
A similar document, entitled *State Administrative Officials*, is available from the Council's order department at (606) 231-1850, for \$US 30. This document lists senior officials in various state departments, including the Commerce and Economic Development departments. Table 25 presents a listing of the "economic development contacts" at each of the 50 state governments while Table 26 presents a similar listing of "environmental protection contacts".

- The State government environmental contacts are able to provide Canadian firms with insights regarding the environmental challenges, problem areas, programs, capabilities, legislation and priorities of the state.
- The State "economic development contacts" are a valuable potential source of information regarding industrial capabilities, alliance partners, manufacturing firms under pressure, and other industry-related subjects.

The documents *Government Finances* and *State Government Finances* provide comprehensive information on sewerage, highway, and education capital outlays by state governments and local governments. The latter are divided into county, municipal, township, school district, and special district governments. This information is available from the Governments Division of the Census Bureau at (301) 763-7664.

The National Association of State Purchasing Officials (NASPO) is located in Lexington, Kentucky at (606) 231-1906. The NASPO is staffed by the Council of State Governments. It represents 110 members, namely the purchasing officials of all states. The NASPO has an annual conference, and offers a course to companies on selling services to market to state governments. The NASPO produces a quarterly publication as well as the guide *How to do Business with the States: A Guide for Vendors*. Canadian firms interested in selling to state governments should contact the NASPO officials listed in Table 27.

Through consulting the *State Administrative Officials* document and the NASPO described above, Canadian firms can then contact the appropriate state officials to discuss state plans, needs, and the like. States also produce relevant material, such as the reference "Establishing a Representative Office in California". Available from the state's Department of Commerce in Los Angeles, this document describes how to establish a physical presence in the state.⁴

⁴ The document estimates that a four-employee office in California would cost \$370 thousand to establish and operate for one year. This estimate includes a generous allocation for furniture, computers, and rent (\$4300 per month) and salaries (\$262,000 for four people).