organization(s)	1g	No
h Purchase of assets from related organization(s)	1h	No
i Exchange of assets with related organization(s)	1i	No
j Lease of facilities, equipment, or other assets to related organization(s)	1j	No
k Lease of facilities, equipment, or other assets from related organization(s)	1k	No
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	No
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	Yes
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	Yes
o Sharing of paid employees with related organization(s)	1o	Yes
p Reimbursement paid to related organization(s) for expenses	1p	No
q Reimbursement paid by related organization(s) for expenses	1q	No
r Other transfer of cash or property to related organization(s)	1r	No
s Other transfer of cash or property from related organization(s)	1s	No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) NATIONAL GOVERNORS ASSOCIATION	M	1,696,995	INDIRECT COST RATE
(2) NATIONAL GOVERNORS ASSOCIATION	N	1,031,448	INDIRECT COST RATE
(3) NATIONAL GOVERNORS ASSOCIATION	O	329,089	INDIRECT COST RATE

Part VI Unrelated Organizations Taxable as a Partnership Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R (see instructions)