



# GOVERNING

THE STATES AND LOCALITIES

2012

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**Cover:**  
**Michigan Avenue**  
*Chicago, Ill.*

*August 19, 2011*

Photographs by David Kidd  
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# PUBLIC DISUNION

Governors and mayors say their workers are demanding unreasonable benefits. Union rebuttals are not turning the tide.



# PAYING FOR PARKS

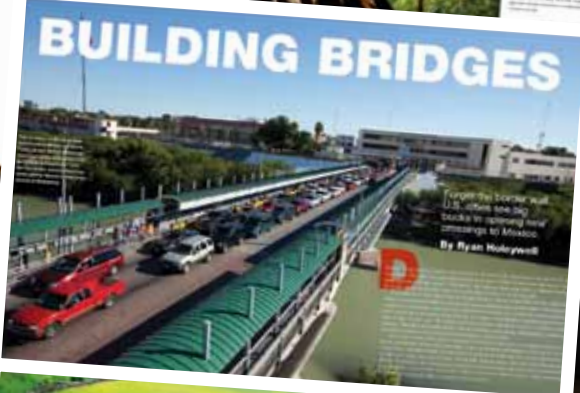
EXHAUSTED STATE PARK OFFICIALS ARE SEEKING NEW WAYS TO KEEP THE GATES OPEN



# Issues to Watch

These eight topics will capture the attention of state legislatures in 2011.

**Budget**  
**Education**  
**Healthcare**  
**Infrastructure**  
**Medicaid**  
**Public Safety**  
**Transportation**  
**Utilities**



# BUILDING BRIDGES

Forgoing the border wall, U.S. offers one-way banks in return for new crossings to Mexico

By Ryan Holroyd



# Ending Medicaid as We Know It

The push to remake the way states pay for low-income care.

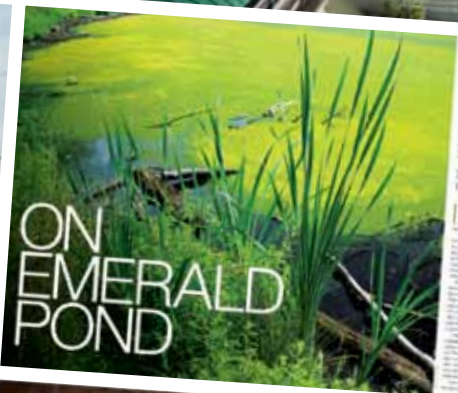
By John Burtke



# TIME TO REBOOT?

State and local governments are questioning the road for 2011. Here's a primer on the options.

By Tom Ichniowski



# ON EMERALD POND

TOOKLED ALGAE IS THE NEXT BIG THING IN BIOFUELS? SOME STATES ARE FINDING OUT

Algal biofuels are being tested in several states, but some are finding out the hard way that the technology is still in its infancy.



# Burned Out



# How Bad Is It?

State and local leaders have taken to saying, "We're broke." The true story is a lot more complicated.

Problem Solver

**GOING OUT OF BUSINESS!**



# Record Connection

By Jonathan Waller

For e-health records to fulfill the hopes placed in them, primary-care physicians need to be brought online.



# REWRITING RETIREMENT

States are putting limits on their pension plans and raising benefits.



# Strong

State and local governments are questioning the road for 2011. Here's a primer on the options.



The project is a study to make it budget cuts and to deal with a job loss.



# STREET SMARTS



# The Hand-off

States are asking others and counties to take charge of more programs, but they may not provide enough support.



# GOVERNING Readers Lead Our States and Localities

For 25 years, GOVERNING has provided the most influential state and local executives with the non-partisan information, insight and intelligence needed to lead our nation.

As a catalyst for innovation, GOVERNING is dedicated to covering the politics, policies and practices essential to this executive management audience. State and local leaders turn to GOVERNING for the trusted information they can't find anywhere else.

GOVERNING stands alone in its ability to impact, serve and celebrate the most prominent public servants in the states and localities.

## An Industry of Industries

The nation's states, counties and cities spend \$3.2 trillion annually and employ 20 million citizens.

As an industry comprising many industries, state and local governments manage critical operations in finance, education, health, technology, transportation, infrastructure, public safety, energy, human resources, workforce development, and the environment. The people, policies and programs that embody state and local governments are significant, directly affecting the vitality of our communities and our quality of life.

Our executive audience is central to how the nation functions by setting the policies, determining the priorities, allocating the spending and managing the implementation. GOVERNING provides the resources to empower their decisions.

The job of leading our states and localities is more challenging than ever. GOVERNING Magazine was founded on the principle that America's most senior-level state and local leaders are the backbone of our nation. The monumental task of governing our states and localities requires smart management, thought-leadership and the open exchange of best practices and policies.



ASTRO  
coffee

O'CONNOR real estate  
development

LI'S  
LOUNGE  
DIE-JAY & DANCING

GENERAL  
LOANS  
MONEY  
IN / OUT

2124

2124

## 25th Anniversary: The GOVERNING Story

In the mid-1980s, Peter Harkness, the editor of *Congressional Quarterly*, pitched an idea to his boss, Eugene Patterson, a Pulitzer prize-winning former editor and CEO of the Times Publishing Co., which owned CQ. The '80s had become a pivotal time in government. After decades of federal growth going back to the Roosevelt era, America was heading in a new direction under President Ronald Reagan, who had led the charge to downsize the federal sector, divesting the world's most powerful government not just of funds but also ideas.

Harkness saw an opportunity, to “follow the story” as he explained to Patterson, and start covering the states and eventually localities in a new publication. “The national press remained preoccupied with Washington, missing the most significant political shift in decades,” he recalled. “No one is trying to put the efforts of state and local governments into a national perspective.”

Patterson, a former World War II tank commander who served under General George Patton, liked ambitious, bold ideas and knew one when he saw one. “By God, let's do it,” he told Harkness. And so in 1987 began a 25-year journey in journalism that has captured the fascinating story about the people, places and issues of states and localities.

Harkness, who became the magazine's founding editor and publisher, explained in the first issue of *Governing* that its purpose was to cover politics, policy making and the business of government, to identify the problems, highlight the places and spotlight the people who make a difference. To establish credibility, the magazine positioned itself as independent and nonpartisan. Just as important, it sought to make each story not only interesting but to tell it in an intelligent, insightful and sophisticated way. Harkness and his team of editors hired the best writers who knew state and local government and could write about it with a national perspective.

The effort has paid off over the years, with journalistic recognition coming from the National Magazine Awards, the American Business Magazine Awards and a host of other national journalism competitions. More importantly, *Governing* has become the voice for those who work for and with states and localities. With the addition of the Web and a growing roster of events, *Governing* now reaches the widest possible audience and interacts with them in ways never thought possible back in 1987, bringing value to the jobs they perform.

In 2009, *Governing* changed hands, when it became part of e.Republic Inc., the nation's leading publishing, research, event and new media company focused on state and local government and education. Put simply, it was a natural fit. Next year marks the third year of this merger and the start of *Governing's* 25th anniversary.

**Tod Newcombe**  
Editor, *Governing*



# GOVERNING Provides Strategies for Leadership in the States and Localities

Our executive audience is responsible for the advancement of state and local government. Their leadership mission is to improve the performance, accountability and transparency of our states, cities and counties. GOVERNING readers establish better governance and carry the most authority in state and local government.

Our audience drives vital decisions at the intersection of policy and management. GOVERNING provides the valuable information, targeted analysis and strategic engagement needed to make those decisions.

GOVERNING readers are members of an executive set with an expansive sphere of influence. They are instrumental in determining the future of our states and localities. Their titles include:

## Executive and Command

CIO, CTO, CFO, COO, chief of staffs  
Department and agency heads, administrators  
Treasurers, comptrollers, executive directors

## Senior Agency Leadership

Department and agency management  
Office and program management  
General administration, operations management

## Elected and Policy Officials

All 50 states' governors, lieutenant governors,  
attorneys general, secretaries of state  
More than 1,000 state senators  
4,473 state representatives  
Cabinet members, secretaries, commissioners  
Council members, aldermen, selectmen

*Source: June 2011 BPA Statement*

“For my position, the information contained in GOVERNING is constantly of use to me with regard to policy development, implementation and ideas for program/office improvements. GOVERNING has also proven invaluable on providing information on how to manage (and how not to manage).”

*—Reader Testimonial, State Legislative/Policy Management GOVERNING Harvey Study (May 2011)*

**Governor Mike Beebe**  
*at the dedication of a daycare facility  
rural Arkansas*

*March 31, 2009*



**Police Chief Jim Bueerman**  
*and officers of the Redlands police force*  
*Redlands, Calif.*

*March 4, 2011*

# GOVERNING Magazine

## Delivers Trusted Information

GOVERNING distinguishes itself with relevant, mission-critical and passionate journalism. Articles are balanced, non-partisan and provide an authoritative and reliable viewpoint. Our stories are written by professional journalists, as well as specialists in the fields of government, policy and academics.

GOVERNING Magazine reaches over 75,000 public officials and begins the dialogue each month by addressing the people, issues and trends shaping state and local government.

### Nationally Recognized Authors

**Peter Harkness**, GOVERNING's founder and publisher emeritus, now serves as a co-writer of GOVERNING's Potomac Chronicle column and is also a senior policy adviser to the Pew Center on the States.

**Alex Marshall** is the transportation columnist for GOVERNING and a Senior Fellow at The Regional Plan Association in New York City. He teaches classes on infrastructure at the Architecture School of the New Jersey Institute of Technology.

**Ken Miller**, founder of the Change and Innovation Agency, is a GOVERNING contributor, blogging for GOVERNING Public Great, and the author of GOVERNING's books, "We Don't Make Widgets" and "Extreme Government Makeover."

**Tod Newcombe** is the editor of GOVERNING. He has more than 20 years experience covering state and local government. Previously, Newcombe was the editor of Public CIO, e.Republic's National ASBPE award-winning magazine for best publication for information technology executives in the public sector.

**Jonathan Walters**, GOVERNING's executive editor, has been covering state and local public policy and administration for more than 30 years and is the author of GOVERNING's "Measuring Up" series.

### Nationally Recognized Publication

**2011**

**Jesse H. Neal Award, Best Single Article**

GOVERNING

"Doing Less with Less"

September 2010

**2011**

**ASBPE Awards – NATIONAL  
Editorial – Government Coverage**

Gold

GOVERNING

**2011**

**ASBPE Awards – REGIONAL  
Regular Column, Staff Written**

Gold

GOVERNING

"Urban Notebook"

July 2010; August 2010



**AUGIE'S**  
**COFFEE HOUSE**

**OPEN**  
**AUGIE'S**  
☞

**Mayor Pete Aguilar**  
*Redlands, Calif.*  
March 4, 2011

# GOVERNING Offers the Opportunity to Engage and Influence

Our integrated media vehicles enable leaders to bridge geographic and institutional boundaries to share and exchange ideas and identify best practices. GOVERNING's offerings grant our partners exclusive access to the leaders who affect change in state and local government.

## GOVERNING Institute

To celebrate our 25th year milestone, our executive team is broadening what GOVERNING historically does best by introducing the GOVERNING Institute. The Institute extends GOVERNING's mission of serving state and local executives by finding solutions to the hard problems in government and pursuing better ways of doing the public's business.

### Mission

The GOVERNING Institute advances better government by focusing on improved outcomes through research, decision support and executive education to help public sector leaders govern more effectively.

To meet the growing demands of the public sector, GOVERNING will continue to evolve how it guides and inspires innovative leaders across the states and localities. GOVERNING is dedicated to serving our nation's most influential leaders just as they dedicate themselves to serving our communities.

## Media Platform

- GOVERNING Magazine
- governing.com
- GOVERNING Data
- GOVERNING Institute
- E-mail newsletters

## Lead Generation

- Web advertising
- Webinars
- Online Forums
- Surveys
- White papers
- Resource Centers

## Building Relationships

- Outlook in the States and Localities
- Leadership Forums
- GOVERNING Summit: Sustainability
- GOVERNING Summit: Cost of Government
- Policy Summits
- Public Officials of the Year
- Custom Roundtables and Roadshows

## Custom Solutions

- Inserts
- Video
- How-to Guides
- Industry Profiles
- Research





**Ghost Town**  
*Temple, N.D.*  
*July 21, 2011*



# GOVERNING

THE STATES AND LOCALITIES

## Data

HOME

NEWS & TOPICS

LEADERSHIP FORUMS

MANAGEMENT

FINANCE

MAGAZINE

EVENTS & WEBINARS

PUBLIC GREAT

PUBLIC OFFICIALS OF THE YEAR

BOOKS

PAPERS

PHOTOS

SEARCH

GOVERNING Data

## Full-time, Hybrid, and Part-time Legislatures



### Average Job Time, Compensation and Staff Size by Category of Legislature

Category of Legislature	Time on the Job	Compensation*	Staff per Member
Full-time Legislatures	80%	\$68,599	8.9
Hybrid Legislatures	70%	\$35,326	3.1
Part-time Legislatures	54%	\$15,984	1.2

- \* Estimated proportion of a full-time job spent on legislative work including time in session, constituent service, interim committee work, and election campaigns.
- † Estimated average annual compensation of legislators including salary, per diem, and any other unvouchered expense payments.
- ‡ Ratio of total legislative staff to number of legislators.

MacBook Pro

## governing.com Offers Timely and Relevant Information

GOVERNING.com is the go-to online resource for state and local government leaders, administrators and managers — the place today's public servants go to look for practical information, best practices, innovative solutions, and inspiration as they craft policies and strategies for the future. A presence on governing.com gives you unmatched visibility with the thought leaders and decision makers who matter most.

**Governing.com** is an essential resource for dedicated public officials who engage in its stories, comment on its blogs and utilize its innovative products each day, generating invaluable leads for our partners.

**GOVERNING Data**, a new tool on governing.com, features visualizations that present news and trends in an approachable and usable format. Information is aggregated into topic-focused tabs: Civics & Politics, Economy & Finance, Energy & Environment and Public Health.

### 2012 Online Advertising Rates

#### governing.com

AD UNIT	SIZE (pixels)	CPM (net/ROS)
Half Page	300 x 600	\$120
Medium Rectangle	300 x 250	\$120
Skyscraper	160 x 600	\$100
Leaderboard – above the fold	728 x 90	\$100
Leaderboard – below the fold	728 x 90	\$50
Interstitial	640 x 480	\$250
Site Blocks	All ads, all sizes, all pages (excluding sponsored pages)	\$7,000 per day
Brand Block	Ad sizes available on homepage: 728x90, 300x250, 300x600	\$4,500 net per week

“I use the information to help me in researching technical issues. This helps me in doing an evaluation of what's available before I draft RFP's for the marketplace.”

—Reader Testimonial, State Chief Technology Officer GOVERNING Harvey Subscriber Study (June 2011)

#### governing.com

newest feature, Gov Data presents news and trends in a more creative and compelling way.

NSON  
HALL



## governing.com Online Products

### Direct Access to America's Leaders

Our Online products give leaders the tools they need to succeed. They give you a chance to engage instantly with senior leaders and decision makers wanting the expert guidance, proven tools and innovative solutions your organization offers.

**E-mail Newsletters** are timely, effective vehicles for delivering strategic messages to an opt-in audience of key management, policy and purchasing influencers.

#### **GOVERNING Daily**

35,000 daily subscribers

\$3,000 per day, \$12,000 per week exclusive sponsorship includes 300X250, 728X90, text ad

#### **GOVERNING Insider**

79,000 monthly subscribers

\$8,000 exclusive sponsorship includes: 300X250, 728X90, text ad

#### **Management**

37,000 2X/month

#### **Technology**

23,000 2X/month

#### **Human Services**

15,000 monthly

#### **Finance**

15,000 monthly

#### **Public Workforce**

14,000 monthly

#### **Tax and Revenue**

14,000 monthly

#### **Better, Faster, Cheaper**

11,000 monthly

#### **Health – NEW!**

3,000 monthly

#### **All vertical newsletters**

\$6,000 exclusive sponsorship includes: 300X250, 728X90, text ad

**Webinars** are completely sponsor-driven interactive forums that promote cost-effective solutions, product launches, strategic partnerships and more across the state and local market. *\$25,000 net*

**Online Forums** take an in-depth, interactive look at current issues that impact state and local leaders. These online events are editorially driven and moderated by a GOVERNING editorial team member. *\$25,000 net*

**Lead Generation Surveys** sample a specific selection of state and local government executives through 10 public sector-focused questions on demographic and qualitative data. *\$13,000 / \$15,500 net*

**White papers** spotlight partner solutions and case studies in a downloadable format on a designated page on governing.com. *\$1,500 net*

**Resource Centers** drive thought leadership awareness by presenting state and local executives with several tools related to a specific topic channel and are accompanied by a lead generation survey. *\$15,500 net per month*

**Dennis Johnson (left)**, *Dickenson, N.D. mayor*  
**Shawn Kessel (right)**, *city administrator*

June 15, 2011



## GOVERNING Provides Custom Opportunities

Our custom print and video offerings leverage GOVERNING's 25-year history of editorial credibility and expertise. These programs are designed to engage GOVERNING's influential executive audience with high-impact solutions or highlight a partner's brand and product.

**Inserts** extend our partners' marketing initiatives **inside** *Governing* magazine. Includes customized content development, design, printing, insertion costs or client-supplied art and pre-printed materials.

**How-to Guides** provide step-by-step advice on how to solve some of the most pressing challenges in government. GOVERNING combines your expertise with our knowledge of the government market to position you as the go-to expert on a topic in a 28-page custom publication.

**Issue and Policy Pieces** draw attention to and explore an idea or issue that you want to highlight. These magazine-style articles are based on an issue or event chosen by you.

**Case Studies** are highly valued by government readers because they show how your solutions meet the challenges that face government officials today. These studies take a government program and showcase how your solution or service improved or met a specific challenge.

**Videos** present a state-of-the-art communications strategy designed to immerse public officials immediately into the sponsor's content. Custom videos are three to six minutes long, shot in full HD and provide instant engagement across multiple marketing channels.

“GOVERNING [provides] some of the most pertinent information for government and public-sector service providers in one place. Articles are thought-provoking and informative, most often looking at an issue from several view points. GOVERNING is the only publication I look at cover-to-cover.”

—Reader Testimonial, City/Town Agency/Department/  
Division Management, GOVERNING Harvey Study (May 2011)

**Farmer Dan Kalil**  
Williston, N.D.

June 13, 2011



GOVERNING  
MARK  
FUNKHOUSER  
SPEAKER

# GOVERNING Events

## Collaboration Between Public and Private Sector Partners

GOVERNING's event opportunities provide an arena for public and private sector leaders to come together, interact and exchange perspectives from across the nation. Through a year-long line-up of GOVERNING forums, summits and custom events, public and private sector leaders share effective strategies, relevant solutions and necessary information, building relationships and driving future partnerships.

GOVERNING's event team produces every event with original content and an executive audience acquisition strategy.

### GOVERNING Events

- Outlook in the States and Localities – January
- 2012 GOVERNING Leadership Forums – March through December
- GOVERNING Summit: Sustainability – May
- GOVERNING Summit: Cost of Government – September
- Public Officials of the Year – November

### GOVERNING Policy Summits

### GOVERNING Custom Events

- Custom Roundtables and Road Shows
- \$17,000 – \$40,000 (price depends on format)

### Sample custom event topics

- Solutions for America's Infrastructure Roundtables
- Healthcare Payment Reform Roundtable
- Cutting the Cost of Government: Cloud Computing, Worker Mobility and Technology Innovation Roadshows

“Face to face is always very important. Relationships drive collaboration and the relationship building gets us these great ideas and solutions that we can then collaborate on the details and implement.”

—Jim Trogdon, Chief Operating Officer  
NC Department of Transportation  
GOVERNING North Carolina: A Leadership Forum 2011

#### GOVERNING Institute Director Mark Funkhouser

At GOVERNING Leadership Forum  
Raleigh, N.C.

April 27, 2011

# OUTLOOK IN THE STATES & LOCALITIES

February 1 & 2, 2011



# GOVERNING Events

## Engage the Audience in Meaningful Conversations

GOVERNING events unite the right people, the right questions and the right solutions.

### GOVERNING 2012 Event Line-Up

**Outlook in the States and Localities** provides a first look at the strategies, priorities and agendas for state and local government in the year ahead. During this two-day event, attendees gain strategies for engaging executive leadership and position their organization to succeed in the coming months.

January 31 - February 1, 2012 | Washington, DC | *Attendance: \$995 / Sponsorship: \$4,700 net*

**2012 GOVERNING Leadership Forums** gather leaders from strategic states to examine the issues most critical to each host state. Industry leaders are granted a prominent seat at the table alongside public executives in a highly interactive event format designed to foster relationships and generate solutions. *Investment: \$25,000 net*

**Georgia** | March

**North Carolina** | April

**Michigan** | May

**Massachusetts** | June

**Texas** | September

**California** | October

**New York** | November

**Arizona** | December

**GOVERNING Summit on Sustainability** brings leaders from across the nation together to develop sustainable solutions for meeting the growing demands of government in the areas of jobs/economic development, energy, infrastructure/transportation and policy. Industry partners engage the decision makers and policy influencers who will implement strategies shared at the summit. May 2012 | San Francisco | *Investment: \$35,000 net*

**GOVERNING Summit on the Cost of Government** examines how we afford the government we need by sharing insights and formulating strategies for building America's future. Partners become part of an effective 'toolkit' by providing state and local leaders with the tools to make government work better. September 2012 | Washington, DC | *Investment: \$35,000 net*

**Public Officials of the Year** honors esteemed officials from state, city and county government for extraordinary leadership, courage, innovation, creativity, excellence and perseverance. As the preeminent accolade for state and local officials since 1994, sponsorship aligns partners with the qualities the award recognizes while providing unparalleled access to some of the nation's most influential leaders.

November 2012 | Washington, DC | *Investment: \$35,000 net*

**Steve Lakis, Hon. Sharon Weston Broome,  
Hon. Dominic Pileggi**

*At GOVERNING Outlook in the States and Localities  
Washington, D.C.*

*February 1, 2011*



# GOVERNING

## The States and Localities

Our loyal audience, made mostly of Senior Management, Legislative and Policy Development, Executive Command and high-level Directors, agree that *Governing* Magazine is their first choice for comprehensive coverage, resources and tools specific to state and local government management and policy.

*Harvey Readership Survey (May 2011)*

### 2012 Print Advertising Rates

Rates are in GROSS and include 4/C

AD UNIT	1x	4x	6x	9x	12x	18x
Full Page	\$15,950	\$15,300	\$14,650	\$14,250	\$13,700	\$13,200
2/3 Page	\$13,300	\$12,800	\$12,300	\$11,900	\$11,500	\$11,100
1/2 Page	\$11,500	\$11,100	\$10,700	\$10,400	\$10,100	\$9,800
1/3 Page	\$8,100	\$7,900	\$7,700	\$7,500	\$7,300	\$7,100

### Contact Us

For more information about GOVERNING's integrated media vehicles, please contact our office:

202-862-8802  
 advertising@governing.com

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 Washington, D.C. 20036

www.governing.com

“I think this publication is the best magazine for government employees and managers. The topics are cogent and cover the new and developing methods or questions for managers to consider. I review it for implementation in my management process.”

—Reader Testimonial, County Executive/Command  
 Harvey Study (May 2011)

**Town selectman Edward Martin**  
*at America's oldest town hall meeting*  
 Pelham, Mass.

October 20, 2010



# GOVERNING

A division of e.Republic  
Smart Media for Public Sector Innovation