# Table of Contents

## Executive Committee

### Meeting Schedule

1. Executive Committee

### Executive Committee

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agenda</td>
<td>3</td>
</tr>
<tr>
<td>Roster</td>
<td>5</td>
</tr>
<tr>
<td>Roster</td>
<td>14</td>
</tr>
<tr>
<td>Report</td>
<td>17</td>
</tr>
<tr>
<td>Memo</td>
<td>19</td>
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</table>

### Committee Meetings

1. Budget, Finance and Rules Committee

### Subcommittee Meetings

1. Subcommittee on State-Federal Policy

### Foundation for State Legislatures

1. President’s Report

### Legislative Staff Coordinating Committee

1. Full Legislative Staff Coordinating Committee

### Appendix

1. May 2021 Meeting Minutes

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**SUMMIT 2021 EXECUTIVE COMMITTEE MEETING | TABLE OF CONTENTS**
**Executive Committee and Legislative Staff Coordinating Committee Meetings**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 a.m. – 1 p.m.</td>
<td>Registration</td>
<td>Level 2, Foyer</td>
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<tr>
<td>8:30 – 9:15 a.m.</td>
<td><strong>LSCC Work Groups</strong></td>
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<tr>
<td></td>
<td>Certificate and Career Development</td>
<td>Level 2, Meeting Room 1</td>
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<tr>
<td></td>
<td>Standing Committee Officers</td>
<td>Level 2, Meeting Room 2</td>
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<tr>
<td></td>
<td>Strategic Planning</td>
<td>Level 2, Meeting Room 3</td>
</tr>
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<td>Professional Staff Association Officers</td>
<td>Level 2, Meeting Room 4</td>
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<tr>
<td>9:30 – 10:15 a.m.</td>
<td><strong>LSCC Subcommittees</strong></td>
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<tr>
<td></td>
<td>Legislative Institution</td>
<td>Level 2, Meeting Room 1</td>
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<tr>
<td></td>
<td>Information Technology, Social Media, E-Learning and Outreach</td>
<td>Level 2, Meeting Room 3</td>
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<tr>
<td></td>
<td>Programs and Professional Development</td>
<td>Level 2, Meeting Room 4</td>
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<tr>
<td>10:15 – 10:30 a.m.</td>
<td>Break</td>
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</tr>
<tr>
<td>10:30 a.m. – Noon</td>
<td><strong>Full Legislative Staff Coordinating Committee Meeting</strong></td>
<td>Level 2, Meeting Room 5-6</td>
</tr>
<tr>
<td>Noon - 1 p.m.</td>
<td><strong>Executive Committee, LSCC, and International Program Lunch</strong></td>
<td>Level 1, Terrace Room</td>
</tr>
<tr>
<td></td>
<td>Sponsored by the Consulate General of Canada in Miami</td>
<td></td>
</tr>
<tr>
<td>1 – 2 p.m.</td>
<td><strong>Executive Committee Committees</strong></td>
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<tr>
<td></td>
<td>Committee on Outreach and Member Services</td>
<td>Level 2, Florida Salon I-III</td>
</tr>
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<td></td>
<td>Budget, Finance and Rules</td>
<td>Level 2, Florida Salon IV</td>
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<tr>
<td>2 – 2:15 p.m.</td>
<td>Break</td>
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<td>2:15 – 3:15 p.m.</td>
<td><strong>Executive Committee Subcommittees</strong></td>
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<tr>
<td></td>
<td>Subcommittee on State/Federal Policy</td>
<td>Level 2, Florida Salon I-III</td>
</tr>
<tr>
<td></td>
<td>Subcommittee on the Legislative Institution</td>
<td>Level 2, Florida Salon IV</td>
</tr>
<tr>
<td>3:30 – 5:30 p.m.</td>
<td><strong>Full Executive Committee Meeting</strong></td>
<td>Level 2, Florida Salon V-VI</td>
</tr>
</tbody>
</table>
1. Call to Order

2. Welcome by Susan Harper, Consul General of Canada in Miami

3. New Executive Committee Members

4. Approval of May 2021 Minutes

5. Report by the NCSL Executive Director

6. Committee Reports
   - Budget, Finance and Rules Committee
   - Committee on Outreach and Member Services
   - Subcommittee on the Legislative Institution
   - Subcommittee on State-Federal Policy

7. Legislative Staff Coordinating Committee Report

8. NCSL Foundation for State Legislatures Report

9. Recognition of Service for Outgoing Members
   - Senator Leroy Garcia, Colorado
   - Natalie Mullis, Colorado
   - Charlotte Carter-Yamauchi, Hawaii
   - Representative Barbara Ballard, Kansas
   - Senator Ralph Alvarado, Kentucky
   - Senator David Blount, Mississippi
   - Senator Matt Huffman, Ohio
   - Jon Heining, Texas
   - Jennifer Jackson, Texas
   - Jennifer Jones, Texas
   - Senator Wayne Harper, Utah
   - Representative Sarah Copeland-Hanzas, Vermont

10. Closing Remarks
NCSL OFFICERS

President

Speaker Robin Vos
Assembly Speaker
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(608) 266-9171
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Staff Chair

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Immediate Past President

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Year 1
## EX-OFFICIO MEMBERS

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Contact Information</th>
<th>Year</th>
</tr>
</thead>
</table>
| Co-Chairs, NCSL Standing Committees | Representative Barbara Ballard | House Minority Caucus Chair  
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|                                     | Senator Wayne Harper   | Utah Legislature  
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wharper@le.utah.gov | 2 |
| Staff Co-Chairs, NCSL Standing Committees | Jennifer Jones         | Executive Director – Sunset Advisory Commission  
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|                                     | Lonnie Edgar           | Deputy Director – Legislative PEER Committee  
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Year 4

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Raúl Burciaga
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Sharon Crouch Steidel
Chief Technology Officer – House of Delegates
Virginia General Assembly
(804) 698-1561
scrouchsteidel@house.virginia.gov
## BUDGET, FINANCE AND RULES COMMITTEE

**OFFICERS**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>State</th>
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<tbody>
<tr>
<td>Speaker</td>
<td>Scott Saiki</td>
<td>Hawaii</td>
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<tr>
<td>Chair</td>
<td>Ralph Alvarado</td>
<td>Kentucky</td>
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<tr>
<td>Martha Wighton</td>
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<td>Georgia</td>
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<tr>
<td>Lonnie Edgar</td>
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<td>Mississippi</td>
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</table>

**LEGISLATOR MEMBERS**

- Representative Marvin Abney, Rhode Island
- Assemblymember Dr. Joaquin Arambula, California
- Representative Barbara Ballard, Kansas
- Representative Megan Blanksma, Idaho
- Senator David Blount, Mississippi
- Representative Giovanni Capriglione, Texas
- Representative Sarah Copeland-Hanzas, Vermont
- Representative Kurt Daudt, Minnesota
- Senator Bill Hansell, Oregon
- Senator Matt Huffman, Ohio
- Senator Greg Leding, Arkansas
- MNA Mathieu Lemay, Quebec
- Senator Eddie Melton, Indiana
- Senator Ann Millner, Utah
- Senator Sue Rezin, Illinois
- Senator Karen Spilka, Massachusetts
- Senator Greg Treat, Oklahoma

**STAFF MEMBERS**

- Charlotte Carter-Yamauchi, Hawaii
- Jon Courtney, New Mexico
- Matt Gehring, Minnesota
- Jon Heining, Texas
- Scott Kaiser, Illinois
- Susan Kannarr, Kansas
- Othni Latham, Alabama
- Sabrina Lewellen, Arkansas
- Natalie Mullis, Colorado

## COMMITTEE ON OUTREACH AND MEMBER SERVICES

**OFFICERS**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>State</th>
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</thead>
<tbody>
<tr>
<td>Speaker</td>
<td>Scott Bedke</td>
<td>Idaho</td>
</tr>
<tr>
<td>Representative</td>
<td>Angelo Puppolo</td>
<td>Massachusetts</td>
</tr>
<tr>
<td>J.J. Gentry</td>
<td></td>
<td>South Carolina</td>
</tr>
<tr>
<td>Jennifer Jones</td>
<td></td>
<td>Texas</td>
</tr>
</tbody>
</table>

**LEGISLATOR MEMBERS**

- Senator Joan Ballweg, Wisconsin
- Senator Eric Bassler, Indiana
- Representative Ann Bollin, Michigan
- Representative Gilda Cobb-Hunter, South Carolina
- Representative Marcus Evans, Illinois
- Senator Leroy Garcia, Colorado
- Senator Wayne Harper, Utah
- Senator Jean Hauke, South Dakota
- Representative John Kavanagh, Arizona
- Senator Ron Kouchi, Hawaii
- Representative Debra Lekanoff, Washington
- Representative Ryan Mackenzie, Pennsylvania
- Assemblywoman Carol Murphy, New Jersey
- Speaker David Ralston, Georgia
- Senator Carmelo Rios Santiago, Puerto Rico
- Senator Robert Rodriguez, Colorado
- Assemblywoman Michaelle Solages, New York
- Senator Trey Stewart, Maine
- Representative Barry Usher, Montana

**STAFF MEMBERS**

- Tim Bommel, Missouri
- Aurora Hauke, Alaska
- Jennifer Jackson, Texas
- Rich Olsen, West Virginia
- Steve Pike, Virginia
- Anne Sappenfield, Wisconsin
- John Snyder, Kentucky
- Betsy Theroux, Georgia
### SUBCOMMITTEE ON STATE-FEDERAL POLICY

#### OFFICERS

<table>
<thead>
<tr>
<th>Senator Greg Treat</th>
<th>Representative Marvin Abney</th>
<th>Jon Heining</th>
<th>John Snyder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oklahoma</td>
<td>Rhode Island</td>
<td>Texas</td>
<td>Kentucky</td>
</tr>
<tr>
<td>Co-Chair</td>
<td>Co-Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
</tr>
</tbody>
</table>

#### LEGISLATOR MEMBERS

- Senator Ralph Alvarado, Kentucky
- Representative Barbara Ballard, Kansas
- Representative Megan Blanksma, Idaho
- Representative Ann Bollin, Michigan
- Representative Gilda Cobb-Hunter, South Carolina
- Representative Marcus Evans, Illinois

- Speaker David Ralston, Georgia
- Senator Carmelo Rios Santiago, Puerto Rico
- Senator Trey Stewart, Maine
- Representative Barry Usher, Montana

#### STAFF MEMBERS

- Representative Angelo Puppolo, Massachusetts
- Lonnie Edgar, Mississippi
- Matt Gehring, Minnesota
- J.J. Gentry, South Carolina
- Jennifer Jones, Texas
- Natalie Mullis, Colorado

### SUBCOMMITTEE ON THE LEGISLATIVE INSTITUTION

#### OFFICERS

<table>
<thead>
<tr>
<th>Speaker Scott Bedke</th>
<th>Senator Greg Leding</th>
<th>Susan Kannarr</th>
<th>Charlotte Carter-Yamauchi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idaho</td>
<td>Arkansas</td>
<td>Kansas</td>
<td>Hawaii</td>
</tr>
<tr>
<td>Chair</td>
<td>Vice Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
</tr>
</tbody>
</table>

#### LEGISLATOR MEMBERS

- Assemblymember Dr. Joaquin Arambula, California
- Senator Joan Ballweg, Wisconsin
- Senator Eric Bassler, Indiana
- Senator David Blount, Mississippi
- Representative Giovanni Capriglione, Texas
- Representative Sarah Copeland-Hanzas, Vermont
- Representative Kurt Daudt, Minnesota
- Senator Bill Hansell, Oregon
- Senator Matt Huffman, Ohio
- Representative John Kavanagh, Arizona
- MNA Mathieu Lemay, Quebec
- Senator Eddie Melton, Indiana
- Assemblywoman Carol Murphy, New Jersey
- Senator Sue Rezin, Illinois

- Senator Robert Rodriguez, Colorado
- Assemblywoman Michaeille Solages, New York
- Senator Karen Spilka, Massachusetts

#### STAFF MEMBERS

- Tim Bommel, Missouri
- Jon Courtney, New Mexico
- Aurora Hauke, Alaska
- Jennifer Jackson, Texas
- Scott Kaiser, Illinois
- Othni Latham, Alabama
- Sabrina Lewellen, Arkansas
- Steve Pike, Virginia
- Betsy Theroux, Georgia
## SUBCOMMITTEE ON AUDIT AND COMPLIANCE

### OFFICERS

<table>
<thead>
<tr>
<th>Senator Bill Hansell</th>
<th>Senator Greg Leding</th>
<th>Matt Gehring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon</td>
<td>Arkansas</td>
<td>Minnesota</td>
</tr>
<tr>
<td>Chair</td>
<td>Vice Chair</td>
<td>Staff Chair</td>
</tr>
</tbody>
</table>

### LEGISLATOR MEMBERS

- Senator David Blount, Mississippi
- Representative Sarah Copeland-Hanzas, Vermont
- Senator Ann Millner, Utah
- Senator Greg Treat, Oklahoma

### STAFF MEMBERS

- Jon Courtney, New Mexico
- J.J. Gentry, South Carolina
- Natalie Mullis, Colorado
Welcome Back to the NCSL Legislative Summit!!!

It has been a very winding path bringing us to this year’s Summit, so I am especially excited to welcome you. In fact, I am overjoyed that we are renewing the Summit tradition and bringing America’s state leaders together again to learn from each other and talk about solutions to the nation’s most pressing policy problems.

Each year, the NCSL Legislative Summit is the largest gathering in the United States focused on discussing public policy and exploring innovative ideas to move the country forward. It has taken a Herculean effort on the part of the NCSL staff, as well as many of you, to get us to this point and I am exceedingly grateful to everyone for the tremendous hard work that has gone into teeing up the 2021 Legislative Summit. It’s going to be a productive and fun week.

Legislative Summit and Meetings

Much has happened in the world of legislatures and NCSL since we gathered in Puerto Rico in May. NCSL began to convene in-person meetings more frequently, and it’s been clear that legislators and staff are eager to get back together. The interest in person-to-person meetings increased dramatically as we convened from Maine to California and even with the Irish Parliament in Dublin. Notably, we saw strong attendance at the ASLCS meeting in Portland, Maine. The Legislative Staff Management Institute in Sacramento had its largest attendance ever. And in mid-October, 50 legislative leaders went to Ireland to share ideas and meet with their Irish counterparts. That led to the establishment of the American Irish State Legislators Caucus.

Meeting participation is still below pre-pandemic levels but strong and increasing steadily. It looks like this Summit will have nearly 3,000 participants, a very impressive turnout given the change in timing, special session conflicts in a few states, and hesitance by some to travel during the pandemic. Getting this Summit planned was akin to a miracle. Only a few months ago, we were scrambling to try to move the meeting to later in the year in Chicago. Unfortunately, dates were not available in Chicago, so our meetings team pivoted and began looking at several other cities. Luckily, Tampa had this window of availability, and here we are.

It’s also worth noting that NCSL held the second installment of Base Camp—our virtual annual event. More than 900 participated including a large contingent of legislative staff. Base Camp reaches a different audience of legislators and staff who often have travel limitations. It is our intent to continue refining the event and offering it.
**NCSL Budget**

With the first quarter of the fiscal year in the books, the NCSL financial picture is very stable. Dues from states and territories are coming in right on schedule with nearly two-thirds collected by Sept 30. Indirect cost recovery is strong and just slightly below budget. Expenses are right in line with the adopted budget. The NCSL balance sheet is in its best shape in years due to the official forgiveness of the Payroll Protection Program loan that was booked last month. NCSL’s CFO Mary Wild did an amazing job navigating the technical aspects of the process and making sure everything was done properly.

Everyone should congratulate Mary for her incredible work leading NCSL’s finance and accounting team over the past year during some challenging times. Mary has announced she will be retiring early next year. We are currently recruiting for a new CFO. Mary has done terrific work for the Conference during her 15 years as CFO. We are all very happy for her as she moves on to a new chapter in her life.

**Grants and Contracts**

Since we met in San Juan, NCSL has secured nearly $6.8 million in funding from foundation and federal sources to support policy research. Renewals represent more than 40% of this total, a testament to the excellent work done by the research staff. NCSL’s reputation as a terrific partner for Private Foundations and federal agencies is outstanding.

**Bylaws**

At this meeting, you are asked to review proposed bylaws changes drafted by a group of legislators and staff led by Hawaii Speaker Scott Saiki, NCSL President-Elect. Generally, I think the changes are minor but represent some needed clarifications around filling officer vacancies. Please review the draft carefully, as bylaws changes are always important to get right.

**Strategic Plan**

I am excited that we are now working on the NCSL Strategic Plan after a meandering journey to get it completed due to the pandemic interregnum. I look forward to your help in implementing the plan and welcome your input and questions as we move forward.

Finally, my most sincere thank you for your support for your organization. I am exceedingly optimistic as we approach our 50th year. With Thanksgiving approaching, I want to express how grateful I am to all of you for sharing your time and talents to help us strengthen legislatures and democracy.
To: Members of the NCSL Executive Committee  
From: Speaker Robin Vos, NCSL President  
Speaker Scott Saiki, NCSL President-Elect  
Speaker Scott Bedke, NCSL Vice President  
Senate President Leroy Garcia, NCSL Immediate Past President  

Subject: Executive Committee – Legislator Vacancies

Pursuant to Article VIII, Section 2 of the NCSL Bylaws, since September, the NCSL Officers selected Senate President Karen Spilka of the Massachusetts General Court to fill a legislator vacancy on the NCSL Executive Committee and request your approval of this selection.
1. Welcome and Introductions
2. NCSL Budget FY2021 Review and Wrap-up
3. Appropriations
   - FY2021 Appropriations Received
   - FY2022 Appropriations Received through October 20, 2021
4. NCSL Budget FY2022 First Quarter Review
5. NCSL Financial Rules
6. NCSL Bylaws and Rules of Procedure Amendments
7. Other Business
### Comparative Statement of Revenues, Expenses and Change in Net Position

<table>
<thead>
<tr>
<th>Revenue/Expense Type</th>
<th>June 30, 2021 (Unaudited)</th>
<th>June 30, 2020 (Audited)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Appropriations</td>
<td>$10,807,150</td>
<td>$10,600,618</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>11,758,076</td>
<td>16,312,694</td>
</tr>
<tr>
<td>Meeting registration fees</td>
<td>396,612</td>
<td>3,627,309</td>
</tr>
<tr>
<td>Private contributions</td>
<td>821,328</td>
<td>3,373,714</td>
</tr>
<tr>
<td>Sales of publications and exhibits</td>
<td>378,951</td>
<td>749,156</td>
</tr>
<tr>
<td>NCSL Foundation service fees</td>
<td>84,109</td>
<td>112,031</td>
</tr>
<tr>
<td>Other revenue</td>
<td>21,776</td>
<td>349,219</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>24,268,001</td>
<td>35,124,742</td>
</tr>
<tr>
<td><strong>Operating Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>14,051,354</td>
<td>14,381,438</td>
</tr>
<tr>
<td>Travel and conferences</td>
<td>469,408</td>
<td>6,220,350</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>4,420,298</td>
<td>4,585,158</td>
</tr>
<tr>
<td>Consultants and contract services</td>
<td>1,388,999</td>
<td>5,435,540</td>
</tr>
<tr>
<td>Rent and property maintenance</td>
<td>1,250,492</td>
<td>1,367,257</td>
</tr>
<tr>
<td>Office expenses</td>
<td>459,324</td>
<td>550,874</td>
</tr>
<tr>
<td>Printing, publications and film</td>
<td>199,130</td>
<td>305,037</td>
</tr>
<tr>
<td>Information technology services</td>
<td>742,964</td>
<td>871,341</td>
</tr>
<tr>
<td>Depreciation</td>
<td>302,213</td>
<td>305,198</td>
</tr>
<tr>
<td>Other</td>
<td>51,025</td>
<td>20,739</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>23,335,208</td>
<td>34,042,933</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>932,794</td>
<td>$1,081,809</td>
</tr>
<tr>
<td><strong>Non-operating Income and Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>5,441</td>
<td>92,380</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(24,226)</td>
<td>(225,669)</td>
</tr>
<tr>
<td><strong>Total Non-operating Income and Expenses</strong></td>
<td>(18,785)</td>
<td>(133,290)</td>
</tr>
<tr>
<td><strong>Increase in Net Assets</strong></td>
<td>914,009</td>
<td>948,520</td>
</tr>
<tr>
<td><strong>Total Net Assets, beginning of period</strong></td>
<td>4,212,701</td>
<td>3,264,181</td>
</tr>
<tr>
<td><strong>Total Net Assets, end of period</strong></td>
<td>$5,126,710</td>
<td>$4,212,701</td>
</tr>
</tbody>
</table>
### Comparative Statements of Net Position

#### Assets

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2021 (Unaudited)</th>
<th>June 30, 2020 (Audited)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,069,725</td>
<td>$882,289</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>10,660,922</td>
<td>7,728,082</td>
</tr>
<tr>
<td>Receivables from grants and contracts, net</td>
<td>542,773</td>
<td>835,565</td>
</tr>
<tr>
<td>Trade receivables, net</td>
<td>31,697</td>
<td>97,297</td>
</tr>
<tr>
<td>Appropriations receivable</td>
<td>235,212</td>
<td>87,182</td>
</tr>
<tr>
<td>Due from the NCSL Foundation</td>
<td>104,131</td>
<td>-</td>
</tr>
<tr>
<td>Other receivables</td>
<td>7,163</td>
<td>30,975</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>530,775</td>
<td>378,631</td>
</tr>
<tr>
<td>Deposits</td>
<td>95,799</td>
<td>70,297</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>13,278,197</td>
<td>10,110,319</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>7,943,292</td>
<td>8,233,453</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>7,943,292</td>
<td>8,233,453</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$21,221,489</td>
<td>$18,343,772</td>
</tr>
</tbody>
</table>

#### Liabilities

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>377,970</td>
<td>239,517</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>2,644,359</td>
<td>2,050,648</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>9,907,198</td>
<td>8,297,202</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>20,052</td>
<td>339,801</td>
</tr>
<tr>
<td>Due to the NCSL Foundation</td>
<td>-</td>
<td>58,703</td>
</tr>
<tr>
<td>Short term debt</td>
<td>3,145,200</td>
<td>3,145,200</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>16,094,779</td>
<td>14,131,071</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>16,094,779</td>
<td>14,131,071</td>
</tr>
</tbody>
</table>

#### Net assets

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in capital assets, net of related debt</td>
<td>7,943,289</td>
<td>8,233,453</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(2,816,580)</td>
<td>(4,020,752)</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>5,126,710</td>
<td>4,212,701</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$21,221,489</td>
<td>$18,343,772</td>
</tr>
</tbody>
</table>
# FY2021 RESULTS

## APPROPRIATIONS SCHEDULE – FY2021

<table>
<thead>
<tr>
<th>State</th>
<th>Scheduled /Billed</th>
<th>FY21 Receipts</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$200,924</td>
<td>$200,924</td>
<td>-</td>
</tr>
<tr>
<td>Alaska</td>
<td>129,500</td>
<td>129,500</td>
<td>-</td>
</tr>
<tr>
<td>Arizona</td>
<td>237,914</td>
<td>237,914</td>
<td>-</td>
</tr>
<tr>
<td>Arkansas</td>
<td>168,615</td>
<td>168,615</td>
<td>-</td>
</tr>
<tr>
<td>California</td>
<td>650,000</td>
<td>525,000</td>
<td>125,000</td>
</tr>
<tr>
<td>Colorado</td>
<td>213,575</td>
<td>213,575</td>
<td>-</td>
</tr>
<tr>
<td>Connecticut</td>
<td>178,701</td>
<td>178,701</td>
<td>-</td>
</tr>
<tr>
<td>Delaware</td>
<td>133,337</td>
<td>133,337</td>
<td>-</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>128,709</td>
<td>128,709</td>
<td>-</td>
</tr>
<tr>
<td>Florida</td>
<td>479,187</td>
<td>-</td>
<td>479,187</td>
</tr>
<tr>
<td>Georgia</td>
<td>296,869</td>
<td>296,869</td>
<td>-</td>
</tr>
<tr>
<td>Hawaii</td>
<td>141,380</td>
<td>141,380</td>
<td>-</td>
</tr>
<tr>
<td>Idaho</td>
<td>146,379</td>
<td>146,379</td>
<td>-</td>
</tr>
<tr>
<td>Illinois</td>
<td>337,852</td>
<td>337,852</td>
<td>-</td>
</tr>
<tr>
<td>Indiana</td>
<td>231,878</td>
<td>231,878</td>
<td>-</td>
</tr>
<tr>
<td>Iowa</td>
<td>171,058</td>
<td>-</td>
<td>171,058</td>
</tr>
<tr>
<td>Kansas</td>
<td>167,040</td>
<td>167,040</td>
<td>-</td>
</tr>
<tr>
<td>Kentucky</td>
<td>193,659</td>
<td>193,659</td>
<td>-</td>
</tr>
<tr>
<td>Louisiana</td>
<td>197,635</td>
<td>197,635</td>
<td>-</td>
</tr>
<tr>
<td>Maine</td>
<td>139,797</td>
<td>121,751</td>
<td>18,046</td>
</tr>
<tr>
<td>Maryland</td>
<td>221,262</td>
<td>221,262</td>
<td>-</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>235,212</td>
<td>235,212</td>
<td>-</td>
</tr>
<tr>
<td>Michigan</td>
<td>288,802</td>
<td>288,802</td>
<td>-</td>
</tr>
<tr>
<td>Minnesota</td>
<td>213,047</td>
<td>213,047</td>
<td>-</td>
</tr>
<tr>
<td>Mississippi</td>
<td>168,266</td>
<td>168,266</td>
<td>-</td>
</tr>
<tr>
<td>Missouri</td>
<td>222,321</td>
<td>222,321</td>
<td>-</td>
</tr>
<tr>
<td>Montana</td>
<td>134,867</td>
<td>134,867</td>
<td>-</td>
</tr>
<tr>
<td>Nebraska</td>
<td>149,887</td>
<td>149,887</td>
<td>-</td>
</tr>
<tr>
<td>Nevada</td>
<td>168,507</td>
<td>168,507</td>
<td>-</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>139,916</td>
<td>139,916</td>
<td>-</td>
</tr>
<tr>
<td>New Jersey</td>
<td>272,277</td>
<td>244,000</td>
<td>28,277</td>
</tr>
<tr>
<td>New Mexico</td>
<td>152,789</td>
<td>152,789</td>
<td>-</td>
</tr>
<tr>
<td>New York</td>
<td>459,582</td>
<td>459,582</td>
<td>-</td>
</tr>
<tr>
<td>North Carolina</td>
<td>294,175</td>
<td>294,175</td>
<td>-</td>
</tr>
<tr>
<td>North Dakota</td>
<td>129,770</td>
<td>129,770</td>
<td>-</td>
</tr>
<tr>
<td>Ohio</td>
<td>318,102</td>
<td>318,102</td>
<td>-</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>184,620</td>
<td>184,620</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>2021 Billed</td>
<td>2020 Billed</td>
<td>Change</td>
</tr>
<tr>
<td>--------------------</td>
<td>-------------</td>
<td>-------------</td>
<td>--------</td>
</tr>
<tr>
<td>Oregon</td>
<td>188,280</td>
<td>188,280</td>
<td>-</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>337,913</td>
<td>337,913</td>
<td>-</td>
</tr>
<tr>
<td>Puerto Rico</td>
<td>174,365</td>
<td>-</td>
<td>174,365</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>135,025</td>
<td>135,025</td>
<td>-</td>
</tr>
<tr>
<td>South Carolina</td>
<td>203,508</td>
<td>203,508</td>
<td>-</td>
</tr>
<tr>
<td>South Dakota</td>
<td>131,743</td>
<td>131,743</td>
<td>-</td>
</tr>
<tr>
<td>Tennessee</td>
<td>232,728</td>
<td>232,728</td>
<td>-</td>
</tr>
<tr>
<td>Texas</td>
<td>605,630</td>
<td>605,630</td>
<td>-</td>
</tr>
<tr>
<td>Utah</td>
<td>170,300</td>
<td>170,300</td>
<td>-</td>
</tr>
<tr>
<td>Vermont</td>
<td>127,494</td>
<td>127,494</td>
<td>-</td>
</tr>
<tr>
<td>Virgin Islands</td>
<td>118,534</td>
<td>118,534</td>
<td>-</td>
</tr>
<tr>
<td>Virginia</td>
<td>263,025</td>
<td>263,025</td>
<td>-</td>
</tr>
<tr>
<td>Washington</td>
<td>244,642</td>
<td>244,642</td>
<td>-</td>
</tr>
<tr>
<td>West Virginia</td>
<td>148,087</td>
<td>148,087</td>
<td>-</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>216,828</td>
<td>216,828</td>
<td>-</td>
</tr>
<tr>
<td>Wyoming</td>
<td>126,728</td>
<td>117,477</td>
<td>9,251</td>
</tr>
<tr>
<td>American Samoa</td>
<td>22,617</td>
<td>-</td>
<td>22,617</td>
</tr>
<tr>
<td>Guam</td>
<td>24,345</td>
<td>24,345</td>
<td>-</td>
</tr>
<tr>
<td>Northern Marianas</td>
<td>22,534</td>
<td>-</td>
<td>22,534</td>
</tr>
<tr>
<td>Quebec</td>
<td>37,892</td>
<td>37,892</td>
<td>-</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>$11,829,629</td>
<td>$10,779,294</td>
<td>$1,050,335</td>
</tr>
<tr>
<td><strong>per cent of total Billed</strong></td>
<td>100.0%</td>
<td>91.1%</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

**Prior Year's Payments:**

Virgin Islands FY20 $27,856

<p>| Total with Prior Year Payments | $11,829,629 | $10,807,150 |</p>
<table>
<thead>
<tr>
<th>State</th>
<th>FY22 YTD Receipts</th>
<th>State</th>
<th>FY22 YTD Receipts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$203,486</td>
<td>Alaska</td>
<td>$129,381</td>
</tr>
<tr>
<td>Arizona</td>
<td>$240,219</td>
<td>Arkansas</td>
<td>$168,722</td>
</tr>
<tr>
<td>California</td>
<td>$650,000</td>
<td>Colorado</td>
<td>$216,421</td>
</tr>
<tr>
<td>Connecticut</td>
<td>$178,980</td>
<td>Delaware</td>
<td>$133,802</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>-</td>
<td>$128,621</td>
<td>-</td>
</tr>
<tr>
<td>Florida</td>
<td>$488,683</td>
<td>Georgia</td>
<td>$301,701</td>
</tr>
<tr>
<td>Hawaii</td>
<td>$141,850</td>
<td>Hawaii</td>
<td>$148,481</td>
</tr>
<tr>
<td>Idaho</td>
<td>$148,481</td>
<td>Illinois</td>
<td>$337,985</td>
</tr>
<tr>
<td>Indiana</td>
<td>$233,899</td>
<td>Iowa</td>
<td>$171,813</td>
</tr>
<tr>
<td>Iowa</td>
<td>$171,813</td>
<td>Kansas</td>
<td>$167,444</td>
</tr>
<tr>
<td>Kentucky</td>
<td>$194,523</td>
<td>Louisiana</td>
<td>$197,148</td>
</tr>
<tr>
<td>Maine</td>
<td>$140,244</td>
<td>Maine</td>
<td>$121,751</td>
</tr>
<tr>
<td>Maryland</td>
<td>$223,399</td>
<td>Massachusetts</td>
<td>$238,113</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>$238,113</td>
<td>Michigan</td>
<td>$290,752</td>
</tr>
<tr>
<td>Minnesota</td>
<td>$215,265</td>
<td>Mississippi</td>
<td>$167,858</td>
</tr>
<tr>
<td>Missouri</td>
<td>$223,002</td>
<td>Mississippi</td>
<td>$167,858</td>
</tr>
<tr>
<td>Montana</td>
<td>$135,443</td>
<td>Missouri</td>
<td>$223,002</td>
</tr>
<tr>
<td>Mississippi</td>
<td>$135,445</td>
<td>Montana</td>
<td>$135,445</td>
</tr>
<tr>
<td>Missouri</td>
<td>(2)</td>
<td>Nebraska</td>
<td>$150,588</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>$140,503</td>
<td>Nevada</td>
<td>$170,328</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>$140,503</td>
<td>Nevada</td>
<td>$170,328</td>
</tr>
<tr>
<td>New Jersey</td>
<td>$277,126</td>
<td>New Mexico</td>
<td>$153,283</td>
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<tr>
<td>New Mexico</td>
<td>$153,283</td>
<td>New York</td>
<td>$465,593</td>
</tr>
<tr>
<td>North Carolina</td>
<td>$297,004</td>
<td>North Carolina</td>
<td>$297,004</td>
</tr>
<tr>
<td>North Dakota</td>
<td>$130,175</td>
<td>Ohio</td>
<td>$320,491</td>
</tr>
<tr>
<td>Ohio</td>
<td>$318,102</td>
<td>Remaining</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>871</td>
</tr>
<tr>
<td></td>
<td></td>
<td>District of Columbia</td>
<td>128,621</td>
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<tr>
<td></td>
<td></td>
<td>Florida</td>
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<td>Hawaii</td>
<td>- $141,850</td>
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<td></td>
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<td>Idaho</td>
<td>- $148,481</td>
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<td>Illinois</td>
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<td>Indiana</td>
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<td>Iowa</td>
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<td>Kansas</td>
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<tr>
<td></td>
<td></td>
<td>Kentucky</td>
<td>- $194,523</td>
</tr>
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<td></td>
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<td>Louisiana</td>
<td>- $197,148</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maine</td>
<td>- $140,244</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maryland</td>
<td>- $223,399</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Massachusetts</td>
<td>- $238,113</td>
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<td></td>
<td>Michigan</td>
<td>- $290,752</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Minnesota</td>
<td>- $215,265</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Missouri</td>
<td>- $167,858</td>
</tr>
<tr>
<td></td>
<td></td>
<td>North Carolina</td>
<td>- $297,004</td>
</tr>
<tr>
<td></td>
<td></td>
<td>North Dakota</td>
<td>- $130,175</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ohio</td>
<td>- $320,491</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Remaining</td>
<td>- $318,102</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scheduled /Billed</td>
<td>$203,486</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Appropriations Schedule</td>
<td>FY2022</td>
</tr>
</tbody>
</table>
## FY2021 Results

<table>
<thead>
<tr>
<th>State</th>
<th>FY2021</th>
<th>FY2020</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oklahoma</td>
<td>185,094</td>
<td>-</td>
<td>185,094</td>
</tr>
<tr>
<td>Oregon</td>
<td>189,895</td>
<td>-</td>
<td>189,895</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>341,267</td>
<td>341,267</td>
<td>-</td>
</tr>
<tr>
<td>Puerto Rico</td>
<td>173,454</td>
<td>5,347</td>
<td>168,107</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>135,667</td>
<td>-</td>
<td>135,667</td>
</tr>
<tr>
<td>South Carolina</td>
<td>205,110</td>
<td>205,110</td>
<td>-</td>
</tr>
<tr>
<td>South Dakota</td>
<td>132,023</td>
<td>132,023</td>
<td>-</td>
</tr>
<tr>
<td>Tennessee</td>
<td>236,058</td>
<td>-</td>
<td>236,058</td>
</tr>
<tr>
<td>Texas</td>
<td>620,056</td>
<td>-</td>
<td>620,056</td>
</tr>
<tr>
<td>Utah</td>
<td>173,212</td>
<td>173,212</td>
<td>-</td>
</tr>
<tr>
<td>Vermont</td>
<td>127,827</td>
<td>127,827</td>
<td>-</td>
</tr>
<tr>
<td>Virgin Islands</td>
<td>118,829</td>
<td>3,566</td>
<td>115,263</td>
</tr>
<tr>
<td>Virginia</td>
<td>265,779</td>
<td>265,779</td>
<td>-</td>
</tr>
<tr>
<td>Washington</td>
<td>249,787</td>
<td>40,000</td>
<td>209,787</td>
</tr>
<tr>
<td>West Virginia</td>
<td>147,687</td>
<td>147,687</td>
<td>-</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>218,494</td>
<td>218,494</td>
<td>-</td>
</tr>
<tr>
<td>Wyoming</td>
<td>126,670</td>
<td>114,003</td>
<td>12,667</td>
</tr>
<tr>
<td>American Samoa</td>
<td>22,617</td>
<td>22,617</td>
<td>-</td>
</tr>
<tr>
<td>Guam</td>
<td>24,345</td>
<td>24,345</td>
<td>-</td>
</tr>
<tr>
<td>Quebec</td>
<td>37,892</td>
<td>37,892</td>
<td>-</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>11,904,088</td>
<td>7,238,628</td>
<td>4,665,460</td>
</tr>
</tbody>
</table>

**per cent of total Billed**

- Puerto Rico FY21: 100.0%
- Grand Total: 60.8%
- Grand Total with Prior Year Payments: 39.2%

<table>
<thead>
<tr>
<th></th>
<th>Bill 1</th>
<th>Bill 2</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Puerto Rico FY21</td>
<td>87,183</td>
<td>87,183</td>
<td>-</td>
</tr>
<tr>
<td>Grand Total with Prior Year Payments</td>
<td>$ 11,904,088</td>
<td>$ 7,325,811</td>
<td>$ 4,665,460</td>
</tr>
</tbody>
</table>
Revenues and Expenses by Conference Program
for the period ended September 30, 2021

<table>
<thead>
<tr>
<th>GENERAL FUND REVENUE</th>
<th>FY22 APPROVED BUDGET</th>
<th>YTD SEPT’21 ACTUAL</th>
<th>YTD PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriations</td>
<td>$11,037,263</td>
<td>$7,136,830</td>
<td>64.7%</td>
</tr>
<tr>
<td>Base Camp</td>
<td>115,650</td>
<td>50,200</td>
<td>43.4%</td>
</tr>
<tr>
<td>Legislative Summit</td>
<td>2,273,500</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Publications &amp; Advertising Revenue</td>
<td>200,000</td>
<td>59,878</td>
<td>29.9%</td>
</tr>
<tr>
<td>Podcast &amp; Blog Post Revenue</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Seminars &amp; Meetings</td>
<td>92,400</td>
<td>190,520</td>
<td>206.2%</td>
</tr>
<tr>
<td>PSA PDS Meetings</td>
<td>138,530</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Interest Income</td>
<td>10,000</td>
<td>1,327</td>
<td>13.3%</td>
</tr>
<tr>
<td>Information Technology/Online Services</td>
<td>1,885,685</td>
<td>362,671</td>
<td>19.2%</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>1,692,400</td>
<td>379,352</td>
<td>22.4%</td>
</tr>
<tr>
<td>Occupancy Cost Allocation</td>
<td>1,004,292</td>
<td>256,437</td>
<td>25.5%</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>302,867</td>
<td>65,402</td>
<td>21.6%</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td><strong>$18,752,587</strong></td>
<td><strong>$8,502,617</strong></td>
<td><strong>45.3%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STATE POLICY RESEARCH</th>
<th>FY22 APPROVED BUDGET</th>
<th>YTD SEPT’21 ACTUAL</th>
<th>YTD PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children, Youth &amp; Families</td>
<td>117,867</td>
<td>63,178</td>
<td>53.6%</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>166,598</td>
<td>39,845</td>
<td>23.9%</td>
</tr>
<tr>
<td>Environment, Energy &amp; Transportation</td>
<td>183,331</td>
<td>56,608</td>
<td>30.9%</td>
</tr>
<tr>
<td>Education</td>
<td>110,242</td>
<td>33,422</td>
<td>30.3%</td>
</tr>
<tr>
<td>Health Services</td>
<td>128,527</td>
<td>4,231</td>
<td>3.3%</td>
</tr>
<tr>
<td>Employment, Labor &amp; Retirement</td>
<td>149,749</td>
<td>19,071</td>
<td>12.7%</td>
</tr>
<tr>
<td>Elections &amp; Redistricting</td>
<td>166,713</td>
<td>31,093</td>
<td>18.7%</td>
</tr>
<tr>
<td>Director of State Policy Research</td>
<td>324,826</td>
<td>82,634</td>
<td>25.4%</td>
</tr>
<tr>
<td><strong>Division Totals</strong></td>
<td><strong>1,347,853</strong></td>
<td><strong>330,083</strong></td>
<td><strong>24.5%</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>STATE SERVICES</th>
<th>FY22 APPROVED BUDGET</th>
<th>YTD SEPT’21 ACTUAL</th>
<th>YTD PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Affairs</td>
<td>574,579</td>
<td>144,439</td>
<td>25.1%</td>
</tr>
<tr>
<td>Legislative Staff Services</td>
<td>635,494</td>
<td>186,547</td>
<td>29.4%</td>
</tr>
<tr>
<td>PSA PDS Meetings</td>
<td>138,530</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Center for Legislative Strengthening</td>
<td>405,644</td>
<td>89,708</td>
<td>22.1%</td>
</tr>
<tr>
<td>Director of State Services</td>
<td>314,363</td>
<td>83,417</td>
<td>26.5%</td>
</tr>
<tr>
<td><strong>Division Totals</strong></td>
<td><strong>2,068,610</strong></td>
<td><strong>504,111</strong></td>
<td><strong>24.4%</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>COMMUNICATIONS</th>
<th>FY22 APPROVED BUDGET</th>
<th>YTD SEPT’21 ACTUAL</th>
<th>YTD PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outreach &amp; Engagement</td>
<td>1,062,017</td>
<td>245,991</td>
<td>23.2%</td>
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<tr>
<td>Public Affairs</td>
<td>344,531</td>
<td>84,878</td>
<td>24.6%</td>
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<tr>
<td>Digital Content</td>
<td>1,302,750</td>
<td>358,221</td>
<td>27.5%</td>
</tr>
<tr>
<td>Legislative Summit</td>
<td>2,154,774</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Base Camp</td>
<td>79,500</td>
<td>14,237</td>
<td>17.9%</td>
</tr>
<tr>
<td>Meetings</td>
<td>459,066</td>
<td>261,845</td>
<td>57.0%</td>
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<td>Publications and Magazine</td>
<td>113,500</td>
<td>33,079</td>
<td>29.1%</td>
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<tr>
<td><strong>Division Totals</strong></td>
<td><strong>5,516,138</strong></td>
<td><strong>998,252</strong></td>
<td><strong>18.1%</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>LEADERSHIP &amp; INTERNATIONAL</th>
<th>FY22 APPROVED BUDGET</th>
<th>YTD SEPT’21 ACTUAL</th>
<th>YTD PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Programs</td>
<td>20,000</td>
<td>1,925</td>
<td>9.6%</td>
</tr>
<tr>
<td>Leaders’ Center &amp; Legislative Training</td>
<td>438,462</td>
<td>116,224</td>
<td>26.5%</td>
</tr>
<tr>
<td><strong>Division Totals</strong></td>
<td><strong>458,462</strong></td>
<td><strong>118,149</strong></td>
<td><strong>25.8%</strong></td>
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</table>
### EXECUTIVE MANAGEMENT

<table>
<thead>
<tr>
<th>Division</th>
<th>FY22 Approved Budget</th>
<th>YTD Sept'21 Actual</th>
<th>YTD Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Executive Director</td>
<td>678,037</td>
<td>115,578</td>
<td>17.0%</td>
</tr>
<tr>
<td>Officers &amp; Executive Committee</td>
<td>301,000</td>
<td>16,463</td>
<td>5.5%</td>
</tr>
<tr>
<td>Division Totals</td>
<td>979,037</td>
<td>132,041</td>
<td>13.5%</td>
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</table>

### OPERATIONS

<table>
<thead>
<tr>
<th>Division</th>
<th>FY22 Approved Budget</th>
<th>YTD Sept'21 Actual</th>
<th>YTD Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology</td>
<td>1,885,685</td>
<td>362,715</td>
<td>19.2%</td>
</tr>
<tr>
<td>Building Operating Account</td>
<td>1,004,292</td>
<td>256,437</td>
<td>25.5%</td>
</tr>
<tr>
<td>Professional Development &amp; Travel</td>
<td>50,000</td>
<td>290</td>
<td>0.6%</td>
</tr>
<tr>
<td>Director of Operations and Human Resources</td>
<td>743,355</td>
<td>200,532</td>
<td>27.0%</td>
</tr>
<tr>
<td>Division Totals</td>
<td>3,683,332</td>
<td>819,974</td>
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### FINANCE & ACCOUNTING

<table>
<thead>
<tr>
<th>Division</th>
<th>FY22 Approved Budget</th>
<th>YTD Sept'21 Actual</th>
<th>YTD Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance &amp; Accounting</td>
<td>1,239,945</td>
<td>307,457</td>
<td>24.8%</td>
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</tbody>
</table>

### STATE-FEDERAL RELATIONS

<table>
<thead>
<tr>
<th>Division</th>
<th>FY22 Approved Budget</th>
<th>YTD Sept'21 Actual</th>
<th>YTD Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of State-Federal Relations</td>
<td>2,938,040</td>
<td>681,762</td>
<td>23.2%</td>
</tr>
<tr>
<td>Division Totals</td>
<td>2,938,040</td>
<td>681,762</td>
<td>23.2%</td>
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</tbody>
</table>

### MERIT POOL

<table>
<thead>
<tr>
<th>Division</th>
<th>FY22 Approved Budget</th>
<th>YTD Sept'21 Actual</th>
<th>YTD Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>MERIT POOL</td>
<td>453,547</td>
<td>-</td>
<td>0.0%</td>
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</tbody>
</table>

### PPP LOAN FORGIVENESS

<table>
<thead>
<tr>
<th>Division</th>
<th>FY22 Approved Budget</th>
<th>YTD Sept'21 Actual</th>
<th>YTD Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPP LOAN FORGIVENESS</td>
<td>-</td>
<td>(3,145,200)</td>
<td>nm</td>
</tr>
</tbody>
</table>

### TOTAL EXPENDITURES

<table>
<thead>
<tr>
<th>Division</th>
<th>FY22 Approved Budget</th>
<th>YTD Sept'21 Actual</th>
<th>YTD Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL EXPENDITURES</td>
<td>18,684,964</td>
<td>746,628</td>
<td>4.0%</td>
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</tbody>
</table>

### REVENUE OVER EXPENDITURES

<table>
<thead>
<tr>
<th>Division</th>
<th>FY22 Approved Budget</th>
<th>YTD Sept'21 Actual</th>
<th>YTD Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE OVER EXPENDITURES</td>
<td>$ 67,623</td>
<td>7,755,989</td>
<td>nm</td>
</tr>
</tbody>
</table>
1. **Financial Reports.** At each annual meeting of the National Conference of State Legislatures, a report shall be distributed showing expenditures and income of the Conference for: (a) the fiscal year ended the previous June 30; (b) the first portion of the current fiscal year (of reasonably current date).

2. **Budgets.** In accord with Article XIII, Section 2 of the NCSL By-laws, the Budget and Finance Committee shall make budget recommendations to the Executive Committee. The Executive Committee shall submit to the Conference at its annual meeting a proposed budget for the coming fiscal year for consideration and adoption by the Conference. The Executive Committee may approve transfers of funds within the budget adopted by the Conference during the course of the fiscal year by a two-thirds vote of the entire Executive Committee.

3. **Audits.** In accord with Article XIII, Section 3 of the NCSL By-laws, the accounts of the Conference shall be audited annually by a certified public accountant retained by the President with the approval of the Executive Committee. Such audit shall be reported to the Executive Committee and to the Conference at its annual meeting.

4. **Bank Accounts.** The Executive Director is authorized to open and maintain such bank accounts as necessary for the conduct of the Conference’s work, and shall report to the Executive Committee at least once each year describing the bank accounts in force. The Executive Director may designate one or more persons to act as signers or authorized representatives of the Conference’s deposit and investment accounts and to conduct banking operations on behalf of the Conference.

5. **Bonding and Insurance.** The Executive Director shall be bonded, and shall arrange for the bonding of such other employees of the Conference, as necessary. The Executive Director shall arrange for insurance coverage on equipment and properties of the Conference.

6. **Borrowing.** The Executive Director is authorized to enter into credit agreements with financial institutions for the prudent management of the Conference’s cash. The aggregate credit limit under all such agreements shall be two million dollars and the term of any such agreement shall not exceed three years. Furthermore, the Executive Director, with the express written permission of the President, is authorized to borrow funds on behalf of the Conference for periods not exceeding 180 days in anticipation of maturity of investments and other revenues properly accrued but not yet received, and the Executive Director, or an appointed designee, is authorized to sign notes or pledge property of the Conference for this purpose. Any other type
of borrowing shall require the specific approval of the Executive Committee.

7. **Investments.** The Executive Director, or investment counsel approved by the Executive Committee, is authorized to invest funds of the Conference in any federally secured or guaranteed obligation, to include money market mutual funds that invest solely in federally secured or guaranteed obligations, which provide the best return. Additionally, up to 100 percent of the Conference’s investible balances can be invested in the top two grades of commercial paper providing the maturities of such investments be limited to not more than 270 days.

Proceeds from the issuance of bonds are exempt from this provision. However, the investment of bond proceeds is limited to investments approved by both the underwriter of the bond issue and the trustee for the bond issue.

Overnight investments in collateralized bank repurchase contracts are permitted in order to maximize interest income of residual balances remaining at the end of the day in the operating account. At no time shall these residual investments exceed one million dollars.

Any other type of investment shall require the specific approval of the Executive Committee.

8. **Grants.** The Executive Director is authorized to negotiate and, with the approval of the Executive Committee, to enter into contracts and arrangements to finance or assist in financing designated special projects or activities, and may, on behalf of the Conference, accept, receive, administer and utilize the same. No funds available pursuant to this paragraph shall be extended unless the Executive Committee has approved the project or activity. Upon the approval of the President and the Staff Chair, the Executive Director may negotiate and expend funds for grants or contracts of $100,000 or less. The Executive Director shall make written financial reports on all grant or contract activity periodically to the Executive Committee and annually to the Conference.
As shown in proposed amended version dated 10/01/2021

ARTICLE I
Establishment

Section 3 (e) – The words “Foster bipartisanship and” were added and the word “within.”
Now reads: Foster bipartisanship and promote cooperation within and between state legislatures in the United States and legislatures in other countries.

Article II
Organization

Section 1 – Adds the language “with powers and authorities as may be prescribed by the Executive Committee, as it relates to establishing new divisions within the conference.

ARTICLE III
Meetings

In general consolidates existing language regarding meetings.

Section 2, Business Meeting – Language was added to consolidate in one section the business that occurs at the Annual Business meeting. The matters to be presented and voted upon at the Business Meeting include, but are not limited to, the Conference's proposed budget, the Conference's annual audit, reports of the legislator and legislative staff nominating committees, and policy directives and resolutions presented by the standing committees.

Section 3, Special Meetings - Changes the threshold to call a special meeting of the conference from 26 member jurisdictions to (a) a three-fifths vote of the members of the Executive Committee; or (b) a three-fifths vote of the member jurisdictions.

Section 4, Notice and Procedures - Changes the deadline by which the conference must hold a special meeting was changed from within 45 days to as soon as practicable. Notice for a special meeting was also changed to within 30 days of the start of the meeting to as soon as practicable.

Section 5, Remote Meetings - Adds language allowing meetings to be held via video, audio, telephone, and other appropriate electronic means.

ARTICLE IV
Executive Committee

Section 2, Officers – Changes the title Immediate Past President to President Emeritus. This change is made throughout the document.
Section 8, Legislator Nominating Committee – The use of the words “equal number of Democrats and Republicans” was changed to “an equal number of members from the two major political parties” in this section as well as throughout the bylaws. A definition of “two major political parties” was also added to Article X.

Section 11, Legislator Vacancies - Changes to the language regarding how a legislator officer vacancy is filled and adds language regarding the process for filling executive committee procedures. The individuals now eligible to serve as President Emeritus has been broadened from a previous officer or current executive committee member to include officers of standing committees and task forces. Includes language regarding notification of vacancy and timelines for filling the vacancy.

Section 13, Vacancy Nominating Committee – Creates a vacancy nominating committee and its membership.

Sec. 14, Quorum and Voting - Increases from a simple majority to three fourths, the votes necessary for approval by the executive committee of a policy directive or resolution, when it is impracticable to consider the item under normal processes. This threshold is consistent with the adoption of policy directives and resolutions in NCSL Standing Committees and at the annual business meeting.

Section 16, Priorities and Issues - Amends the language regarding the executive committee setting the state-federal priority and major state issues annually to a process whereby the standing committees and task forces submit an annual report of their priorities to the Executive Committee for consideration.

Article V
Finance

Section 2, Rules and Section 3, Budget - Changes references to the Budget and Finance Committee to the Budget, Finance and Rules Committee of the Executive Committee.

Article VI
Emergencies

Section 1, Declaration of Emergency – Creates a process by which annual business usually performed by the whole conference could be conducted by the Executive Committee or officers. Requires a formal declaration, with reason and notification to members of the conference.

Section 2, Policy Directives and Resolutions – Increases from a simple majority to three fourths, the votes necessary for approval by the executive committee of a policy directive or resolution, when it is impracticable to consider the item under normal processes. This threshold is consistent with the adoption of policy directives and resolutions in NCSL Standing Committees and at the annual business meeting.
Article VII
Chief Executive Officer
Changes the title of the Executive Director to Chief Executive Officer. Makes other conforming edits throughout the document.

Article X
Definitions
Adds two new definitions – “two major political parties” and “member jurisdictions.”

Other
Removes Article IX, Section 8 from the existing Bylaws and incorporates into the NCSL Rules of Procedure.

Section 8. Appointment of Standing Committee Officers. The legislator officers of the Conference’s standing committees, including the overall standing committee legislator officers, shall be appointed by the President and the President-elect. The staff officers of the Conference’s standing committees, including the overall standing committee legislative staff officers, shall be appointed by the Staff Chair.

Provides for the conforming amendments to the NCSL Rules of Procedures.

Summary updated 10/10/2021
ARTICLE I
Establishment
Section 1. Name
Section 2. Offices
Section 3. Purpose
Section 4. Membership
Section 5. Dues

ARTICLE II
Organization
Section 1. Legislator and Staff Divisions
Section 2. Sections and Committees
Section 3. Affiliation with Other Entities

ARTICLE III
Meetings
Section 1. Annual Meeting
Section 2. Business Meeting
Section 3. Special Meetings
Section 4. Notice and Procedure
Section 5. Remote Meetings
Section 6. Proxy Voting
Section 7. Rules of Procedure

ARTICLE IV
Executive Committee
Section 1. Purpose
Section 2. Officers
Section 3. Composition
Section 4. Legislative Members
Section 5. Legislative Staff Members
Section 6. Ex Officio Members
Section 7. Equal Representation
Section 8. Legislator Nominating Committee
Section 9. Legislative Staff Nominating Committee
Section 10. Terms
Section 11. Legislator Vacancies
Section 12. Legislative Staff Vacancies
Section 13. Vacancy Nominating Committee
Section 14. Quorum and Voting
Section 15. Meetings
Section 16. Priorities and Issues
Section 17. Committees and Subcommittees

ARTICLE V
Finance
Section 1. Funds
Section 2. Rules
Section 3. Budget
Section 4. Audit

ARTICLE VI
Emergencies
Section 1. Declaration of Emergency
Section 2. Policy Directives and Resolutions

Article VII
Chief Executive Officer

Article VIII
No Political Activity

Article IX
Dissolution

Article X
Definitions

Article XI
Amendments

Article XII
Effective Date
BYLAWS

ARTICLE I
ESTABLISHMENT

NAME

Section 1. The name of this organization shall be the National Conference of State Legislatures ("the Conference" or "NCSL").

OFFICES

Section 2. Offices of the Conference shall be in such localities as shall be determined by the Executive Committee.

PURPOSE

Section 3. The Conference shall:

a) Advance the effectiveness, independence, and integrity of legislatures in the states, territories, and commonwealths of the United States.
b) Foster interstate cooperation and to facilitate information exchange among state legislatures.
c) Represent the states and their legislatures in the American federal system of government consistent with support of state sovereignty and state flexibility and protection from unfunded federal mandates and unwarranted federal preemption.
d) Improve the operations and management of state legislatures; to improve the effectiveness of legislators and legislative staff; and to encourage the practice of high standards of conduct by legislators and legislative staff.
e) Foster bipartisanship and promote cooperation within and between state legislatures in the United States and legislatures in other countries.

MEMBERSHIP

Section 4. The membership of the Conference shall consist of the legislatures of the states, the District of Columbia, and the territories and commonwealths of the United States.

DUES

Section 5. Payment of properly established membership dues shall be a condition of participation by legislators and legislative staff within each of the member jurisdictions.
ARTICLE II
ORGANIZATION

LEGISLATOR AND STAFF DIVISIONS
Section 1. The Conference shall consist of a Legislator Division and a Staff Division, provided that the Executive Committee may establish additional divisions with powers and authorities as may be prescribed by the Executive Committee.

SECTIONS AND COMMITTEES
Section 2. The Conference shall establish an Executive Committee which may establish sections and committees within each division, provided that the Legislator Division shall include a section for legislative leaders. Conference divisions have the authority to create committees.

AFFILIATION WITH OTHER ENTITIES
Section 3. The Conference may affiliate with public, private or other entities to advance the purposes of the Conference, provided that the Conference will direct special efforts to form affiliations with entities that represent local and state governments.

To effectively promote state interests, the Conference shall affiliate with the Council of State Governments ("CSG") and its regional conferences, without loss of its autonomy, budget, staff and operations.

The Conference may affiliate with state or provincial legislatures of other countries. International affiliates shall not be entitled to vote but may have representation on NCSL standing committees and the Executive Committee with the approval of the Executive Committee.

ARTICLE III
MEETINGS

ANNUAL MEETING
Section 1. The Conference shall meet annually at such time and place as may be determined by the Executive Committee.

BUSINESS MEETING
Section 2. A Business Meeting shall be held at the Annual Meeting. The matters to be presented and voted upon at the Business Meeting include, but are not limited to, the Conference’s proposed budget, the Conference’s annual audit, reports of the legislator and legislative staff nominating committees, and policy directives and resolutions presented by the standing committees.
Voting at the Business Meeting shall be by roll call by member jurisdiction. Each member jurisdiction in good standing shall be entitled to cast one vote regardless of the number of delegates present from that jurisdiction. A quorum for the transaction of business shall consist of representation from at least twenty member jurisdictions. On any vote that places the Conference on record in a matter of public policy, an affirmative vote of three-fourths of the jurisdictions who respond to the most recent quorum call shall be required to adopt the motion. A state not present for the most recent quorum call can, before the start of the next roll call vote, request recognition from the presiding legislator Chair and be recorded as present for purposes of the quorum. New quorum calls shall be conducted at the request of five (5) member jurisdictions. The determination of the vote within each jurisdiction shall be by the members present from that jurisdiction. On any vote that places the Conference on record in a matter of public policy, legislative staff shall not be entitled to vote.

SPECIAL MEETINGS

Section 3. Special meetings of the Conference may be convened upon (a) a three-fifths vote of the members of the Executive Committee; or (b) a three-fifths vote of the member jurisdictions.

Special meetings of the Executive Committee may be convened upon (a) a three-fifths vote of the members of the Executive Committee; or (b) the request of a majority of the Executive Committee officers.

NOTICE AND PROCEDURE

Section 4. Notice of the Annual Meeting and Business Meeting shall be provided to members of the Conference no later than thirty days prior to the meeting.

Notice of a special meeting of the Conference shall be provided to members of the Conference as soon as practicable and shall include the purpose of the meeting.

Notice of a special meeting of the Executive Committee shall be provided to members of the Executive Committee as soon as practicable and shall include the purpose of the meeting.

REMOTE MEETINGS

Section 5. Meetings may be held via video, audio, telephone, and other appropriate electronic means.

PROXY VOTING

Section 6. Proxy voting shall not be permitted during any meeting.

RULES OF PROCEDURE

Section 7. Rules governing the conduct of meetings shall be recommended by the Executive Committee and adopted by the Conference, provided that Mason’s Manual of Legislative Procedure shall govern the proceedings of the Conference in all cases not covered by these Bylaws or the Conference Rules of Procedure.
ARTICLE IV
EXECUTIVE COMMITTEE

PURPOSE

Section 1. The Executive Committee is the governing body of the Conference. The Executive Committee shall supervise, control and direct the affairs of the Conference; implement the policies of the Conference; actively prosecute the objectives of the Conference; and supervise the disbursement of its funds. The Executive Committee may adopt rules and regulations for the conduct of its business and may delegate certain of its authority and responsibility to divisions, sections, committees, officers and the Chief Executive Officer.

OFFICERS

Section 2. The officers of the Conference shall be a President, President-Elect, Vice President, President Emeritus, Staff Chair, Staff Vice Chair, and the Immediate Past Staff Chair.

a) The President shall serve as chair of the Executive Committee and as a member, ex officio, with the right to vote, on all committees and subcommittees of the Executive Committee except the Nominating Committee. The President, with the approval or authorization of the Executive Committee, shall appoint the legislator officers and members of all appropriate committees and subcommittees of the Executive Committee. The President shall preside at all meetings of the Executive Committee. The President shall perform such other duties as are incidental to the office of President or as may be prescribed by the Executive Committee.

b) The President-Elect shall perform the duties of the President in the event of the President's absence or inability to serve. Other duties may be delegated to the President-Elect by the Executive Committee or the President.

c) The Vice President shall perform the duties of the President-Elect in the event of the absence or inability of the President-Elect to serve. Other duties may be delegated to the Vice President by the Executive Committee or the President.

d) The President Emeritus shall serve as the President of the Foundation for State Legislatures and shall perform other duties as assigned by the Executive Committee and the President.

e) The Staff Chair shall serve as the chair of the Staff Division of the Conference and perform such other duties delegated by the Executive Committee or the President. The Staff Chair, with the approval or authorization of the Executive Committee, shall appoint the legislative staff officers and members of all appropriate committees and subcommittees of the Executive Committee.

f) The Staff Vice Chair shall serve as Vice Chair of the Staff Division and shall perform the duties of the Staff Chair in the event of the officer's absence or inability to serve and perform such other duties as may be delegated to the Staff Vice Chair by the Staff Chair or the Executive Committee.

g) The Immediate Past Staff Chair shall serve as the Secretary-Treasurer of the Foundation for State Legislatures and shall perform other duties as assigned by the Executive Committee and the Staff Chair.
COMPOSITION

Section 3. The Executive Committee shall consist of 63 members as follows:

a) Forty-one legislators.
b) Twenty-one legislative staff members.
c) One nonvoting ex officio legislator member representing international affiliates.

LEGISLATIVE MEMBERS

Section 4. The 41 legislators shall include:

a) The President.
b) The President Emeritus.
c) The President-Elect.
d) The Vice President.
e) Twenty-seven at-large members.
f) One ex officio member representing the state hosting the annual meeting at the time of that member's election.
g) Two ex officio members representing the states hosting the next two annual meetings.
h) The Co-Chairs of the NCSL Standing Committees, who serve ex officio, appointed by the President and President-Elect.
i) Five ex officio members representing the CSG, including the Chair of the CSG and one member or alternate member elected from each of the four regional conferences of the CSG, as provided herein, provided that the Regional Conference Members and Alternates shall be elected from states not having at-large legislator representation on the Executive Committee.

LEGISLATIVE STAFF MEMBERS

Section 5. The 21 legislative staff members shall include:

a) The Staff Chair.
b) The Staff Vice Chair.
c) The Immediate Past Staff Chair.
d) Sixteen at-large members.
e) The Staff Co-Chairs of the NCSL Standing Committees, who serve ex officio.

EX OFFICIO MEMBERS

Section 6. Ex officio members are voting members of the Executive Committee, unless otherwise provided herein.

EQUAL REPRESENTATION

Section 7. Each member jurisdiction shall have the opportunity to be represented on the Executive Committee at least once every five years.
Section 8. The President shall appoint a Legislator Nominating Committee consisting of twelve members at least sixty days prior to the Annual Meeting. The Nominating Committee shall consist of an equal number of members from the two major political parties. It shall include at least one member from each of the two major political parties from each region and no more than four members from the same region. The President shall select members with the advice and consent of the legislator members of the Executive Committee. The President shall appoint the chair of the Legislator Nominating Committee, who shall be a legislative leader.

The Legislator Nominating Committee shall present to the Annual Meeting a slate of candidates for the offices of President-Elect and Vice President. The President succeeds automatically from the office of President-Elect; the President Emeritus succeeds automatically from the office of President. No officer who has served one full term shall be eligible for reelection to the same office until at least one intervening term has elapsed. The President-Elect and Vice President shall be legislative leaders from a member jurisdiction at the time of their election. The offices of President, President-Elect, and Vice President shall alternate between the two major political parties. For the office of Vice President and President-Elect, the Legislator Nominating Committee may submit more than one name.

The Legislator Nominating Committee shall present at the Business Meeting a slate of candidates for the at-large positions, the member representing international affiliates and the annual meeting host state positions on the Executive Committee. In nominating members for the Executive Committee, the Legislator Nominating Committee shall, insofar as possible, consider geographic balance. No less than ten of the at-large members of the Executive Committee shall be legislative leaders at the time of their election. No more than two legislator members other than ex officio members shall come from the same member jurisdiction.

Voting on the reports of the Legislator Nominating Committee shall be by member jurisdiction, and each member jurisdiction in good standing shall be entitled to cast one vote regardless of the number of delegates present from that jurisdiction. A majority of the member jurisdictions who respond to the most recent quorum call shall be required to adopt the reports of the nominating committees. If no nominee receives a majority of the member jurisdictions who respond to the most recent quorum call on the first ballot, there shall be a runoff ballot among the two nominees receiving the highest vote. The nominee who receives a majority of votes on the runoff ballot shall be elected.

Additional nominations may be made from the floor for the offices of Vice President and President-Elect. Such candidates shall be qualified as provided herein.

Section 9. The Staff Chair, with the advice and consent of the Executive Committee legislative staff members, shall select a Legislative Staff Nominating Committee consisting of seven legislative staff at least 60 days prior to the Annual Meeting. The Staff Chair shall appoint the chair of the Legislative Staff Nominating Committee.
The Legislative Staff Nominating Committee shall present at the Business Meeting a slate of candidates for the Executive Committee and the office of Staff Vice Chair. The Staff Chair succeeds automatically from the office of Staff Vice Chair. The Immediate Past Staff Chair succeeds automatically from the office of Staff Chair. All nominees of the Legislative Staff Nominating Committee shall be full-time professional legislative staff from member jurisdictions. In nominating legislative staff for the Executive Committee, the Legislative Staff Nominating Committee shall, insofar as possible, consider geographic balance. No more than one legislative staff member shall come from the same member jurisdiction, except that member jurisdictions represented by an officer or ex officio member may have two members.

The voting procedures are as provided herein.

TERMS

Section 10. The term of office for the officers and members of the Executive Committee shall be from the close of the Business Meeting through the subsequent Business Meeting.

Members of the Executive Committee may serve for no more than three consecutive terms, provided that the limitation is tolled for members who serve as officers and ex officio members.

LEGISLATOR VACANCIES

Section 11. Legislator vacancies will be filled as follows:

a) President Emeritus. A vacancy in the office of President Emeritus shall be filled by the executive committee.

b) President. After notice and opportunity to apply is provided, a vacancy in the office of the President shall be filled by the Executive Committee. The replacement shall be a current or former Executive Committee member, chair of an NCSL task force, or chair of an NCSL standing committee, provided that the replacement is of the same political party as the person vacating the office.

c) President-Elect. After notice and opportunity to apply is provided, a vacancy in the office of the President-Elect shall be filled by the Executive Committee. Within 120 days of the vacancy, the Vacancy Nominating Committee shall submit to the Executive Committee a nominee, who is of the same political party as the person vacating the office, to fill the vacancy. The Executive Committee will act upon the nomination at its next regularly scheduled meeting.

d) Vice President. After notice and opportunity to apply is provided, a vacancy in the office of the Vice President shall be filled by the Executive Committee. Within 120 days of the vacancy, the Vacancy Nominating Committee shall submit to the Executive Committee a nominee, who is of the same political party as the person vacating the office, to fill the vacancy. The Executive Committee will act upon the nomination at its next regularly scheduled meeting.

e) Executive Committee Members. A vacancy in the non-officer membership of the Executive Committee shall be filled by the President. Within 60 days of the vacancy, the President shall submit to the Executive Committee a nominee to fill the vacancy. The Executive Committee will act upon the nomination at its next regularly scheduled meeting.
LEGISLATIVE STAFF VACANCIES

Section 12. Legislative Staff vacancies will be filled as follows:

   a) Staff Chair. The Staff Vice Chair shall succeed to the office of Staff Chair.
   b) Other Vacancies. Other vacancies will be filled pursuant to the Legislative Staff Coordinating Committee Bylaws.

VACANCY NOMINATING COMMITTEE

Section 13. In the event of a vacancy, the President shall appoint a Vacancy Nominating Committee comprised of six members. The committee shall consist of an equal number of members from each of the two major political parties and be geographically diverse. The President shall appoint a legislative leader to serve as chair of the Vacancy Nominating Committee as provided herein.

QUORUM AND VOTING

Section 14. A majority of the Executive Committee membership shall comprise a quorum. Unless specified otherwise, a simple majority of the members present and voting is required for passage. Each member shall be entitled to vote on any matter coming before the Executive Committee.

Where the legislator members of the Executive Committee vote upon a policy directive or resolution, a majority of the legislative members of the Executive Committee membership is required to establish a quorum and three-fourths of the legislative members present is required to adopt the directive or resolution.

MEETINGS

Section 15. The Executive Committee shall meet at least three times each year at a time and place designated by the Executive Committee, of which no more than one shall be held during the Annual Meeting.

Absence from two Executive Committee meetings within a year without cause shall be grounds for removal.

All meetings of the Executive Committee shall be open to the public.

PRIORITIES AND ISSUES

Section 16. At the start of the biennium, the Executive Committee shall receive a report for consideration of the state federal priorities and major state issues from the standing committees and task forces of the Executive Committee. These state federal priorities and major state issues shall serve to guide the Conference's representation before the federal government, in standing committees and meeting programming and grant funded research.

COMMITTEES AND SUBCOMMITTEES

Section 17. There shall be a Budget, Finance and Rules Committee, and such other committees and subcommittees as the Executive Committee may authorize. Membership on committees and subcommittees shall be divided between legislator and staff members in accord with voting eligibility on
the Executive Committee, unless otherwise provided by the Executive Committee. The Legislator and Staff Chairs and members of these committees and subcommittees shall be appointed by the President and Staff Chair, respectively, with the approval of the Executive Committee.

**ARTICLE V**

**FINANCE**

**FUNDS**

Section 1. The Executive Committee shall determine the funding of the Conference, which shall include but not be limited to membership dues. Population of each jurisdiction shall be a factor in the determination of the amount of dues.

**RULES**

Section 2. The Budget, Finance and Rules Committee shall present to the Executive Committee a set of Financial Rules, which, when adopted, shall govern the fiscal affairs of the Conference without re-adoption except that they may be amended from time to time. These Financial Rules shall establish the fiscal year of the Conference, set forth the extent of surety bonding required, provide for the annual audit, specify the way grants in aid are to be solicited and handled, and such other items of fiscal management as are deemed necessary.

**BUDGET**

Section 3. The Budget, Finance and Rules Committee shall make budget recommendations to the Executive Committee. The Executive Committee shall submit to the Conference at the Business Meeting a proposed budget for the coming fiscal year for consideration and adoption by the Conference. The Executive Committee may approve transfers of funds within the budget adopted by the Conference or amend the budget during the course of the fiscal year by a two-thirds vote of the entire Executive Committee.

**AUDIT**

Section 4. The accounts of the Conference shall be audited annually by a certified public accountant retained by the President with the approval of the Executive Committee. Such audit shall be reported to the Executive Committee and to the Conference at the Business Meeting.
ARTICLE VI
EMERGENCIES

DECLARATION OF EMERGENCY

Section 1. If the Conference is not convened at the Annual Meeting, the Executive Committee, by a majority vote, may declare the existence of an emergency for the purpose of delegating to the Executive Committee in whole or in part, or the officers, such matters that are ordinarily determined by the Conference. The declaration shall state the circumstances that constitute an emergency, the reasons that the emergency make it impracticable for the Conference to act in the normal course, and the matters to be delegated. Members of the Conference shall receive notice of such declaration as soon as practicable.

POLICY DIRECTIVES AND RESOLUTIONS

Section 2. Notwithstanding any provisions to the contrary, the Executive Committee may consider and adopt policy directives and resolutions when it would be impracticable to consider them under normal processes, policy directives and resolutions having the same force and effect as policy directives and resolutions adopted by the full Conference may be established by either of the following means: (1) majority vote of the legislator members, present and voting, of the Executive Committee in meeting assembled; or (2) the unanimous agreement by conference call of the President, the President-Elect, the Vice President, the President Emeritus, the Legislator Co-Chairs or a legislator Vice Chair of the NCSL Standing Committees, and the Legislator Co-Chairs or a legislator Vice Chair of the appropriate standing committee. Proposed policy directives and resolutions must be provided to the Chief Executive Officer by 4 p.m. of the day before the Executive Committee meeting.

ARTICLE VII
CHIEF EXECUTIVE OFFICER

The Executive Committee shall appoint a Chief Executive Officer and determine the terms and conditions of employment.

The Chief Executive Officer shall be the chief administrator of the Conference, responsible for all management functions under the direction of the officers and Executive Committee. The Chief Executive Officer shall manage and direct all activities of the Conference as prescribed by the Executive Committee and shall be responsible to the Committee.

The Chief Executive Officer shall employ members of the staff necessary to carry on the work of the Conference, shall fix their compensation within the approved budget, subject to the direction and approval of the officers and Executive Committee, supervise them in the conduct of their duties, and terminate them as necessary.
ARTICLE VIII
NO POLITICAL ACTIVITY
The Conference shall not, at any time, directly or indirectly participate or intervene in any political campaign on behalf of or in opposition to any candidate for public office.

ARTICLE IX
DISSOLUTION
Upon dissolution of this Conference for any reason, such funds remaining after the satisfaction of all obligations shall be returned to the member jurisdictions in the proportion to which they were received during the prior fiscal year.

ARTICLE X
DEFINITIONS
For the purposes of these Bylaws and other instruments of the Conference, certain terms shall be defined as follows:

a) "Legislative leaders" are those legislators who are elected by the body in which they serve or by its respective political caucuses to be presiding officer, majority or minority leaders, other officers elected by the body as a whole, and any other legislator so designated by the presiding officer of either chamber.

b) “Two major political parties” refers to the two political parties with the most elected legislators in member jurisdictions.

c) "Member jurisdiction" refers to the respective legislature of a state, the District of Columbia and the territories and commonwealths of the United States.

d) "Regions" refers to states and territories grouped together as prescribed by the bylaws of the Council of State Governments for the purpose of defining its regional legislative conferences.

ARTICLE XI
AMENDMENTS
The Conference at any meeting may amend these Bylaws by a three-fifths majority vote of the member jurisdictions who respond to the most recent quorum call. A state not present for the most recent quorum call can, before the start of the next roll call vote, request recognition from the presiding legislator Chair and be recorded for purposes of the quorum. New quorum calls shall be conducted at the request of five (5) member jurisdictions. A notice of such amendments shall be filed with the Chief Executive Officer at least 30 days prior to the meeting. Upon receipt of a copy of the proposed
amendments, the Chief Executive Officer shall forward copies thereof to the presiding officers of each house of every member legislature and to the members of the Conference Executive Committee.

ARTICLE XII
EFFECTIVE DATE
These Bylaws shall take effect on January 1, 1975, provided that they are adopted by the governing bodies of the National Legislative Conference, National Conference of State Legislative Leaders, and the National Society of State Legislators.

RULE I
RULES OF PROCEDURE

A) These rules of procedure shall be construed in conformity with the Bylaws of the National Conference of State Legislatures.

B) On any issue not covered by these rules of procedure or by the Bylaws, Mason’s Manual of Parliamentary Procedure shall be the standard authority, when applicable.

RULE II
INTRODUCTION, REFERRAL AND DISSEMINATION OF POLICY DIRECTIVES, RESOLUTIONS AND AMENDMENTS

Any legislator may file a policy directive, resolution or amendments to an existing policy directive or resolution designed for consideration at the Forum Business Meeting or the Annual Business Meeting.

A) Policy directives and resolutions developed by the Standing Committees shall be directed at Congress, the Administration, or the federal courts, and shall be related to issues that affect the states and shall be consistent with support of state sovereignty and state flexibility and protection from unfunded federal mandates and unwarranted federal preemption.

B) Resolutions shall be used to (1) bolster a lobbying position; (2) clarify a question of ambiguity in current policy; (3) provide guidance about the specifics of pending regulatory federal decisions; or (4) provide guidance about strategy or tactics regarding a lobbying matter.

C) There shall be a Memorial Calendar for resolutions that do not comply with Rule II [B]. Members shall file memorial resolutions with the Executive Director in accordance with other provisions of these Rules. The legislator co-chairs of the standing committees shall refer such resolutions to the appropriate standing committee or the Executive Committee. Memorial resolutions adopted by the Forum business meetings, or Executive Committee shall be placed on the memorial calendar of the Annual Business Meeting.

D) Policy directives, resolutions or amendments to existing policy directives or resolutions shall be filed with the Executive Director or designee at least thirty days prior to the Forum Business Meeting or Annual Business Meeting. The overall legislator Co-Chairs of the Standing Committees, in consultation with the Co-Chairs of the appropriate standing committee, may waive the thirty-day deadline under extraordinary circumstances. The legislator Co-Chairs of the Standing Committees shall refer such policy directives, resolutions and amendments to existing policy directives or resolutions promptly to the appropriate standing committee or committees. Each policy directive, resolution and amendment to an existing policy directive or resolutions shall be reviewed and acted upon by the committee to which it is referred.

E) Policy directives, resolutions and amendments to existing policy directives or resolutions originating in the standing committees shall be submitted to the Executive Director or designee for referral by the legislator Co-Chairs of the Standing Committees at least thirty days prior to the Forum Business Meeting or Annual Business Meeting. The legislator Co-Chairs of the Standing Committees, in
consultation with the Co-Chairs of the appropriate standing committee, may waive the thirty-day deadline under extraordinary circumstances. The legislator Co-Chairs of the Standing Committees shall refer such policy directives, resolutions and amendments to existing policy directives or resolutions promptly to the appropriate standing committee or committees.

F) Standing committees shall disseminate draft policy directives, resolutions and amendments to existing policy directives or resolutions at least twenty days prior to the Forum Business Meeting or Annual Business Meetings. Distribution shall be to all standing committee members, members of the NCSL Executive Committee, legislative leaders of the member jurisdictions and others as determined by the legislator Co-Chairs of the Standing Committees. The legislator Co-Chairs of the Standing Committees, in consultation with the appropriate committee Co-Chairs, may waive this deadline under extraordinary circumstances.

RULE III

POLICY DIRECTIVES AND RESOLUTIONS, AND AMICUS BRIEF ADOPTION PROCESS

A) All policy directives and resolutions produced by an NCSL standing committee shall be submitted to the Forum Business Meetings or the Annual Business Meeting for adoption. All policy directives and resolutions produced by the NCSL standing committees and the Forum Business Meetings shall be submitted to the Annual Business Meeting for final adoption. In the interim between Legislative Summits, policy directives and resolutions may be adopted by Committees, but they shall clearly indicate that they are the policy directives and resolutions of that Committee, and not of the Conference as a whole.

B) In emergency circumstances, when there is insufficient time to consider a new policy directive or resolution under normal processes, policy directives or resolutions having the same force and effect as policy directives and resolutions adopted by the full Conference may be established by either of the following means: (1) majority-three-fourths vote of the legislator members, present and voting, of the Executive Committee in meeting assembled; or (2) the unanimous agreement by conference call of the NCSL President, the NCSL President-Elect, the NCSL Vice President, the NCSL Immediate Past President, President Emeritus, the legislator Co-Chairs or a legislator Vice Chair of the NCSL Standing Committees, and the Co-Chairs or Vice Chair of the appropriate standing committee or committees.

C) All policy directives of the Conference shall not expire but must be reviewed by the standing committee of jurisdiction at least once every four years and can be updated or amended by a standing committee at any time, adhering to the NCSL By-Laws and Rules of Procedure. All resolutions of the Conference shall automatically terminate one year after the Annual Business Meeting at which they are adopted, unless reaffirmed in the normal policy process.

D) The decision to name NCSL as an amicus curiae on briefs filed before the U.S. Supreme Court shall be by unanimous agreement of the NCSL President, the NCSL Immediate Past President, President Emeritus, the NCSL President-Elect, the NCSL Vice President, the legislator
Co-Chairs of the NCSL Standing Committees, the legislator Co-Chairs of the Law, Criminal Justice and Public Safety Committee and legislator Co-Chairs of other standing committees that have jurisdiction over the question to be resolved by the amicus brief. In the event any person voting indicates a veto, the President may initiate a conference call to allow for discussion and to confirm each person's vote.

**RULE IV
STANDING COMMITTEE PROCEDURES**

**A)*** There shall be standing committees and task forces of NCSL whose number and jurisdictions are determined by the Executive Committee. The standing committees and task forces (1) consider federal issues that affect states; (2) formulate policy positions on federal issues; (3) exchange information about state and federal policy matters; (4) consider and evaluate innovative approaches to state issues; (5) develop policy options and recommendations regarding state issues and legislative organization, management and procedures.

**B)*** The legislator officers of the Conference’s standing committees, including the overall standing committee legislator officers, shall be appointed by the President and the President-elect. There shall be overall legislator Co-Chairs and overall legislative staff Co-Chairs of the Standing Committees. The legislator Co-Chairs shall be appointed for a term of two years by the NCSL President and President-elect. There shall be at least two overall legislator vice chairs, balanced by political party—one from each of the two major political parties, as defined by the NCSL bylaws, who shall be appointed by the NCSL President and President-elect for a term of two years. Each year, the Staff Chair appoints one overall staff Co-Chair and at least one overall staff vice chair, and one staff Co-Chair and at least one vice chair to each standing committee. The legislative staff officers of the Conference’s standing committees, including the overall legislative staff Co-Chairs and the overall legislative staff vice chairs, serve staggered terms of two years. Each year, the Staff Chair appoints one staff Co-Chair and at least one staff vice chair to a two-year term.

**C)*** A quorum for the adoption of policy directives and resolutions in Standing Committees shall consist of representation of appointed legislator members, or in their absence, legislator substitutes designated in writing by appointed members’ presiding officers, from at least ten (10) member jurisdictions. Letters designating substitutes or new appointments shall be delivered to the appropriate legislator committee Co-Chairs no later than the beginning of the committee session at which a vote on public policy will occur. The Legislator Co-Chairs of each standing committee shall, prior to a committee vote(s) on a matter of public policy, establish the presence of a quorum.

**D)*** All voting in standing committees, subcommittees or task forces shall be by voice, except when a roll call vote is requested by two (2) member jurisdictions, or is called by the legislator Co-Chairs.
E) On matters of public policy that place the standing committees, subcommittees, and task forces on public record, an affirmative vote of three-fourths (3/4) of the member jurisdictions who respond to the most recent quorum call is required. A state not present for the most recent quorum call can before the start of the next roll call vote request recognition from the presiding legislator chair and be recorded as present for purposes of the quorum. New quorum calls shall be conducted at the request of five (5) member jurisdictions. On all other matters, a quorum being present, action is final by majority vote of the member jurisdictions who responded to the most recent quorum call.

F) Votes on matters of public policy shall be cast by appointed legislator members, or in their absence, by legislator substitutes designated in writing by appointed members’ presiding officers. All legislators duly registered for the fall and spring meetings shall be entitled to vote at the business meeting. Legislative staff shall not be entitled to vote on matters of public policy. In the event of a roll call vote, each member jurisdiction shall be entitled to cast one undivided vote. Each member jurisdiction shall select a spokesperson who will announce the vote of the delegation. Disputes on the presence of a quorum or voting procedures shall be settled by ruling of the legislator chair.

G) Co-Chairs of the standing committees have authority to preserve order and decorum and have charge of the rooms in which the committees meet.

H) Each standing committee, subcommittee and task force shall produce a summary of each of its meetings. Included in the summary shall be a record of its roll call votes by member jurisdiction.

I) Standing committees, shall approve, approve with amendment, postpone, table or defeat each policy directive and resolution submitted to it.

RULE V

STEERING COMMITTEE PROCEDURES

A) There shall be a Steering Committee of the Standing Committees, which shall be composed of the overall legislator and legislative staff Co-Chairs of the Standing Committees, the overall legislator and legislative staff vice chairs of the Standing Committees, and the legislator and legislative staff Co-Chairs of each standing committee. The committee Co-Chairs shall designate a legislator committee vice chair and the legislative staff Co-Chairs shall designate a legislative staff vice chair to represent the committee with the Steering Committee in their absence. Only legislator members of the Steering Committee shall vote on policy directives and resolutions, amendments to policy directives and resolutions, and procedural motions related thereto, except legislative staff shall be allowed to vote on joint and re-referals of policy directives and resolutions.

B) The Steering Committee at its meeting prior to the standing committee meetings shall review policy directives, resolutions and amendments to policy directives and resolutions filed under Rule II for inconsistencies to Rule II [B] and omissions. Policy directives, resolutions or amendments to policy directives and resolutions that are determined by a majority vote of the legislator members of the
Steering Committee to be inconsistent with Rule II [B] shall not be considered by the standing committee to which such policy directive, resolution or amendment was referred.

C) The Steering Committee at its meeting prior to the standing committees’ meetings shall determine, by majority vote, policy directives, resolutions and amendments to policy directives and resolutions to be considered by more than one committee. The Steering Committee shall designate one standing committee as the lead committee on each jointly referred resolution. Any standing committee to which the resolution is referred may report the resolution on the floor. If the lead committee adopts a version of the resolution, it shall be considered first at the Forum Business Meeting or Annual Business Meeting; other committees shall offer their versions and amendments from the floor.

D) In its meeting following the meetings of the standing committees, the Steering Committee shall establish the order of business and calendars for the business meetings; and designate policy directives and resolutions to be re-referred to one or more other committees. The policy directives or resolutions approved by the committee with original jurisdiction automatically shall be placed on the debate calendar at the next Forum Business Meeting or Annual Business Meeting. If the committee to which the policy directive or resolution is re-referred approves changes to it, it shall offer its version as an amendment on the floor. The Steering Committee shall also identify emerging state and federal issues; coordinate outreach to legislators and staff regarding the standing committees; coordinate planning of the Forum meetings; and consider the use of innovative technologies and communications devices for conducting meetings, increasing participation and informing legislators and staff about the work of the Standing Committees.

**RULE VI**

**QUORUM AND PROXIES – FORUM AND ANNUAL BUSINESS MEETINGS**

A) As required by the Bylaws, a quorum for the transaction of business at the Annual Meeting shall consist of representation from at least twenty (20) member jurisdictions.

B) As required by the Bylaws, voting rights of a member may not be delegated to any other person nor exercised by proxy.

**RULE VII**

**VOTING IN FORUM AND ANNUAL BUSINESS MEETINGS**

A) All action in the Forum Business Meeting or Annual Business Meeting shall be by voice vote except when a roll call vote is requested by not less than five member jurisdictions or is ordered by the chair.

B) As provided in the Bylaws, on any vote that places the Conference on record in a matter of public policy, an affirmative vote of three quarters (3/4) of the member jurisdictions who respond to the
most recent quorum call shall be required. A state not present for the most recent quorum call can, before the start of the next roll call vote, request recognition from the presiding legislator chair and be recorded as present for purposes of the quorum. New quorum calls shall be conducted at the request of not less than five (5) member jurisdictions. On all other matters, action is final by majority vote of the member jurisdictions who responded to the most recent quorum call. On any vote that places the Conference on record in a matter of public policy, legislative staff shall not be entitled to vote.

C) In the event of a roll call vote, each member jurisdiction shall be entitled to cast one undivided vote. Prior to the Forum Business Meeting and the Annual Business Meeting, each member jurisdiction shall select the spokesperson who will announce the vote.

D) When a roll call is being taken, the member jurisdictions shall be called in alphabetical order by the Executive Director. The spokesperson for the delegation shall reply by giving his or her name and then announcing the vote of the delegation.

E) If there is a challenge by a member of a delegation as to who shall be its spokesperson or as to the announced vote, the jurisdiction shall be called upon again. If the challenger continues the challenge, the chair shall poll the delegation and shall declare that the majority of said delegation prevails.

F) Until the chair announces the results of a vote, a jurisdiction has the right to change its vote, or to have its vote recorded if it was not recorded during the initial call of the vote, based on the most recent quorum call.

G) Consideration of policy directives and resolutions shall be by calendar. The consent calendar shall be limited to policy directives and resolutions approved previously at the Forum Business Meetings or reported unanimously by an NCSL standing committee at the annual meeting. The debate calendar shall include all policy directives and resolutions passed by the NCSL standing committees without unanimity; policy directives and resolutions removed from the consent calendar by majority vote of the Steering Committee; and policy directives and resolutions removed from the consent calendar at the Annual Business Meeting at the request of three (3) member jurisdictions. The memorial calendar shall include all resolutions that do not comply with Rule II [D] and approved according to rules governing consideration of policy directives and resolutions.

H) All policy directives, resolutions and amendments shall be submitted in writing, adhering to the NCSL By-Laws and Rules of Procedure, and available prior to the vote of member jurisdictions.

I) Policy directives and resolutions that have been tabled or postponed by a committee may be brought for consideration following disposition of the debate calendar by a vote of two thirds (2/3) of the member jurisdictions who respond to the most recent quorum call on a motion to discharge the committee from further consideration. If thus brought up for consideration, the policy directives and proposed resolutions shall be voted upon under the rules governing consideration of policy directives and resolutions.
RULE VIII
RECOMMENDATIONS REGARDING STATE ISSUES AND LEGISLATIVE
MANAGEMENT

A) Standing committees, subcommittees, and task forces are authorized to issue reports, recommendations, and findings regarding state issues and legislative management. All such work products shall be approved by a majority of the member jurisdictions who responded to the most recent quorum call, and shall be clearly identified only as the work of that committee, subcommittee or task force. These work products shall be reported to the Executive Committee for any appropriate further action.

RULE IX
ADOPTION, AMENDMENT AND SUSPENSION OF RULES

These rules shall remain in effect until such time as they are amended at an Annual Meeting of the Conference. Any amendment or suspension of such rules shall require a three-fifths (3/5) vote of the member jurisdictions who respond to the most recent quorum call. New quorum calls shall be conducted at the request of not less than five (5) member jurisdictions. Any motion to suspend shall be clear with respect to the rule or rules to which it applies.

COMMITTEE ON OUTREACH AND MEMBER SERVICES

Marriott Water Street
Tampa, Fla.

NOV. 2, 2021 | 1-2 PM | FLORIDA SALON I-III

1. Welcome and Introductions
2. Grants and Contracts
3. NCSL Strategic Plan Update
4. NCSL Legislative Summit 2021 Highlights
5. Other Business

OFFICERS

<table>
<thead>
<tr>
<th>Speaker Scott Bedke</th>
<th>Representative Angelo Puppolo</th>
<th>J.J. Gentry</th>
<th>Jennifer Jones</th>
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<tbody>
<tr>
<td>Idaho</td>
<td>Massachusetts</td>
<td>South Carolina</td>
<td>Texas</td>
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<tr>
<td>Chair</td>
<td>Vice Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
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</tbody>
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LEGISLATOR MEMBERS

Senator Joan Ballweg, Wisconsin
Senator Eric Bassler, Indiana
Representative Ann Bollin, Michigan
Representative Gilda Cobb-Hunter, South Carolina
Representative Marcus Evans, Illinois
Senator Leroy Garcia, Colorado
Senator Wayne Harper, Utah
Senator Jean Hunhoff, South Dakota
Representative John Kavanagh, Arizona
Senator Ron Kouchi, Hawaii
Representative Debra Lekanoff, Washington
Representative Ryan Mackenzie, Pennsylvania
Assemblywoman Carol Murphy, New Jersey
Speaker David Ralston, Georgia

Senator Carmelo Rios Santiago, Puerto Rico
Senator Robert Rodriguez, Colorado
Assemblywoman Michaele Solages, New York
Senator Trey Stewart, Maine
Representative Barry Usher, Montana

STAFF MEMBERS

Tim Bommel, Missouri
Aurora Hauke, Alaska
Jennifer Jackson, Texas
Rich Olsen, West Virginia
Steve Pike, Virginia
Anne Sappenfield, Wisconsin
John Snyder, Kentucky
Betsy Theroux, Georgia
NCSL GRANT SOLICITATION GUIDELINES

1. NCSL's primary objective in fundraising is to pursue grants on issues that are important to legislators and staff. Among the measures of importance are information requests, requests for technical assistance, currently filed legislation, a federal initiative to which states must respond, priorities set by the Executive Committee, or a topic that NCSL staff foresee coming to center stage.

2. NCSL will consider topics that enhance established strengths of the organization to provide greater depth to legislators and staff as they consider increasingly complex facets of an issue.

3. Where the issue is new to the organization, staff will consider how quickly it can develop expertise to ensure sustainability should future grant funding end.

4. NCSL will focus its fundraising on topics where reliable and impartial sources of information are not readily available to legislators and staff to avoid duplication of efforts. Where credible resources exist, NCSL will serve as a broker to facilitate access to information.

5. NCSL will not accept funding from a source unless it agrees that:

   • NCSL will not advocate the funder's position on an issue (unless it is consistent with NCSL policy adopted under NCSL bylaws); and
   • NCSL will maintain total direction and editorial control over the operation and work produced under the grant.

Despite being able to ensure that these guarantees are in place, NCSL understands that there may be a perceived conflict of interest in pursuing grant funding from certain sources. Staff must thoroughly assess these risks and be confident that it can justify any such funding to NCSL's Executive Committee, which retains final authority to approve or reject any grant proposal, before proceeding with negotiations.

In negotiating final grant conditions, NCSL and the funder must agree to the scope and timing of the proposal, project deliverables and budget.
NEW PROJECTS REQUIRING EXECUTIVE COMMITTEE APPROVAL

1. **Educating Legislators about Evidence-Based Prenatal-to-Three Policies**
   
   **Source:** Pritzker Children’s Initiative
   
   **Amount:** $1,270,284 – **FUNDED AT $1,270,284**
   
   **Direct/Indirect Costs:** $1,154,804 – Direct Costs; $115,480 – Indirect Costs (@ 10% of direct costs)
   
   **Description:** Engage and educate state lawmakers about prenatal-to-three issues and evidence-based strategies for promoting positive developmental outcomes for healthy pregnancies, newborns, infants and toddlers.
   
   **Time Period:** September 16, 2021 to December 31, 2023
   
   **Deliverables:** Two in-person meetings, 1 state team meeting, 5 webinar/web meetings, 5 publications, two virtual events and 2 legislative summits.
   
   **Submitted to EC:** November 2, 2021

2. **Assistance to State Legislatures on Critical Policy Issues**
   
   **Source:** The Pew Charitable Trusts
   
   **Amount:** $1,165,998 – **FUNDED AT $1,165,998**
   
   **Direct/Indirect Costs:** $1,099,657 – Direct Costs; $66,341 – Indirect Costs (@ 10% of salaries)
   
   **Description:** Assistance to state legislatures as they consider policy options to meet their objectives in ten critical policy areas: state fiscal health, pensions, corrections and sentencing, civil legal systems modernization, fiscal federalism, public lands and rivers, substance use prevention and treatment, health technology, health data systems, and home financing.
   
   **Time Period:** July 1, 2021 to June 30, 2022
   
   **Deliverables:** 6 databases, 5 meetings, 4 reports, 8 articles, 6 webpages, 3 webinars, 6 meeting sessions
   
   **Submitted to EC:** November 2, 2021

3. **Governing for Results Network**
   
   **Source:** The Pew Charitable Trusts
   
   **Amount:** $745,835 – **FUNDED AT $745,835**
   
   **Direct/Indirect Costs:** $711,192 – Direct Costs; $34,643 – Indirect Costs (@ 10% of salaries)
   
   **Description:** This project will assist state legislatures as they consider policy options to meet their objectives in evidence-based policymaking. NCSL will support, promote and expand the Peer Learning Community (in evidence-based policy making), a formal network of select legislators, budget officers, agency leaders, and executive and legislative branch staff from eight states: AL, CO, IA, MN, MS, NM, NY and NC.
   
   **Time Period:** July 15, 2021 to July 15, 2023
4. **Elections Data Collection Project**  
   **Source:** U.S. Election Assistance Commission  
   **Amount:** $381,000 – **FUNDED AT $381,000**  
   **Direct/Indirect Costs:** $292,890 – Direct Costs; $87,653 – Indirect Costs (@ 44.94% of salaries)  
   **Description:** Gather and maintain data on election administration systems and core election parameters and create a primer on how elections work in the U.S.  
   **Time Period:** April 14, 2021 to March 31, 2024  
   **Deliverables:** Data collection and maintenance, 1 report  
   **Submitted to EC:** November 2, 2021

5. **Educating Legislators About Today’s Students, Affordability and Non-Tuition Costs in Higher Education**  
   **Source:** The ECMC Foundation  
   **Amount:** $190,000  
   **Direct/Indirect Costs:** $172,765 – Direct Costs; $17,276 – Indirect Costs (@ 10% of direct costs)  
   **Description:** Educate and engage legislators and legislative staff on issues related to post-secondary education affordability, barriers to completion and non-tuition costs.  
   **Time Period:** November 1, 2021 to June 30, 2023  
   **Deliverables:** Meeting sessions, web resources, legislative tracking and a webinar  
   **Submitted to EC:** November 2, 2021

6. **Ranked Choice Voting Study**  
   **Source:** Arnold Ventures  
   **Amount:** $130,000  
   **Direct/Indirect Costs:** $108,334 – Direct Costs; $21,667 – Indirect Costs (@ 20% of direct costs)  
   **Description:** NCSL will provide legislators and other policymakers, legislative staff, and election officials answers to the many questions that underlie the broad question, "How practical is RCV?"  
   **Time Period:** October 1, 2021 to September 30, 2022  
   **Deliverables:** Updating resources, create advisory group, 1 report, 2 webinars/podcast  
   **Submitted to EC:** November 2, 2021

7. **State Resilience Policy Options & Practices**  
   **Source:** Environmental Defense Fund  
   **Amount:** $128,865
EXECUTIVE COMMITTEE REPORT

GRANT AND CONTRACT REPORT

Direct/Indirect Costs: $121,278 – Direct Costs; $7,587 – Indirect Costs (@ 10% of salaries+benefits)
Description: Create a cohort of legislators and legislative staff to explore and document state policy options and best practices and resources in support of state resilience efforts.
Time Period: September 15, 2021 to September 14, 2022
Deliverables: 2 meetings, 1 webinar, 1 database
Submitted to EC: November 2, 2021

8. Supporting the Center for Excellence in Project Finance (Transportation)
Source: Federal Highway Administration
Amount: $120,000
Direct/Indirect Costs: $93,371 – Direct Costs; $26,269 – Indirect Costs (@ 44.94% of salaries)
Description: Develop materials and share information to promote public sector capacity building in the analysis, understanding and use of transportation project finance techniques. This project is a collaboration with the American Association of State Highway and Transportation Officials and other national organizations.
Time Period: December 1, 2021 to December 1, 2026
Deliverables: Strategic plan
Submitted to EC: November 2, 2021

9. Preparing State Legislatures to Lead the New Higher Education Landscape
Source: Kresge Foundation
Amount: $100,000
Direct/Indirect Costs: $90,909 – Direct Costs; $9,091 – Indirect Costs (@10% of direct costs)
Description: With increasing activity related to making community college tuition-free through a federal-state partnership, this project seeks to bring state legislators into these conversations now so that they can make choices about their own efforts, as well as inform the state-federal conversation.
Time Period: January 1, 2022 to December 31, 2022
Submitted to EC: November 2, 2021

STATUS OF PREVIOUSLY APPROVED PROJECTS
Changes in status since the last report shown in BOLD CAPITALS.

10. Juvenile Justice Fellows Program
Source: Andrus Family Fund
Amount: $100,000 - NOT FUNDED
Direct/Indirect Costs: $94,792 – Direct Costs; $5,208 – Indirect Costs (@10% of salaries)
Description: Provide state legislators the opportunity to hear from and engage with young people who have been affected by the juvenile and criminal justice system.
and facilitate conversations on creating juvenile justice policy that is modern, purposeful and sustainable.

Submitted to EC: May 22, 2021

**STATUS OF RENEWALS**

11. **Informing Justice Policy - The Safety and Justice Challenge (SJC) Initiative**

   **Source:** The John D. and Catherine T. MacArthur Foundation

   **Amount:** $1,250,000

   **Direct/Indirect Costs:** $1,059,322 – Direct Costs; $190,678 – Indirect Costs (@ 18% of direct costs)

   **Description:** Project will provide information and assistance to state legislators on policies focused on the front-end of the criminal justice system, with an emphasis on state-local justice collaborations. NCSL publications and meetings will highlight information, legislation and research to inform state efforts.

   **Time Period:** January 1, 2022 to December 31, 2024

   **Deliverables:** 3 Model site visits, 3 policy forums, 3 Summit sessions, 5 publications/web resources

   **Submitted to EC:** November 2, 2021

12. **National Organizations of State and Local Officials (NOSLO) - Health Legislation & Governance**

   **Source:** U.S. Health Resources and Services Administration

   **Amount:** $767,749 – FUNDED AT $767,749

   **Direct/Indirect Costs:** $629,718 – Direct Costs; $138,031 – Indirect Costs (@ 44.94% of salaries)

   **Description:** Increase state legislators’ and legislative staff members’ knowledge, awareness and capacity around issues related to the health care safety net, public health and HRSA priority issues. Activities include policy research and analysis, resource development, educational opportunities, and connections with peers, experts and federal officials.

   **Time Period:** September 1, 2021 to August 31, 2022

   **Deliverables:** 4 databases, 1 report, 2 LegisBriefs, 6 blogs/articles, 1 podcast, 2 webinars, 2 meetings

   **Submitted to EC:** November 2, 2021

13. **Injury and Violence Prevention Fellows**

   **Source:** U.S. Centers for Disease Control and Prevention

   **Amount:** $363,000 – FUNDED AT $363,000

   **Direct/Indirect Costs:** $303,105 – Direct Costs; $59,895 – Indirect Costs (@ 44.94% of salaries)
Description: Support legislators and staff around key injury and violence prevention topics, including opioid misuse and overdose, marijuana, adverse childhood experiences, suicide prevention and other injury and violence prevention priorities. The project includes activities to track and share legislative activity, develop educational products, and facilitate convenings for legislators and staff.

Time Period: August 1, 2021 to July 31, 2022
Deliverables: 1 Opioid Policy Fellows program, 1 Child Welfare Fellow program, 2 databases, 1 LegisBrief/podcast
Submitted to EC: November 2, 2021

Source: Annie E. Casey Foundation
Amount: $354,633
Direct/Indirect Costs: $322,394 – Direct Costs; $32,239 – Indirect Costs (@10% of direct costs)
Description: Support to give states the tools, information and resources to craft policy solutions on juvenile justice, student debt and other issues affecting youth and young adults.
Time Period: July 1, 2021 to September 30, 2022
Deliverables: 1 Summit session, 4 publications, 2 databases, other meetings
Submitted to EC: November 2, 2021

15. Providing State Legislators with Information on Vaccines
Source: U.S. Centers for Disease Control and Prevention
Amount: $300,000 – FUNDED AT $300,000
Direct/Indirect Costs: $238,421 – Direct Costs; $61,579 – Indirect Costs (@44.94% of salaries)
Description: Support legislators and staff around vaccine topics, providing evidence-based information on vaccines.
Time Period: August 1, 2021 to July 31, 2022
Deliverables: 1 database, 3 publications, 1 podcast, 2 webinars
Submitted to EC: November 2, 2021

16. State Exchange on Employment & Disability
Source: Concepts (through a subaward with the U.S. Department of Labor)
Amount: $270,000 – FUNDED AT $270,000
Direct/Indirect Costs: $215,187 – Direct Costs; $53,544 – Indirect Costs (@ 44.94% of salaries)
Description: Provide services to state legislators and legislative staff on issues related to employment for people with disabilities.
<table>
<thead>
<tr>
<th>Time Period:</th>
<th>September 1, 2021 to June 21, 2022</th>
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<tbody>
<tr>
<td>Deliverables:</td>
<td>1 Summit session, 2 Focus Groups at Summit, 3 interactive webpages, 4 quarterly newsletters</td>
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<tr>
<td>Submitted to EC:</td>
<td>November 2, 2021</td>
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17. **Building Legislative Leadership on Early Childhood Policy**
   - Source: Alliance for Early Success
   - Amount: $250,000 – **FUNDED AT $250,000**
   - Direct/Indirect Costs: $226,177– Direct Costs; $23,823– Indirect Costs (@ 10.5% of direct costs)
   - Description: Educate legislators about early childhood policy and foster sharing of innovative ideas across state lines.
   - Time Period: September 1, 2021 to August 31, 2022
   - Deliverables: Fellows program, technical assistance, legislative tracking, reporting and database maintenance and research requests
   - Submitted to EC: November 2, 2021

18. **Building Legislative Knowledge and Awareness of Research to Support Effective School Leadership**
   - Source: Wallace Foundation
   - Amount: $200,000
   - Direct/Indirect Costs: $1,81,819 – Direct Costs; $18,181– Indirect Costs (@ 10% of salaries)
   - Description: Educate legislators and legislative staff on policy options and initiatives to support preparing, placing and supporting effective school principals.
   - Time Period: January 1, 2022 to December 31, 2022
   - Deliverables: 4 meetings, 1 bootcamp, 1 publication, 4 blogs/articles
   - Submitted to EC: November 2, 2021

19. **Exploring Interconnecting Behavioral Health and Public Health at a Systems Level**
   - Source: U.S. Centers for Disease Control and Prevention
   - Amount: $200,000 – **FUNDED AT $200,000**
   - Direct/Indirect Costs: $158,862– Direct Costs; $41,138– Indirect Costs (@ 44.94% of salaries)
   - Description: Engage state legislators and legislative staff in educational opportunities related to the interconnection of public health and behavioral health systems and policies, and the influence of social determinants of health and health equity play in public and behavioral health.
   - Time Period: August 1, 2021 to July 31, 2022
   - Deliverables: 3 publications, 1 podcast, 1 webinar
20. **Improving Higher Ed Outcomes for Historically Underserved Students**  
Source: Lumina Foundation  
Amount: $200,000—FUNDED AT $200,000  
Direct/Indirect Costs: $181,800—Direct Costs; $18,200—Indirect Costs (@ 10% of direct costs)  
Description: This set of activities will focus on the underlying issues affecting low-income and historically marginalized students in higher education, and will identify and amplify state policy options to improve outcomes among people of color, student-parents, and other traditionally underserved postsecondary students.  
Time Period: September 1, 2021 to December 31, 2022  
Deliverables: 1 LegisBrief, 1 meeting, 1 staff networking session  
Submitted to EC: November 2, 2021

21. **Supporting State Legislatures to Achieve Affordable, Quality Health Care Systems**  
Source: Commonwealth Fund  
Amount: $199,995—FUNDED AT $199,995  
Direct/Indirect Costs: $181,814—Direct Costs; $18,181—Indirect Costs (@ 10% of direct costs)  
Description: Support state legislators and staff to increase their knowledge and capacity related to access, quality and efficiency in health care with educational opportunities, policy publications, legislative tracking and web-based resources, and technical assistance.  
Time Period: October 1, 2021 to November 30, 2022  
Deliverables: 1 seminar, 1 Summit sessions, 1 magazine article, 1 database  
Submitted to EC: November 2, 2021

22. **Strengthening the Legislative Role in Shaping Prescription Drug Policy**  
Source: Arnold Ventures  
Amount: $170,000  
Direct/Indirect Costs: $141,667—Direct Costs; $28,333—Indirect Costs (@ 20% of direct costs)  
Description: Provide educational and networking opportunities for state legislators and legislative staff about prescription drug policy issues. The project will provide NCSL’s members with nonpartisan, evidence-based resources on legislative activity, information about new and promising state strategies, and opportunities for learning and collaboration.  
Time Period: September 1, 2021 to August 31, 2022  
Deliverables: 5 publications, 4 Q&A/podcasts, 4 policy snapshots, 1 database  
Submitted to EC: November 2, 2021
### 23. Critical Energy Infrastructure Protection and Preparedness

**Source:** U.S. Department of Energy, Office of Cybersecurity, Energy Security, and Emergency Response  
**Amount:** $100,000—**FUNDED AT $100,000**  
**Description:** This is year one of a five-year project with the U.S. Department of Energy will engage and inform state legislators, legislative staff and tribal emergency responders on critical energy infrastructure protection, emergency preparedness and response, resiliency and cybersecurity for an energy system.  
**Time Period:** October 1, 2021 to September 30, 2026  
**Submitted to EC:** November 2, 2021

### 24. Electricity Policy Project

**Source:** U.S. Department of Energy – Office of Electricity  
**Amount:** $100,000—**FUNDED AT $100,000**  
**Description:** This is year one of a five-year project with the U.S. Department of Energy will engage and inform state legislators and legislative staff on state energy policy issues relating to the transmission and distribution systems, grid modernization and resilience initiatives, clean energy and workforce development.  
**Time Period:** October 1, 2021 to September 30, 2026  
**Submitted to EC:** November 2, 2021  
**Time Period:** July 1, 2021 to February 28, 2022  
**Reported to EC:** November 2, 2021

### 25. Informing State Leaders on Effective Infectious Disease Policies and Systems Strategies

**Source:** U.S. Centers for Disease Control and Prevention  
**Amount:** $100,000—**FUNDED AT $100,000**  
**Direct/Indirect Costs:** $79,558– Direct Costs; $20,442– Indirect Costs (@44.94% of salaries)  
**Description:** Provide capacity building assistance and educational products to state policymakers on infectious disease policies and system strategies.  
**Time Period:** August 1, 2021 to July 31, 2021  
**Deliverables:** 1 database, 3 publications  
**Submitted to EC:** November 2, 2021
26. **Support for Educating State Legislators on Military Issues**
   - **Source:** U.S. Department of Defense
   - **Amount:** $91,489 – **FUNDED AT $91,489**
   - **Description:** Year Two of this project to educate state legislatures on military and veteran’s issues and support the Military and Veterans Affairs Task Force.
   - **Time Period:** September 1, 2021 to April 30, 2022
   - **Reported to EC:** November 2, 2021

27. **Voting Outside the Polling Place Renewal**
   - **Source:** National Vote at Home Institute
   - **Amount:** $89,500 – **FUNDED AT $89,500**
   - **Description:** This project is Phase 2 of a project to maintain and improve documents on absentee/mail voting. The work includes funding for a dozen legislators to come to Colorado to watch ballots being processed, but the rest will be to enhance our online resources.
   - **Time Period:** October 3, 2021 to June 15, 2022
   - **Deliverables:** Site visit, maintain and collect web-based data
   - **Reported to EC:** November 2, 2021

28. **Evidence-based Policymaking to Support Student Success in Higher Education: Preparing State Lawmakers for Federal Action**
   - **Source:** State Higher Education Executive Officers (SHEEO)
   - **Amount:** $50,000 – **FUNDED AT $50,000**
   - **Description:** Prepare state legislators and legislative staff to make informed, evidence-based decisions about how to align a potential federal influx of higher education dollars with state policy priorities including support for working students, parents, and traditionally underserved students.
   - **Time Period:** September 1, 2021 to April 30, 2022
   - **Reported to EC:** November 2, 2021

29. **Health Equity in the American and Pacific Islander and Native American Communities**
   - **Source:** Amgen
   - **Amount:** $50,000 – **FUNDED AT $50,000**
   - **Description:** This project will provide support to the National Asian Pacific American Caucus of State Legislators and the National Caucus of Native American State Legislators for resources and webinars addressing health equity in the AAPI and Native American communities.
   - **Time Period:** July 1, 2021 to June 30, 2022
   - **Reported to EC:** November 2, 2021
30. **Investing in What Works: State Policy Options for Using Recovery Funds to Build a Strong Workforce**

   **Source:** Arnold Ventures  
   **Amount:** $43,257 – **FUNDED AT $43,257**  
   **Description:** Raise NCSL constituent awareness about evidence-based policy opportunities under the American Rescue Plan (ARP), and identify policy options for directing funds to proven workforce solutions.  
   **Time Period:** August 15, 2021 to March 31, 2022

31. **Manufacturing Extension Partnership Cooperative Agreement**

   **Source:** State Science and Technology Institute on behalf of MEP  
   **Amount:** $25,000 – **FUNDED AT $25,000**  
   **Description:** This project is a cooperative agreement between NCSL and the State Science and Technology Institute who is dispersing funds on behalf of the Manufacturing Extension Partnership in $25,000 increments over five years. The funds are to sponsor three NCSL Jobs Summits in 2021, 2023 and 2026 and to provide educational materials for NCSL members on manufacturing issues.  
   **Time Period:** July 15, 2021 to June 30, 2022  
   **Reported to EC:** November 2, 2021

32. **Comprehensive Approaches to Support an Aging Population – Master Plans for Aging**

   **Source:** The SCAN Foundation  
   **Amount:** $20,000 – **FUNDED AT $20,000**  
   **Description:** Inform state legislators and legislative staff about the latest research and promising policies, including master plans for aging, to support America’s aging population and inform state policymaking.  
   **Time Period:** September 1, 2021 to February 28, 2022  
   **Reported to EC:** November 2, 2021

33. **Organizing Legislator Participation in American Road & Transportation Builder’s Association’s Conferences**

   **Source:** American Road & Transportation Builders Association (ARTBA)  
   **Amount:** $10,000 – **FUNDED AT $10,000**  
   **Description:** Identify, invite and facilitate the participation of state lawmakers in ARTBA’s 2021 transportation funding and transportation P3s conference.  
   **Time Period:** July 1, 2021 to October 29, 2021  
   **Reported to EC:** November 2, 2021
NCSL Strategic Plan 2021–25

Overview

NCSL’s Executive Committee authorized the creation of a new strategic plan in 2019 and an independent firm was hired to guide the process. The firm conducted research, interviewed members and NCSL staff, facilitated focus group discussions, surveyed individual members, analyzed the organization’s strengths and weaknesses, and delivered a strategic plan in 2021 based on its findings.

The 2021-25 strategic plan sets a vision for NCSL’s future while also providing a framework to guide organizational discussions and budget decisions. Each goal is driven by specific objectives, tactics and target dates.

01 IMPROVE
Improve member engagement and participation.

02 IDENTIFY
Identify alternate revenue streams.

03 PROMOTE
Promote the legislative institution and NCSL’s brand.

04 ELEVATE
Elevate national bipartisan conversations.
**Objective 1A**
Rethink the NCSL state liaison and state coordinator systems to increase awareness, knowledge and use of NCSL.
- Develop, review and modify objective and measurable criteria for a successful state liaison. (FY 22-23)
- Explore a staff coordinator program. (FY 23)
- Identify options to re-imagine the state liaison system. (FY 22)

**Objective 1B**
Monitor the engagement of states, legislators and staff by developing systems to evaluate and measure state engagement. (FY 22-24)

**Objective 1C**
Create more opportunities for affinity groups of legislators and staff to connect and engage.
- Identify and prioritize potential affinity groups not currently being served. (FY 22)
- Increase opportunities for these groups, including partisan and geographic groups, to convene. (FY 22-23)

**Objective 1D**
Enhance targeted communication to legislators and staff based on unique interests and roles.
- Explore leveraging a partner for predictive analysis. (FY 23)
- Create a strategy for personalized communication. (FY 23-24)
- Adopt a strategy for engaging new legislators following the 2022 election. (FY 22-23)
- Create annual legislator and staff outreach communications goals. (FY 22-24)
- Develop a video/web onboarding program to assist new legislators and legislative staff in the performance of their jobs and knowledge of NCSL resources. (FY 22-23)
- Invest in data collection of legislators and staff, including demographics. (FY 22-23)
- Reach out to NCSL partners for expertise. (FY 22)

**Objective 1E**
Review and adopt modern branding and graphics.
- Engage a branding consultant to evaluate NCSL products and propose updates. (FY 22)
- Evaluate current capabilities in audio/visual/graphics communications. (FY 22)
- Create more visual communications, professional development and training. (FY 22-23)

The 2021-25 strategic plan sets a vision for NCSL’s future while also providing a framework to guide organizational discussions and budget decisions.
02 IDENTIFY ALTERNATE REVENUE STREAMS.

Expectation: By identifying and establishing new, ongoing funding sources, NCSL can increase its revenues and reduce its dependence on state dues.

OBJECTIVE 2A
Explore all possible funding sources for NCSL, including monetizing available assets and reducing expenses.
- Explore monetization of NCSL’s website. (FY 22)
- Explore options for monetizing NCSL’s real estate assets. (FY 22)
- Complete assessment to identify new non-grant revenue sources. (FY 22)
- Identify and seek additional grant funding. (FY 22)
- Review and modify NCSL’s investment policy. (FY 22)
- Pursue congressional support for a study on strengthening the legislative institution. (FY 24)
- Research a large donor(s) to establish an endowment to support state legislative institutions. (FY 23)

OBJECTIVE 2B
Partner with the NCSL Foundation to explore revenue opportunities.
- Engage new Foundation members more effectively. (FY 22)
- Identify corporate entities that have reduced political spending and solicit them for financial participation in NCSL. (FY 22)

OBJECTIVE 2C
Create a reserve fund.
- End FY21 with a surplus and apply to the negative fund balance. (FY 21)
- Use any surplus to start a reserve fund.

03 PROMOTE THE LEGISLATIVE INSTITUTION AND NCSL’S BRAND.

Expectation: NCSL will empower and equip legislators and staff with tools to promote legislatures as the preeminent branch of governance, as well as elevate NCSL’s brand and profile.

OBJECTIVE 3A
Design materials and programs spotlighting the history, function, traditions, and purpose of legislatures.
- Consolidate, edit and promote a multi-media library to make this information more engaging and accessible for legislators and staff. (FY 22)
- Create “exit speech” database. (FY 23)
- Continue and expand partnership with organizations with an interest in democracy. (FY 23)

OBJECTIVE 3B
Expand a continuing legislative education program for staff by producing content for the Video Resource Center. (FY 23)

OBJECTIVE 3C
Pursue partnerships for legislative strengthening by joining other organizations in promoting the legislative institution. (FY 24)
**OBJECTIVE 4A**
Convene moderated conversations on important issues that represent differing voices and opposing perspectives.
- Develop a format for the conversations that models respect and inclusive dialogue. (FY 22-23)
- Identify relevant topics and partisan speakers for a roundtable discussion. (FY 22-24)
- Advance this protocol through open discussion at NCSL events. (FY 22-24)
- Create partnerships with other groups to conduct these conversations. (FY 24)

**OBJECTIVE 4B**
Offer programs and materials to promote civility within the legislature.
- Develop resources on civility. (FY 22)
- Expand training options on civil discourse in the legislature. (FY 23)
- Seek funding to expand programming on civility to legislatures. (FY 22-24)

**OBJECTIVE 4C**
Evaluate conference/event programming formats to better engage attendees.
- Identify, implement and evaluate presentation methods to encourage attendee interactivity, participation, discussion and peer learning. (FY 22-23)
- Develop an internal training program on presentation and facilitation planning and skills. (FY 22)

**OBJECTIVE 4D**
Convene state committee chairs with congressional chairs.
- Prioritize issues of primary concern. (FY 22)
- Arrange meetings so state policy chairs and leaders can learn from each other and congressional chairs. (FY 23)

Expectation: NCSL will empower and equip legislators and staff with tools to promote legislatures as the preeminent branch of governance, as well as elevate NCSL’s brand and profile.

NCSL believes achieving these goals will make the organization an even stronger and better resource for all state legislators and staff.

Questions or comments are always welcome. Email NCSL at getinvolved@ncsl.org.
Marriott Water Street
Tampa, Fla.

NOV. 2, 2021  |  2:15-3:15 PM  |  FLORIDA SALON I-III

1. Welcome and Introductions
2. Overview of Policies for Consideration
   a. New Resolution - Recognition and Commendation of State Legislator and Legislative Staff Veterans
3. Policy Week Review – Policy Engagement Discussion
4. Who do you want to hear from in January in D.C.?

OFFICERS

<table>
<thead>
<tr>
<th>Senator Greg Treat</th>
<th>Representative Marvin Abney</th>
<th>Jon Heining</th>
<th>John Snyder</th>
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<tbody>
<tr>
<td>Oklahoma</td>
<td>Rhode Island</td>
<td>Texas</td>
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<td>Co-Chair</td>
<td>Co-Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
</tr>
</tbody>
</table>

LEGISLATOR MEMBERS

- Senator Ralph Alvarado, Kentucky
- Representative Barbara Ballard, Kansas
- Representative Megan Blanksma, Idaho
- Representative Ann Bollin, Michigan
- Representative Gilda Cobb-Hunter, South Carolina
- Representative Marcus Evans, Illinois
- Senator Leroy Garcia, Colorado
- Senator Wayne Harper, Utah
- Senator Jean Hunhoff, South Dakota
- Senator Ron Kouchi, Hawaii
- Representative Debra Lekanoff, Washington
- Representative Ryan Mackenzie, Pennsylvania
- Senator Ann Millner, Utah
- Representative Angelo Puppolo, Massachusetts
- Speaker David Ralston, Georgia
- Senator Carmelo Rios Santiago, Puerto Rico
- Senator Trey Stewart, Maine
- Representative Barry Usher, Montana
- Lonnie Edgar, Mississippi
- Matt Gehring, Minnesota
- J.J. Gentry, South Carolina
- Jennifer Jones, Texas
- Natalie Mullis, Colorado
- Rich Olsen, West Virginia
- Anne Sappenfield, Wisconsin
This report provides highlights of NCSL activities in Washington, D.C., since the May 22, 2021, Executive Committee meeting.

CONGRESS

Infrastructure: While the path forward on the infrastructure bill remains uncertain, the current version of the Senate-approved Infrastructure Investment and Jobs Act contains several wins for NCSL and state legislatures. (See NCSL’s letter to Congressional leadership on Infrastructure priorities.). In particular, the bill:

Transportation: Includes a long-term reauthorization of federal transportation programs allowing states to plan and implement longer term infrastructure projects. Overall, the bill provides a 20% increase in federal highway funds for states in the first year, and 30% over the life of the bill. Additionally, of the $350 billion in federal-aid highway funds included, 90% are formula funds provided directly to states. This includes a brand new $27.5 bridge formula grant program with funds given directly to states.

Water: Provides significant funding, more than $55 billion, to bolster and make much needed repairs to the nation’s water infrastructure, including nearly $15 billion for EPA’s Drinking Water State Revolving Fund and its Clean Water State Revolving Fund. The bill also contains $15 billion for lead service line replacement projects and associated activities and $10 billion to address PFAS and other emerging contaminants in drinking water and wastewater, with all funding to be eligible for loan forgiveness.

Broadband: This bill includes substantial investments in broadband infrastructure, including funding for deployment, subsidies, and digital equity. Overall, the package provides $65 billion for broadband projects to close the digital divide, improve internet affordability and improve service to low-income customers, with much of the money directed towards states. Most importantly, the bill establishes a $42.45 billion grant program for states and territories for the expansion of broadband infrastructure construction, prioritizing rural areas and other eligible entities.

Disaster Mitigation: The bill provides $3.5 billion for states and affected communities through the Federal Emergency Management Agency’s (FEMA) Flood Mitigation Assistance program to reduce the risks of flood damage via buyouts, elevation, and other mitigating activities. The bill also includes $1 billion for FEMA’s Building Resilient Infrastructure and Communities Program, a
pre-disaster mitigation program which supports states and tribes in undertaking disaster and natural hazard mitigation projects.

Preemption in Appropriations Bill: Congress has yet to pass the 2022 Commerce, Justice and Science appropriations bill due in large part to the inclusion of controversial policing provisions that would preempt ongoing state policing reform work taking place across the country and withhold vital federal Byrne/JAG and COPS hiring program grant funds as penalties for noncompliance with federal mandates. NCSL has raised this issue, along with national associations representing law enforcement with House leadership resulting in stalling the appropriations bill while this language is hopefully removed.

Virtual Congressional Briefings
NCSL hosted two virtual congressional briefings since the last Executive Committee meeting.

Student-Athlete Compensation | Aug. 16, 2021: Senator Nancy Skinner (D), chair of the California Senate Budget and Fiscal Review Committee as well as the author of the first student-athlete compensation bill signed into law, and Representative Chuck Martin (R), chair of the Georgia House Higher Education Committee, discussed the different issues each of their states had to confront when crafting their bills, how important state action has been and where the debate is likely to go from here. You can access a recording here.

Virtual Congressional Briefings: Infrastructure | July 8, 2021: Representative Stephen Handy (R), chairman of the Utah House Economic Development and Workforce Services Committee, and Representative Aaron Ling Johanson (D), chair of the Hawaii House Committee on Consumer Protection and Commerce, discussed state priorities for congressional action on infrastructure and how their states have already begun to address investments in transportation, water and broadband. You can access a recording here.

THE ADMINISTRATION

NCSL staff continues its engagement with intergovernmental affairs (IGA) staff at the different federal agencies.

Emergency Management: NCSL staff met virtually with FEMA Branch Chief Kimberly Helm and her staff to discuss STORM Act implementation and consult on regulations that will need to be developed once funds are appropriated. The STORM Act authorizes FEMA to provide capitalization grants to states to establish revolving funds to provide hazard mitigation assistance to reduce risks from disasters and natural hazards, and other related environmental harm.

Energy: Recent IGA discussions with the Department of Energy included a meet and greet with the new Assistant Secretary for Intergovernmental Affairs Aimee Witteman as well as a separate meeting on the Colonial Pipeline.
Environment: NCSL participated in federalism consultation meetings with the Environmental Protection Agency regarding pending regulatory action on Definitions of Water of the U.S., the Toxic Substances Control Act. NCSL staff also engaged with the EPA on its fiscal year 2022-2026 Draft Strategic Plan.

Labor: Last month NCSL, in partnership with the National Governors Association (NGA), hosted a virtual conversation with Michele Evermore, senior policy advisor at the U.S. Department of Labor. Evermore spoke to members of NCSL and NGA about the department’s planned actions and next steps regarding the funds provided by the American Rescue Plan Act toward unemployment insurance modernization, fraud prevention and equity. Participants were given the opportunity to engage in discussion and ask questions during the briefing.

Also last month, NCSL staff met with the Department of Labor’s Women’s Bureau to discuss potential collaboration around a forum with state legislators and the department among other relevant groups, around women in the workforce and creating employment opportunities later this year or next year through a virtual platform.

These meetings are in addition to regularly scheduled monthly meetings with the Department of Labor’s Intergovernmental Affairs Staff, along with the department’s Employment and Training Administration and Office of Disability Employment Policy, among others.

Trade: In mid-September, NCSL staff participated in a special one hour briefing with United States Trade Representative (USTR) Ambassador Katherine Tai. NCSL staff Jon Jukuri has a seat on the USTR Intergovernmental Policy Advisory Committee. Members discussed state and local priorities relating to international trade, procurement, and foreign direct investment. Members also received a briefing on USTR’s European Trade Priorities from their Trade and Technology Council.

Transportation/Infrastructure: On Sept. 29, members of NCSL’s Natural Resources and Infrastructure (NRI) Committee met with U.S. Department of Transportation (DOT) Deputy Assistant Secretary Charles Small. The discussion focused primarily on the Senate’s infrastructure bill and the billions of dollars states would receive as part of that bill. NCSL’s NRI Committee members asked many questions concerning programs of individual interest. Follow up meetings were held for select members with the hopes of getting a head start on the application process for new grant programs created in the pending legislation. NCSL staff also participates in monthly calls with DOT Intergovernmental staff.

In addition to the meetings above, IGA meetings were also held with the Departments of Commerce and Defense, the Veterans Administration and Department of Housing and Urban Development.

Appointments

Ben Husch, NCSL’s federal affairs advisor for natural resources and infrastructure, has accepted a spot on the Federal Aviation Administration’s Advisory Rulemaking Committee on drone automated operations and those operations that take place beyond the visual line of sight of the operator, more commonly referred to as BVLOS.
NCSL, through the State and Local Legal Center will join as an amicus participant in three upcoming cases involving the federal Rehabilitation and Medicaid Acts: *Cummings v. Premier Rehab Keller*, *Gallardo v. Marstiller*, and *CVS Pharmacy, Inc. v. Doe*.

**Recent Letters to Congress and the Administration:**

- Letter to the Department of Homeland Security in response to minimum standards for driver’s licenses and identification cards / mobile driver’s licenses. (July 30, 2021)
- Letter to the U.S. Environmental Protection Agency responding to its Notice of Intention to Reconsider and Revise the Clean Water Act Section 401 Certification Rule. (July 30, 2021)
- Letter to congressional leadership encouraging the inclusion of a dedicated cybersecurity grant program for state, local, territorial and tribal governments in any upcoming infrastructure and appropriations package. (July 7, 2021)
Committee: Labor and Economic Development  
Type: New Memorial Resolution  
Policy: Recognition and Commendation of State Legislator and Legislative Staff Veterans

WHEREAS, since 1938, a single day each year has been set aside as a national holiday to honor the veterans of this Nation; and

WHEREAS, since 1954, this day has been known as Veterans Day; and
WHEREAS, the important purpose of Veterans Day is to pay tribute to America's veterans for their patriotism, love of country, and willingness to serve and sacrifice for the common good; and

WHEREAS, the actions taken by military veterans has protected the freedom of our citizens to seek the unalienable rights of life, liberty and the pursuit of happiness; and

WHEREAS, Veterans Day falls next week on Nov. 11, and this is the first Legislative Summit of the National Conference of State Legislatures to occur in proximity to the holiday; and
WHEREAS, The National Conference of State Legislatures has identified more than 900 military veterans who are currently serving as elected state legislators; and
WHEREAS, The National Conference of State Legislatures recognizes that many military veterans also continue to serve their country as state legislative staff; and
WHEREAS, Veteran legislators and legislative staff represent every branch of the military and the National Guard and bring their training, commitment and leadership skills to state government.

NOW, THEREFORE, BE IT RESOLVED, that The National Conference of State Legislatures hereby:

1. Honors the dedication of these legislators and legislative staff who pursued public service in the states, concurrent with or following military service;
2. Expresses its appreciation for these veterans who are examples of the true meaning of public service; for their patriotism; for their dedication on behalf of fellow veterans, servicemembers and their families; for their accomplishments and contributions in their legislatures and communities; and for their leadership.
1. Welcome and Introductions
2. Preview of 2021 Summit Legislative Institution Track
3. Update on NCSL Institution-Focused Activities and Services
4. NCSL Legislator Survey
5. 2022 Summit Ideas
6. Other Business
MEMO TO: NCSL FOUNDATION BOARD OF DIRECTORS

FROM: Senate President Leroy Garcia, NCSL Foundation President

SUBJECT: Status Report as of Oct. 15, 2021

DATE: Nov. 2, 2021

The Foundation’s Revenues - FY 2022

The Foundation Board approved an unrestricted fundraising goal of $3,250,000 for fiscal year 2022. Considering a banner FY21, this goal is the highest in Foundation history. As of Oct. 15, the Foundation has raised $716,500 in unrestricted giving, up from $315,000 at the same time last year.

We are pleased to report that we have eight sponsors at the new Capitol Circle level.

Amazon
AT&T
Cisco Systems, Inc.
CSL Behring

Esri
Intuit
Nuclear Energy Institute
Walmart

We have 53 platinum sponsors and, combined with the Capitol Circle level, we have 61 top sponsors, which is up from 47 at this time last year. To date in FY 2022, we have recruited two new Capitol Circle sponsors—Cisco Systems, Inc. and CSL Behring—and two new platinum sponsors—Cruise LLC and OpenRoad Foundation.

1-800 CONTACTS
Airbnb Inc.
America’s Credit Unions
American Kratom Association
Ancestry.com
Apple
Biogen
The Carpet and Rug Institute
Charter Communications
Comcast Cable Communications
Cruise, LLC
Curriculum Associates
DoorDash
Entertainment Software Association
Fresenius Medical Care
Genentech
Genesis Air Mobility
Gilead Sciences
GlaxoSmithKline Consumer Healthcare
Google
HCA Healthcare
HP, Inc.
Institute of Scrap Recycling Industries, Inc.
JP Morgan Chase & Co.
Juul Labs
Live Nation
MAXIMUS
The Mentor Network
National Beer Wholesalers Association
NCTA – The Internet & Television Association
Netflix
Novartis
Online Lenders Alliance
OpenRoad Foundation
OppFi
PepsiCo
PhRMA
Qualtrics
RELX
Reynolds American Inc.
Roche Diagnostics
Rock Central
Smile Direct Club
State & Federal Communications, Inc.
State Farm Insurance Companies
State Government Affairs Council
TIAA
Turo
Verizon
Viatris
Visa
Vistra Corp.
Western Governors University
For FY 2022 we have four new top sponsor commitments: Everytown for Gun Safety at Capitol Circle and Otsuka, Service Now and Stride at Platinum.

To date in FY 2022, the NCSL Foundation has welcomed five new gold sponsors and nine new silver sponsors.

<table>
<thead>
<tr>
<th>Gold</th>
<th>Silver</th>
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<tbody>
<tr>
<td>Amgen</td>
<td>ACT</td>
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<tr>
<td>NRG Energy Inc.</td>
<td>American College of Rheumatology</td>
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<td>Path to Reform</td>
<td>AmerisourceBergen</td>
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<td>Project Lead the Way</td>
<td>Chamber of Progress</td>
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<td>Zillow</td>
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<td>Council on State Taxation (COST)</td>
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<td>Lexmark</td>
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<td>LPL Financial</td>
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<td>National Association of Home Builders</td>
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Fundraising and Outreach Activities

The Foundation has continued to offer engagement opportunities to sponsors. Outreach efforts include:

NCSL Foundation Board Meeting, Zoom, July 30
The Foundation directors met virtually in July to approve the ambitious fundraising goal and awards schedule for FY 2022. The group welcomed four new directors that were appointed by the nominating committee at the NCSL Executive Committee meeting in May 2021.

NCSL Base Camp 2021, Aug. 3-5
Building off the success of its inaugural year, Base Camp 2021 delivered top notch policy sessions and online learning opportunities for legislators, legislative staff and Foundation sponsors. When possible, Foundation sponsors were tapped for presentations and keynotes. Sponsors were highlighted in the Foundation Hall and included in networking opportunities. Special thanks to the American Society of Civil Engineers for supporting as a Banner Sponsor of the event.

NCSL Standing Committee Policy Week, Virtual, Sept. 20-25
Foundation sponsors were invited to observer Zoom meetings of each NCSL Standing Committee’s pre-Legislative Summit policy discussion. The policies and processes discussed on the calls will be debated and voted upon during the 2021 NCSL Legislative Summit.

NCSL International Leaders Symposium, Dublin, Ireland, Oct. 10-14
Capitol Circle and Platinum sponsors were invited to attend NCSL’s international legislative exchange and symposium. The Leaders Symposium brought together more than 50 state legislative leaders from across the country to learn from each other and their Irish counterparts.

Sponsor Spotlights in the Daily NCSL Today News Docket
Foundation sponsors have been highlighted in NCSL Today, which is distributed daily to more than 24,000 individuals including all U.S. state legislators.

NCSL Foundation Dues Increase, FY 2022
Under direction of the Foundation Board of Directors, Foundation staff implemented the dues increase approved at the January 2020 board meeting. This is the first dues increase for the Foundation since 2008. The new schedule is:

- Silver - $10,000 (up from $7,500)
- Gold - $15,000 (up from $12,500)
- Platinum - $30,000 (up from $25,000)
- Capitol Circle - $50,000 (up from $45,000)

After a pause in implementation due to COVID, new sponsors are being recruited at these new levels and renewing sponsors are asked to adopt the new dues schedule as well. To date in FY 2022, 81% of renewing sponsors have paid the new higher rate.
Task Force Engagement and Foundation Streamlining
Foundation staff have implemented a new policy requiring task force sponsors to first join the NCSL Foundation before giving funding to the relevant task force. This new requirement will ensure all private sector partners are supporting NCSL as a whole in addition to their support of the task forces’ policy work. At least six new sponsors have joined the Foundation due to this policy change since Q4 of FY 2021.

<table>
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<th>Foundation Partnership</th>
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Recycling Partnership
NCSL and the Foundation are kicking off a new public-private partnership focused on recycling in the United States. The partnership will follow the life cycle of products and focus on policy initiatives and innovative strategies as recycling undergoes massive changes in response to economic shifts, cultural attitudes and trade policies. This partnership will provide stakeholders an opportunity to develop meaningful relationships with lawmakers, share information on industry issues and approaches, and work towards expanding expertise surrounding the recycling industry and developing best practices for states to consider.

Committed partners include Amazon, Google, International Paper, ISRI, PepsiCo and Waste Management. We are seeking two additional partners and plan to host the kick-off meeting in early 2022.

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<tr>
<th>Foundation Operating Expenses for FY 2022</th>
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The Board of Directors approved an operating budget of $989,970 and $2,191,200 for awards to NCSL, up from $628,000 and $1,422,000 in FY 2021.
### Capitol Circle Sponsors

**$50,000+**

- Amazon
- AT&T
- **Gold Sponsors**
  - AARP
  - AbbVie
  - ADM
  - Advanced Energy Economy
  - The Advocacy Group (TAG)/FOCUS, a Leonine Business
  - Alzheimer’s Association
  - American Association for Justice
  - American Association of Nurse Practitioners
  - American Bankers Association
  - American College of Cardiology
  - American Council of Life Insurers
  - American Dental Association
  - American Express
  - American Federation of State, County & Municipal Employees
  - American Federation of Teachers
  - American Fuel & Petrochemical Manufacturers
  - American Gas Association
  - American Institute of Certified Public Accountants
  - American Institute of CPAs
  - American Physical Therapy Association
  - American Property Casualty Insurance Association
  - American Public Power Association
  - American Society of Civil Engineers
  - Amgen
  - Associated Builders and Contractors
  - Axon
  - Bank of America
  - Bayer HealthCare Pharmaceuticals
  - Best Buy
  - Biotechnology Innovation Organization (BIO)
  - Boehringer Ingelheim
  - Catalyst
  - Center for Growth and Opportunity
  - Coalition of State Rheumatology Organizations
  - The College Board
  - Consumer Data Industry Association
  - Consumer Technology Association
  - Cox Communications, Inc.
  - CTIA-The Wireless Association
  - CVS Health
  - Deloitte
  - Design-Build Institute of America
  - EdChoice
  - Edison Electric Institute
  - Facebook, Inc.
  - Foundation for Individual Rights in Education
  - Fox Corporation
  - GlaxoSmithKline
  - goPuff
  - HIMSS
  - IBM
  - Information Technology Industry Council (ITI)
  - International Code Council
  - International Paper
  - Johnson & Johnson
  - Kimberly-Clark
  - The Leukemia & Lymphoma Society
  - LexisNexis State Net

*Level based on total contributions—unrestricted and restricted  **In-kind contribution

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**Platinum Sponsors**

**$30,000**

- 1-800 CONTACTS, Inc.
- Airbnb
- America’s Credit Unions
- American Kratom Association
- Ancestry.com
- Apple
- Biogen
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1. Welcome and Introductions

2. NCSL Executive Director’s Report

3. Introduction of 2021 Legislative Staff Nominating Committee and Staff Officer and Executive Committee Candidates

4. LSCC Work Group Reports
   - Professional Staff Association Officers
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6. Other Business
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(Last update October 21, 2021)

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WELCOME AND INTRODUCTIONS
Martha Wigton, NCSL staff chair, called the meeting to order. The following LSCC members were present:

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J.J. Gentry, NCSL Staff Vice Chair, South Carolina
John Heining, NCSL Immediate Past Staff Chair, Texas

MEMBERS
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John Bjornson, North Dakota
Martin Brock, North Carolina
Tim Bommel, Missouri
Justin Cajindos, Oklahoma
Jon Courtney, New Mexico
Melody DeBussey, Georgia
Lonnie Edgar, Jr., Mississippi
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Anne Sappenfield, Wisconsin
Tim Sekerak, Oregon
Jamie Shanks, Tennessee
Amy Skei, Washington
Betsy Theroux, Georgia
Will Tracy, Arkansas
Erica Warren, Kentucky
Richard Webb, South Carolina
Brad Young, Ohio

EXECUTIVE DIRECTOR UPDATE
NCSL Executive Director Tim Storey said that the NCSL budget is in excellent shape and that NCSL’s auditing firm will soon conduct an audit of the FY2020 budget. NCSL’s 2020 Paycheck Protection Program loan was forgiven, which is good news for upcoming budgets. Storey reminded LSCC members that NCSL’s revenue comes from a variety of sources, including grants, contracts and state dues. He said NCSL is close to receiving dues from all 50 legislatures, which is ahead of last year’s payments. For the second straight year, NCSL decided not to increase dues. The Executive Committee approved NCSL’s FY22 budget at its recent meeting in Puerto Rico.
Storey promoted the 2021 Legislative Summit in Tampa, Fla., Nov. 3-5. The Summit will be shortened to three days from four based on feedback from attendees. He reported that 1,200 are currently registered for the meeting, and he anticipates registration will increase. Storey also provided an update on NCSL 2021 Base Camp, which was Aug. 3-5. The 2021 Base Camp wasn’t as highly attended as the 2020 program, but that was expected given the number of virtual meetings now available. The majority of Base Camp participants were legislative staff. NCSL will be evaluating the continuation of this type of meeting.

Finally, Storey thanked NCSL’s Foundation for State Legislatures, which is awarding more money for legislative staff programming.

LSCC SUBCOMMITTEE REPORTS

INFORMATION TECHNOLOGY, SOCIAL MEDIA, E-LEARNING AND OUTREACH COMMITTEE

Vice Chair Betsy Theroux (Georgia) reported that the subcommittee reviewed feedback and the results of Base Camp evaluations. There were attendees from all 50 states, the District of Columbia, Quebec, the U.S. Virgin Islands, Brazil, Canada and South Africa. Legislative staff made up 63% of the attendees. Theroux then discussed the 2021 Legislative Staff Achievement Awards and promotion of the awards and award recipients. Fifteen current and former legislative staff, along with five legislative agencies, received the awards. Recipients were honored during Base Camp and featured on NCSL’s webpage, announced via email and highlighted on NCSL’s social media platforms.

She said that during the 2021 Legislative Summit in Tampa, NCSL will honor those who have served in the armed services, because the Summit is taking place so close to Veteran’s Day. This session will honor and thank legislators and legislative staff who are veterans. NCSL staffers are reaching out to states to compile this information.

The subcommittee discussed Legislative Staff Outreach and Engagement, which is happening mostly through virtual means by the state liaisons. A draft of an infographic on page 29 of the LSCC Agenda Book, “Excel with NCSL,” shows the pathways for staff to become more involved with NCSL. Once it is completed, it will go on the NCSL website and will include interactive links people can use to stay involved.

Theroux said the final episode of NCSL’s limited podcast series, “Building Democracy,” will soon be released. Once this final episode airs, the podcast series will be marketed as a package and used as a resource for civics education.

PROGRAMS AND PROFESSIONAL DEVELOPMENT SUBCOMMITTEE

Chair Sabrina Lewellen (Ark.) shared that the Legislative Staff Management Institute will be held in person, Aug. 20-27, in Sacramento, Calif. NCSL received 83 applications and accepted 64, 59 of whom are scheduled to participate in two cohorts. The subcommittee also got a debrief on Base Camp, and Gene Rose, NCSL’s director of communications, gave a more robust debrief to the full committee. The subcommittee is still planning the Legislative Staff University and the Staff Breakfast at the Legislative Summit in Tampa.

Lewellen said that NCSL convened a Staff Directors Roundtable on June 17. Topics included continuing challenges with legislative sessions; how agencies are operating now; how chambers are handling remote work and work from home policies; and staff recruitment, retention and burnout. The NCSL Foundation has
awarded an $82,500 grant for staff director programming, which the subcommittee is hoping to use for something related to the Legislative Summit; however, there were no details immediately available. The Deputy Directors Discussion Group met on July 7 to discuss a variety of topics to keep in mind with planning future staff director programming.

Lewellen reported that Young and New Professionals group is creating a road map with specific priorities and time frames to go along with the report from last year. YNP received a $16,500 programming grant. The fitness expansion subgroup is back on track now that the Legislative Summit is scheduled. The American Heart Association is going to sponsor the Heka Walk app again at this year’s Summit.

Lewellen invited Gene Rose to talk more about the achievements of Base Camp. Survey results showed attendees thought the event was excellent. At least 43% of participants attended Base Camp for professional development. NCSL staff are trying to determine if this meeting is going to be a regular fixture in the calendar, or if the NCSL meeting schedule goes back to having the Legislative Summit in August.

**LEGISLATIVE INSTITUTION SUBCOMMITTEE**

Chair Jennifer Jackson (Texas) reported that the subcommittee is finishing up a couple of its remaining projects on Staff Chair Martha Wigton’s list. The first is the past staff chair oral history project. The subcommittee decided to re-engage on this project by doing direct outreach with members and their personal relationships with past staff chairs. Will Tracey (Ark.) is going to work on putting together a video montage. Jackson said this will be an ongoing project; as staff chairs transition into past staff chairs, they can then be added.

Jackson then shared an update about surveying legislative staff about retention. The subcommittee reviewed a test version of the survey, and it is almost finalized. NCSL conducted a similar survey two years ago, and the subcommittee wants to start comparing trends over the last decade. If NCSL decides to continue doing this survey, it might be conducted every five to 10 years to determine general attitudes around staff retention. Jackson discussed the Society for Human Resource Management session that took place at Base Camp and how it was an example of the type of product that the subcommittee would like NCSL to develop from their survey results. Jackson also shared that the Legislative Institution track at the Legislative Summit in Tampa is going to have five sessions, including oversight about the balance of power between the executive and legislative branches. Another on the impact of IT on the legislature will include information about how the legislative infrastructure has been improved through CARES Act funding during the pandemic. Another session will examine innovative staff roles and how some states have a capital nurse, while others have added someone to work on diversity and inclusion, etc. The storytelling session is being revamped for this year because it was a big hit at the Nashville Legislative Summit in 2019. There is also going to be a session on civility that is still being developed.

**LSCC WORK GROUP REPORTS**

**PROFESSIONAL STAFF ASSOCIATION OFFICERS WORK GROUP**

Chair Eric Nauman (Minn.) reported that the workgroup had 24 members attend its meeting, either virtually or in person. The workgroup welcomed five new vice chairs representing the Leadership Staff Professional Association (LSPA); Legislative Research Librarians (LRL); National Association of Legislative Fiscal Offices
(NALFO); National Association of Legislative Information Technology (NALIT); and the Research, Editorial, Committee and Legal Staff (RELACS). Most of the meeting was spent discussing the professional staff association meetings, and Nauman focused on the two that were going to be meeting in person: the National Legislative Services and Security Association (NLSSA) in Helena, Mont., Aug 23-27; and the American Society of Legislative Clerks and Secretaries (ASLCS) in Portland, Maine, Oct. 3-7. All other professional staff associations would be holding virtual meetings, including the National Legislative Program Evaluation Society (NLPES), which will be holding a three-day online professional development seminar, Sept. 28-30. NALFO will be holding an in-person pre-conference at the Legislative Summit, and LRL will be doing something similar that week as well. Nauman shared that the Staff Hub ATL meeting will take place in 2022 with six of the nine professional staff associations coming together for one meeting. Those participating are LINCS, LRL, LSPA, NALFO, NLPES and RELACS.

The workgroup has completed a document explaining the role of professional staff associations on the LSCC and the LSCC responsibilities of association officers. Chief Martin Brock (N.C.) has been working on conference safety guidelines for two years, and it is currently being reviewed and finalized by NCSL, ideally in time for the Legislative Summit in Tampa. The workgroup is also drafting a document explaining the process when professional staff association officers are unable to attend the LSCC meeting; how to make sure that every association is represented at the meeting; and what the designee policies could be. All nine of the professional staff associations have either agreed on a policy or have added something in their bylaws. This will ensure that LSCC’s business can continue, and each professional staff association is fully represented at every LSCC meeting.

Nauman then shared that the workgroup discussed the “best in show” webinar initiative. The group was hoping to have an award process for webinars but then realized that it was a complex endeavor. During the past few months, NCSL created an online library of policy and professional development webinars, called the Video Resource Center. This resource center will list all webinars that are produced by the LSCC and the professional staff associations, and it will be a stand-in for a “best in show” webinar.

STANDING COMMITTEE WORK GROUP
Co-chair Lonnie Edgar (Miss.) said that the workgroup completed the job descriptions for the co-chairs and vice chairs of all the individual standing committees. These documents are now ready for the final round of editing. Edgar announced NCSL’s Standing Committee Policy Week, Sept. 20-24. These online sessions are open to anyone.

Edgar said the workgroup talked about recognizing the outgoing standing committee staff officers with a letter of recognition. The workgroup has been trying to engage each of the standing committees’ staff chairs and vice chairs to bridge the gap between the committees and LSCC. To that end, they plan to have a call the first week in September with the standing committee staff officers to provide an update on LSCC activities and to let the officers know the workgroup’s accomplishments. The workgroup would like to do some sort of professional development for those officers. They were able to send out a survey and get feedback on what that professional development could look like. These sessions would take place after the appointments of the new chairs or vice chairs, possibly in December.
Edgar explained one of the challenges they have is how to get people nominated to the standing committees. The workgroup has compiled a list of staff directors in each state to consult regarding nominations. Edgar asked everyone to reach out to Laura Tobler, NCSL’s director of state policy research, and check that they have the correct names and contact information.

CERTIFICATE AND CAREER DEVELOPMENT WORK GROUP
Co-chair Othni Lathram (Ala.) described what the Legislative Staff Certificate Program entails because the 2021 program was kicking off on Sept. 17. Once again, there will be two cohorts that will meet on Zoom each of the five Fridays in October. There were just over 150 applications for the program this year, and they were in the process of evaluating them. The fee for the program is unchanged at $150.

Lathram then talked about the joint project with the Information Technology, Social Media, E-Learning and Outreach Subcommittee, which is the infographic on page 29 of the agenda book. Lathram reminded everyone that it will be used as a tool to navigate the different ways to get involved with NCSL. They are working on a marketing plan to let people know that it exists and what it is. Once it is posted on the website, there will be another marketing push to get people to use it.

STRATEGIC PLANNING WORK GROUP
Staff Vice Chair J.J. Gentry (S.C.) reported that he has a final list of goals for his term of staff chair, and he summarized each of his goals. He then encouraged LSCC members who are not serving on NCSL’s Executive Committee to consider running. He also encouraged LSCC members to talk to him about continuing to be active with the LSCC, as he can make appointments.

ANNOUNCEMENT OF 2021 LEGISLATIVE STAFF NOMINATING COMMITTEE
Staff Chair Wigton announced the formation of the 2021 Legislative Staff Nominating Committee. This year’s committee will be chaired by Michael Adams, human resources director for the Senate of Virginia and past NCSL staff chair.

Members:
- **Patrick O’Donnell**, Clerk of the Legislature, Nebraska
- **Miriam Fordham**, Fiscal Analyst, Kentucky Legislative Research Commission
- **Stephanie Barrett**, Associate Fiscal Officer, Vermont Legislative Joint Fiscal Office
- **Emmanuel Brantley**, Director of Communications, Washington, D.C.
- **Susan Fox**, Director, Montana Legislative Services Division
- **Jennifer Jones**, Director, Texas Sunset Advisory Commission

Alternates:
- **Kathy Schill**, Fiscal Analyst, Minnesota
- **Chuck Williams, Jr.**, Chief Sergeant-At-Arms, South Carolina

Chair Wigton also announced the deadlines to declare candidacy for staff vice chair and at-large members, as well as the deadline for letters of support:
Sept. 3, 2021: Declare candidacy for staff vice chair.
Sept. 20, 2021: Declare candidacy for at-large member of Executive Committee.

**ADJOURNMENT**

Staff Chair Wigton thanked everyone for participating and adjourned the meeting.
Marriott Water Street
Tampa, Fla.

NOV. 2, 2021 | 8:30-9:15 AM | MEETING ROOM 1

1. Welcome and Introductions

2. Final Review of Career Development Infographic

3. Final Update on 2021 Legislative Staff Certificate Program

4. Other Business

MEMBERS

| Aurora Hauke, Alaska, Co-Chair | Othni Lathram, Alabama, Co-Chair |
| Wendy Jackson, Wisconsin, Vice-Chair |
| Charlotte Carter-Yamauchi, Hawaii |
| Miriam Fordham, Kentucky |
| Matt Gehring, Minnesota |
| Maryann Horch, Virginia |
| Sabrina Lewellen, Arkansas |
| Jackie Little, Maine |
| Natalie Mullis, Colorado |
| Rich Olsen, West Virginia |
| Jill Reinmuth, Washington |
| Anne Sappenfield, Wisconsin |
| John Snyder, Kentucky |

NCSL STAFF

| Angela Andrews, Lead |
Marriott Water Street
Tampa, Fla.

NOV. 2, 2021 | 8:30-9:15 AM | MEETING ROOM 2

1. Welcome and Introductions
2. Review Annual Report Submission
3. Review Staff Officer Survey
4. Discuss Recommendations to Incoming Staff Chair

MEMBERS
Lonnie Edgar, Mississippi, Co-Chair
Monique Appeaning, Louisiana, Vice Chair
K.C. Norwalk, Indiana, Vice Chair
Jennifer Jones, Texas, Co-Chair
John Bjornson, North Dakota, Vice Chair

NCSL STAFF
Molly Ramsdell, Lead
Laura Tobler
Gene Rose
AGENDA

LSCC STRATEGIC PLANNING WORK GROUP

Marriott Water Street
Tampa, Fla.

NOV. 2, 2021 | 8:30-9:15 AM | MEETING ROOM 3

1. Welcome and Introductions

2. Review of Final Goals for Incoming Chair and Review of any Unfinished Goals of Outgoing Chair

3. Overview of NCSL’s Completed Strategic Plan

4. Other Business

MEMBERS

J.J. Gentry, South Carolina, Chair
Tim Bommel, Missouri
Jon Courtney, New Mexico
Jennifer Jackson, Texas
Scott Kaiser, Illinois
Susan Kannarr, Kansas
Steve Pike, Virginia

NCSL STAFF

Stacy Householder, Lead
Victor Vialpando-Nuñez
Natalie Wood
NOV. 2, 2021 | 8:30-9:15 AM | MEETING ROOM 4

1. Welcome and Introductions
2. Updates about 2021 Programming (In Person and Online)
3. Final Updates – 2021 Staff Chair Goals:
   - Conference Safety Guidelines.
   - Generic description about the role of the professional staff association officers on the LSCC that can be used by all professional staff associations.
   - Document how staff associations have handled staff association business and programming during the COVID-19 pandemic.
   - Update on NCSL Video Resource Center and promoting professional staff association webinars.
   - LSCC Designee Policies
   - Professional Staff Association Revised Overhead Allocation (adopted by LSCC in Nov. 2020)
4. Other Business

MEMBERS

Chair: Eric Nauman, Minnesota, NALFO (Ex-Officio)
Vice Chair: Martin Brock, North Carolina, NLSSA (Ex-Officio)

Vice Chair: Fred Messerer, California, RELACS

Amy Skei, Washington, NALFO
Jamie Shanks, Tennessee, RELACS (Ex-Officio)
Paul Smith, New Hampshire, ASLCS (Ex-Officio)
Betsy Theroux, Georgia, LINCS (Ex-Officio)
Eric Thomas, Washington, NLPES
Will Tracy, Arkansas, LINCS
Erica Warren, Kentucky, RELACS
Richard Webb, South Carolina, NLSSA
Brad Young, Ohio, ASLCS

NCSL STAFF

Angela Andrews, Lead
Arturo Pérez
Mary Wild
Marriott Water Street
Tampa, Fla.

**NOV. 2, 2021 | 9:30-10:15 AM | MEETING ROOM 1**

1. Welcome and Introductions
2. Oral History Project
3. Retention Survey
4. Legislative Summit Institution Track
5. Summary of Accomplishments

**MEMBERS**

| Jennifer Jackson, Texas, Chair | Jamie Shanks, Tennessee (Ex-Officio) |
| Charlotte Carter-Yamauchi, Hawaii, Vice-Chair | Paul Smith, New Hampshire (Ex-Officio) |
| Monique Appeaning, Louisiana | Will Tracy, Arkansas |
| John Bjornson, North Dakota | Richard Webb, South Carolina |
| Martin Brock, North Carolina (Ex-Officio) | |
| Ingrid Hernquist, New Jersey | |
| Soren Jacobsen, Idaho | |
| Scott Kaiser, Illinois | |
| Natalie Mullis, Colorado | |
| Eric Nauman, Minnesota (Ex-Officio) | |
| Rich Olsen, West Virginia | |

**NCSL STAFF**

| Laura Tobler, Lead |
| Natalie Wood |
| Mary Wild |
AGENDA
LSCC INFORMATION TECHNOLOGY, SOCIAL MEDIA, E-LEARNING AND OUTREACH SUBCOMMITTEE

Marriott Water Street
Tampa, Fla.

NOV. 2, 2021 | 9:30-10:15 AM | MEETING ROOM 3

1. Welcome and Introductions
2. Building Democracy Podcast Update
3. Base Camp 2021 Final Report
4. State Engagement Reports
5. 2021 LSCC Annual Report
6. NCSL Outreach Plan for Legislative Staff
7. Preference Center Updates
8. Other Business

MEMBERS

John Snyder, Kentucky, Chair
Betsy Theroux, Georgia, Vice-Chair
Tim Bommel, Missouri
Jon Courtney, New Mexico
Jeff Ford, Indiana (Ex-Officio)
Eric Glover, Idaho (Ex-Officio)
Jennifer Jones, Texas
Susan Kannarr, Kansas
Steve Pike, Virginia
Kristen Rottinghaus, Kansas
Brad Young, Ohio

NCSL STAFF
Victor H. Vialpando-Nuñez, Lead
Gene Rose
Molly Ramsdell
Marriott Water Street
Tampa, Fla.

AGENDA

NOV. 2, 2021 | 9:30-10:15 AM | MEETING ROOM 4

1. Welcome and Introductions
2. 2021 LSMI Final Program Update
3. Update on 2021 Legislative Summit Programming
4. Final Updates/Reports of Subgroups: Staff Directors, 3D, Young and New Professionals, Fitness Expansion
5. Other Business

MEMBERS

Sabrina Lewellen, Arkansas, Chair
Jackie Little, Maine, Vice-Chair
Melody DeBussey, Georgia
Lonnie Edgar, Mississippi
Miriam Fordham, Kentucky
Matt Gehring, Minnesota
Aurora Hauke, Alaska
Wendy Jackson, Wisconsin
Othni Latham, Alabama
Kiernan McGorty, North Carolina (Ex-Officio)

Fred Messerer, California
K. C. Norwalk, Indiana
Jill Reinmuth, Washington
Anne Sappenfield, Wisconsin

NCSL STAFF

Angela Andrews, Lead
Stacy Householder
Arturo Pérez
The following officers and members were present:

### OFFICERS

- Speaker Robin Vos, Wisconsin
- Speaker Scott Saiki, Hawaii
- Speaker Scott Bedke, Idaho
- Senate President Leroy Garcia, Colorado
- Martha Wigton, Director, House Budget and Research Office, Georgia
- J.J. Gentry, Counsel, Ethics Committee—Senate, South Carolina
- Jon Heining, General Counsel, Legislative Council, Texas

### EXECUTIVE COMMITTEE MEMBERS

- Representative Marvin Abney, Rhode Island
- Senator Ralph Alvarado, Kentucky
- Assemblymember Dr. Joaquin Arambula, California
- Senator Joan Ballweg, Wisconsin
- Representative Barbara Ballard, Kansas
- Representative Megan Blanksma, Idaho
- Senator David Blount, Mississippi
- Representative Ann Bollin, Michigan
- Tim Bommel, Missouri
- Charlotte Carter-Yamauchi, Hawaii
- Representative Gilda Cobb-Hunter, South Carolina
- Representative Sarah Copeland-Hanzas, Vermont
- Jon Courtney, New Mexico
- Representative Kurt Daudt, Minnesota
- Lonnie Edgar, Mississippi
- Representative Marcus C. Evans Jr., Illinois
- Matt Gehring, Minnesota
- Senator Bill Hansell, Oregon
- Senator Wayne Harper, Utah
- Aurora Hauke, Alaska
- Senator Matt Huffman, Ohio
- Senator Jean Hunhoff, South Dakota
- Jennifer Jackson, Texas
- Susan Kannarr, Kansas
- Representative John Kavanagh, Arizona
- Senator Ron Kouchi, Hawaii
- Othni Lathram, Alabama
- Representative Debra Lekanoff, Washington
- Senator Greg Leding, Arkansas
- Representative Ryan E. Mackenzie, Pennsylvania
- Sabrina Lewellen, Arkansas
- Senator Ann Millner, Utah
- Natalie Mullis, Colorado
- Assemblywoman Carol Murphy, New Jersey
- Rich Olsen, West Virginia
- Representative Angelo Puppolo Jr., Massachusetts
- Senator Carmelos Rios Santiago, Puerto Rico
- Anne Sappenfield, Wisconsin
- John Snyder, Kentucky
- Senator Trey Stewart, Maine
- Betsy Theroux, Georgia
- Representative Barry Usher, Montana

A quorum was present with 48 members in attendance.

### APPROVAL OF MINUTES AND VACANCIES

NCSL President Robin Vos opened the meeting and asked for a motion to approve the minutes of the May 22, 2021, Executive Committee meeting. The minutes were unanimously approved.
The Executive Committee unanimously approved the following members to fill legislative vacancies:
Assemblymember Dr. Joaquin Arambula, California; Representative Ann Bollin, Michigan; Representative Marcus Evans, Illinois; Senator Robert Rodriguez, Colorado, and; Representative Ryan Mackenzie, Pennsylvania.

The Executive Committee unanimously approved the following members to fill state legislative vacancies: Rich Olsen, Director, Legislative Services Division, West Virginia, and Betsy Theroux, Director, House Media Services, Georgia.

REMARKS BY THE NCSL EXECUTIVE DIRECTOR
Executive Director Tim Storey reported the 2021 Legislative Summit will be held the first week in November in Tampa, Florida. He noted there has been no reduction in demand for the services of NCSL’s 160 employees in Denver and Washington, D.C., during the pandemic. He directed members to an annual report of NCSL’s work by division included in the Executive Committee book, adding that NCSL was responsible for some of the first and best analysis of the COVID-19 relief package and the American Rescue Plan.

Staff Vice Chair JJ Gentry thanked NCSL for being consistently responsive to legislative staff requests during the pandemic.

BUDGET, FINANCE AND RULES COMMITTEE
NCSL Staff Vice Chair Martha Wigton thanked Storey and Mary Wild for their work on the budget and asked Storey to provide details on the budget. He noted that the proposed FY21 budget was an austere one that canceled the Legislative Summit, cut staff positions, moved money to one-time accounts, and froze staff pay, promotions, merit and cost of living raises. It also suspended an Executive Committee-approved dues increase.

Taking these actions resulted in a surplus of more than $850,000. Dues did not decline as anticipated, and revenue from publications—including nearly $200,000 from the sale of “Mason’s Manual”—exceeded expectations. In addition, a long-time philanthropic donor, the Wallace Foundation, gave NCSL a $250,000 operations grant. The surplus will help offset a negative fund balance of about $4 million based on last year’s audit. NCSL’s PPP loan will erase most of the negative fund balance by the end of the next fiscal year, assuming that loan is forgiven. Once the negative balance is resolved, Storey anticipates the FY22 budget will include a reserve fund for the first time in more than a decade. The reserve fund will begin with $50,000.

The FY22 general fund budget projects $18.7 million in revenue, down about $2 million from FY20, with a surplus of $67,000. Adding in $14 million in grant and contract revenue will bring the total budget to about $32.7 million. Storey recommending suspending the previously approved 3% dues increase and discussing it again in 2022. He also said the committee wants to use the 2020 census apportionment numbers to update the population factor that helps determine NCSL dues. NCSL is conducting a marketing study to determine whether staff salaries need to be adjusted in a very competitive hiring climate. Merit pay will be determined in October after a performance evaluation process. The proposed budget also sets aside more than $500,000 for strategic initiatives.

The FY22 budget and the use of 2020 census data to update the dues’ structure were unanimously approved.
COMMITTEE ON OUTREACH AND MEMBER SERVICES
Vice President Scott Bedke directed members to proposed grant items to consider for approval. The committee unanimously approved the grants.

Bedke said the committee discussed the upcoming Salt Lake City Redistricting Seminar, the NCSL’s online Base Camp (Aug. 3-5) and the Summit (Nov. 3-5). He urged everyone to spread the word about all meetings and asked for comments and questions on the Summit’s working agenda. He thanked NCSL staff for becoming the go-to source on CARES and ARPA and how best to apply those in the states.

SUBCOMMITTEE ON STATE-FEDERAL POLICY
Representative Marvin Abney of Rhode Island, co-chair of the State Federal Policy subcommittee, said it recommends adoption of the following state/federal priorities:

- Federalism.
- Cybersecurity/technology.
- Infrastructure.
- Election issues (restoring public confidence and integrity).
- Census and redistricting.
- Job creation/workforce development (WIOA)/career & technical education.
- Immigration reform.
- COVID-19 pandemic.
- Federal deficit.

The priorities were unanimously approved by the Executive Committee.

Abney listed major state issues as:

- State legislative authority.
- Redistricting and census.
- Election issues.
- Revenue revitalization/COVID economic recovery/small businesses assistance.
- Workforce issues.
- Polarization/collaboration/civic health.
- Education.
- Criminal justice.
- Mental health/behavioral health.
- Infrastructure.

The state issues were approved.

Abney said the subcommittee discussed how states are planning to spend their coronavirus state and local official recovery fund dollars. NCSL plans to examine this information further to try and identify some common themes and develop some additional resources and common practices for states.
STANDING COMMITTEES REPORT
Senator Wayne Harper of Utah, overall co-chair of the NCSL Standing Committees said NCSL staff continues to engage with officials in the new administration and members and staff of the 117th Congress. The Natural Resources and Infrastructure Standing Committee hosted four meetings with new intergovernmental staff from the EPA, and the departments of Energy, Transportation and Interior. Harper said the meetings provided legislators and staff an opportunity to hear the administration’s priorities and share their own specific state concerns. An average of 30 legislators and staff participated in each of the meetings.

NCSL continues to hold virtual capitol hill briefings on topics including policing reform and reauthorization of the Temporary Assistance to Needy Families program. NCSL Executive Committee member Ralph Alvarado was a featured speaker.

In April, NCSL released its infrastructure priorities in a letter to Congressional leadership and had the opportunity to testify before the U.S. Senate Environment and Public Works Committee on the important issue of transportation funding and financing. Harper said NCSL continues to be a resource for legislators and legislative staff seeking information on the American Rescue Plan Act and is in regular contact with the U.S. Treasury Department and White House on the guidance regarding the use of the Coronavirus State and Local Fiscal Recovery Fund. NCSL will continue to support legislatures as the funds are obligated.

SUBCOMMITTEE ON THE LEGISLATIVE INSTITUTION
Bedke said discussion focused on what was done differently this year and what practices to retain going forward. Conversations centered on technology and balance-of-powers issues and the need to update code books. Vos noted that the last 18 months have shown the balance required between the legislative and executive branches, and that there has never been a more important time for NCSL’s work to strengthen legislatures.

LEGISLATIVE STAFF COORDINATING COMMITTEE
Staff Chair Martha Wigton said the committee hoped to meet in person in Denver before the Legislative Summit. She welcomed new Executive Committee members, Betsy Theroux, director of George House media services, and Rich Olsen, director of the West Virginia Legislative Services Agency.

Wigton said two professional staff associations organized will meet in person for professional development this year; the rest will do virtual programming. She praised the American Society of Legislative Clerks and Secretaries for their efforts in creating the money-making “Mason’s Manual,” and NCSL’s work on the redistricting grid book.

Wigton said NCSL’s Legislative Staff Management Institute for senior-level staff would be held in person in Sacramento, Calif., Aug. 20-27. She thanked the Foundation for helping to keep tuition low for the leadership immersion training. Wigton said new staff could participate in NCSL’s second legislative staff certificate program every Friday in October, covering material in five introductory modules.

She highlighted the success of the fourth annual Legislative Staff Week, which attracted double the audience of the year before. She noted that it included an inspiring podcast from Executive Committee member Sabrina Lewellen of Arkansas and Eric Nauman of Minnesota. Wigton said the week included more than 700 shoutouts—celebrating peers—double the 2020 number.
Wigton expressed concern about staff retention because of changes in the workplace and workforce. She said LSCC is working to give guidance to NCSL on trends and to survey to learn more about why staff leave, which will enhance retention and strengthen the legislative institution. Job descriptions have been completed for the NCSL offices open to staff, which Wigton believes will help with recruitment. Staff have decided to contribute to a scholarship honoring Marsheilah Lyons, a long-time LSCC member from Nevada who died unexpectedly. Wigton thanked Angela Andrews and her team, as well as her chairs, her predecessor and her successor, for helping to make the year a success in a virtual environment.

NCSL FOUNDATION FOR STATE LEGISLATURES REPORT
Senate President Leroy Garcia of Colorado reported that the Foundation had surpassed its $2 million goal by $177,000. He welcomed five new Capitol Circle sponsors—Amazon, AT&T, Intuit, the Nuclear Energy Institute, and Walmart—as well as seven new platinum sponsors: Biogen, Curriculum Associates, Door Dash, HCA Healthcare, The Mentor Network, Rock Central, and Smile Direct Club. He also noted three Platinum upgrades: The American Kratom Association, Ancestry.com and HP Corporate.

Garcia said the Foundation continues to seek ways to interact, connect and provide value to the sponsors, including the leaders’ symposium for Platinum and Capitol Circle sponsors.

The following nominees were approved to fill vacancies on the NCSL Foundation board of directors: Anika Hagenson, Brian McAndrews, Michelle Peacock and Ethan Wilson.

CLOSING REMARKS BY SPEAKER ROBIN VOS
Vos thanked Garcia, NCSL staff and sponsors. A motion to adjourn was unanimously approved.
RULE I
RULES OF PROCEDURE

A) These rules of procedure shall be construed in conformity with the Bylaws of the National Conference of State Legislatures.
B) On any issue not covered by these rules of procedure or by the Bylaws, Mason's Manual of Parliamentary Procedure shall be the standard authority, when applicable.

RULE II
INTRODUCTION, REFERRAL AND DISSEMINATION OF POLICY DIRECTIVES, RESOLUTIONS AND AMENDMENTS

A) Any legislator may file a policy directive, resolution or amendments to an existing policy directive or resolution designed for consideration at the Forum Business Meeting or the Annual Business Meeting.
B) Policy directives and resolutions developed by the Standing Committees shall be directed at Congress, the Administration, or the federal courts, and shall be related to issues that affect the states and shall be consistent with support of state sovereignty and state flexibility and protection from unfunded federal mandates and unwarranted federal preemption.
C) Resolutions shall be used to (1) bolster a lobbying position; (2) clarify a question of ambiguity in current policy; (3) provide guidance about the specifics of pending regulatory federal decisions; or (4) provide guidance about strategy or tactics regarding a lobbying matter.
D) There shall be a Memorial Calendar for resolutions that do not comply with Rule II [B]. Members shall file memorial resolutions with the Executive Director in accordance with other provisions of these Rules. The legislator co-chairs of the standing committees shall refer such resolutions to the appropriate standing committee or the Executive Committee. Memorial resolutions adopted by the Forum business meetings, or Executive Committee shall be placed on the memorial calendar of the Annual Business Meeting.
E) Policy directives, resolutions or amendments to existing policy directives or resolutions shall be filed with the Executive Director or designee at least thirty days prior to the Forum Business Meeting or Annual Business Meeting. The overall legislator Co-Chairs of the Standing Committees, in consultation with the Co-Chairs of the appropriate standing committee, may waive the thirty-day deadline under extraordinary circumstances. The legislator Co-Chairs of the Standing Committees shall refer such policy directives, resolutions and amendments to existing policy directives or resolutions promptly to the appropriate standing committee or committees. Each policy directive, resolution and amendment to an existing policy directive or resolutions shall be reviewed and acted upon by the committee to which it is referred.
F) Policy directives, resolutions and amendments to existing policy directives or resolutions originating in the standing committees shall be submitted to the Executive Director or designee for referral by the legislator Co-Chairs of the Standing Committees at least thirty days prior to the Forum Business Meeting or Annual Business Meeting. The legislator Co-Chairs of the Standing Committees, in consultation with the Co-Chairs of the appropriate standing committee, may waive the thirty-day deadline under extraordinary circumstances. The legislator Co-Chairs of the Standing Committees shall refer such policy directives, resolutions and amendments to existing policy directives or resolutions promptly to the appropriate standing committee or committees.

G) Standing committees shall disseminate draft policy directives, resolutions and amendments to existing policy directives or resolutions at least twenty days prior to the Forum Business Meeting or Annual Business Meetings. Distribution shall be to all standing committee members, members of the NCSL Executive Committee, legislative leaders of the member jurisdictions and others as determined by the legislator Co-Chairs of the Standing Committees. The legislator Co-Chairs of the Standing Committees, in consultation with the appropriate committee Co-Chairs, may waive this deadline under extraordinary circumstances.

**RULE III**

**POLICY DIRECTIVES AND RESOLUTIONS, AND AMICUS BRIEF ADOPTION PROCESS**

A) All policy directives and resolutions produced by an NCSL standing committee shall be submitted to the Forum Business Meetings or the Annual Business Meeting for adoption. All policy directives and resolutions produced by the NCSL standing committees and the Forum Business Meetings shall be submitted to the Annual Business Meeting for final adoption. In the interim between Legislative Summits, policy directives and resolutions may be adopted by Committees, but they shall clearly indicate that they are the policy directives and resolutions of that Committee, and not of the Conference as a whole.

B) In emergency circumstances, when there is insufficient time to consider a new policy directive or resolution under normal processes, policy directives or resolutions having the same force and effect as policy directives and resolutions adopted by the full Conference may be established by either of the following means: (1) majority vote of the legislator members, present and voting, of the Executive Committee in meeting assembled; or (2) the unanimous agreement by conference call of the NCSL President, the NCSL President-Elect, the NCSL Vice President, the NCSL Immediate Past President, the legislator Co-Chairs or a legislator Vice Chair of the NCSL Standing Committees, and the Co-Chairs or Vice Chair of the appropriate standing committee or committees.

C) All policy directives of the Conference shall not expire but must be reviewed by the standing committee of jurisdiction at least once every four years and can be updated or amended by a standing committee at any time, adhering to the NCSL By-Laws and Rules of Procedure. All
resolutions of the Conference shall automatically terminate one year after the Annual Business Meeting at which they are adopted, unless reaffirmed in the normal policy process.

D) The decision to name NCSL as an amicus curiae on briefs filed before the U.S. Supreme Court shall be by unanimous agreement of the NCSL President, the NCSL Immediate Past President, the NCSL President-Elect, the NCSL Vice President, the legislator Co-Chairs of the NCSL Standing Committees, the legislator Co-Chairs of the Law, Criminal Justice and Public Safety Committee and legislator Co-Chairs of other standing committees that have jurisdiction over the question to be resolved by the amicus brief. In the event any person voting indicates a veto, the President may initiate a conference call to allow for discussion and to confirm each person’s vote.

RULE IV
STANDING COMMITTEE PROCEDURES

A) There shall be standing committees and task forces of NCSL whose number and jurisdictions are determined by the Executive Committee. The standing committees and task forces (1) consider federal issues that affect states; (2) formulate policy positions on federal issues; (3) exchange information about state and federal policy matters; (4) consider and evaluate innovative approaches to state issues; (5) develop policy options and recommendations regarding state issues and legislative organization, management and procedures.

B) There shall be overall legislator Co-Chairs and overall legislative staff Co-Chairs of the Standing Committees. The legislator Co-Chairs shall be appointed for a term of two years by the NCSL President and President-elect. There shall be at least two overall legislator vice chairs balanced by political party who shall be appointed by the NCSL President and President-elect for a term of two years. The overall legislative staff Co-Chairs and the overall legislative staff vice chairs serve staggered terms of two years. Each year, the Staff Chair appoints one staff Co-Chair and at least one staff vice chair to a two-year term.

C) A quorum for the adoption of policy directives and resolutions in Standing Committees shall consist of representation of appointed legislator members, or in their absence, legislator substitutes designated in writing by appointed members’ presiding officers, from at least ten (10) member jurisdictions. Letters designating substitutes or new appointments shall be delivered to the appropriate legislator committee Co-Chairs no later than the beginning of the committee session at which a vote on public policy will occur. The Legislator Co-Chairs of each standing committee shall, prior to a committee vote(s) on a matter of public policy, establish the presence of a quorum.

D) All voting in standing committees, subcommittees or task forces shall be by voice, except when a roll call vote is requested by two (2) member jurisdictions or is called by the legislator Co-Chairs.

E) On matters of public policy that place the standing committees, subcommittees, and task forces on public record, an affirmative vote of three-fourths (3/4) of the member jurisdictions who respond to the most recent quorum call is required. A state not present for the most recent quorum call can before the start of the next roll call vote request recognition from the presiding legislator chair and be recorded as present for purposes of the quorum. New quorum calls shall be conducted at the
request of five (5) member jurisdictions. On all other matters, a quorum being present, action is final by majority vote of the member jurisdictions who responded to the most recent quorum call.

F) Votes on matters of public policy shall be cast by appointed legislator members, or in their absence, by legislator substitutes designated in writing by appointed members’ presiding officers. All legislators duly registered for the fall and spring meetings shall be entitled to vote at the business meeting. Legislative staff shall not be entitled to vote on matters of public policy. In the event of a roll call vote, each member jurisdiction shall be entitled to cast one undivided vote. Each member jurisdiction shall select a spokesperson who will announce the vote of the delegation. Disputes on the presence of a quorum or voting procedures shall be settled by ruling of the legislator chair.

G) Co-Chairs of the standing committees have authority to preserve order and decorum and have charge of the rooms in which the committees meet.

H) Each standing committee, subcommittee and task force shall produce a summary of each of its meetings. Included in the summary shall be a record of its roll call votes by member jurisdiction.

I) Standing committees, shall approve, approve with amendment, postpone, table or defeat each policy directive and resolution submitted to it.

RULE V
STEERING COMMITTEE PROCEDURES

A) There shall be a Steering Committee of the Standing Committees, which shall be composed of the overall legislator and legislative staff Co-Chairs of the Standing Committees, the overall legislator and legislative staff vice chairs of the Standing Committees, and the legislator and legislative staff Co-Chairs of each standing committee. The committee Co-Chairs shall designate a legislator committee vice chair and the legislative staff Co-Chairs shall designate a legislative staff vice chair to represent the committee with the Steering Committee in their absence. Only legislator members of the Steering Committee shall vote on policy directives and resolutions, amendments to policy directives and resolutions, and procedural motions related thereto, except legislative staff shall be allowed to vote on joint and re-referrals of policy directives and resolutions.

B) The Steering Committee at its meeting prior to the standing committee meetings shall review policy directives, resolutions and amendments to policy directives and resolutions filed under Rule II for inconsistencies to Rule II [B] and omissions. Policy directives, resolutions or amendments to policy directives and resolutions that are determined by a majority vote of the legislator members of the Steering Committee to be inconsistent with Rule II [B] shall not be considered by the standing committee to which such policy directive, resolution or amendment was referred.

C) The Steering Committee at its meeting prior to the standing committees’ meetings shall determine, by majority vote, policy directives, resolutions and amendments to policy directives and resolutions to be considered by more than one committee. The Steering Committee shall designate one standing committee as the lead committee on each jointly referred resolution. Any standing committee to which the resolution is referred may report the resolution on the floor. If the lead committee adopts a version of the resolution, it shall be considered first at the Forum Business
Meeting or Annual Business Meeting; other committees shall offer their versions and amendments from the floor.

D) In its meeting following the meetings of the standing committees, the Steering Committee shall establish the order of business and calendars for the business meetings; and designate policy directives and resolutions to be re-referred to one or more other committees. The policy directives or resolutions approved by the committee with original jurisdiction automatically shall be placed on the debate calendar at the next Forum Business Meeting or Annual Business Meeting. If the committee to which the policy directive or resolution is re-referred approves changes to it, it shall offer its version as an amendment on the floor. The Steering Committee shall also identify emerging state and federal issues; coordinate outreach to legislators and staff regarding the standing committees; coordinate planning of the Forum meetings; and consider the use of innovative technologies and communications devices for conducting meetings, increasing participation and informing legislators and staff about the work of the Standing Committees.

RULE VI
QUORUM AND PROXIES – FORUM AND ANNUAL BUSINESS MEETINGS

A) As required by the Bylaws, a quorum for the transaction of business at the Annual Meeting shall consist of representation from at least twenty (20) member jurisdictions.

B) As required by the Bylaws, voting rights of a member may not be delegated to any other person nor exercised by proxy.

RULE VII
VOTING IN FORUM AND ANNUAL BUSINESS MEETINGS

A) All action in the Forum Business Meeting or Annual Business Meeting shall be by voice vote except when a roll call vote is requested by not less than five member jurisdictions or is ordered by the chair.

B) As provided in the Bylaws, on any vote that places the Conference on record in a matter of public policy, an affirmative vote of three quarters (3/4) of the member jurisdictions who respond to the most recent quorum call shall be required. A state not present for the most recent quorum call can, before the start of the next roll call vote, request recognition from the presiding legislator chair and be recorded as present for purposes of the quorum. New quorum calls shall be conducted at the request of not less than five (5) member jurisdictions. On all other matters, action is final by majority vote of the member jurisdictions who responded to the most recent quorum call. On any vote that places the Conference on record in a matter of public policy, legislative staff shall not be entitled to vote.
C) In the event of a roll call vote, each member jurisdiction shall be entitled to cast one undivided vote. Prior to the Forum Business Meeting and the Annual Business Meeting, each member jurisdiction shall select the spokesperson who will announce the vote.

D) When a roll call is being taken, the member jurisdictions shall be called in alphabetical order by the Executive Director. The spokesperson for the delegation shall reply by giving his or her name and then announcing the vote of the delegation.

E) If there is a challenge by a member of a delegation as to who shall be its spokesperson or as to the announced vote, the jurisdiction shall be called upon again. If the challenger continues the challenge, the chair shall poll the delegation and shall declare that the majority of said delegation prevails.

F) Until the chair announces the results of a vote, a jurisdiction has the right to change its vote, or to have its vote recorded if it was not recorded during the initial call of the vote, based on the most recent quorum call.

G) Consideration of policy directives and resolutions shall be by calendar. The consent calendar shall be limited to policy directives and resolutions approved previously at the Forum Business Meetings or reported unanimously by an NCSL standing committee at the annual meeting. The debate calendar shall include all policy directives and resolutions passed by the NCSL standing committees without unanimity; policy directives and resolutions removed from the consent calendar by majority vote of the Steering Committee; and policy directives and resolutions removed from the consent calendar at the Annual Business Meeting at the request of three (3) member jurisdictions. The memorial calendar shall include all resolutions that do not comply with Rule II [D] and approved according to rules governing consideration of policy directives and resolutions.

H) All policy directives, resolutions and amendments shall be submitted in writing, adhering to the NCSL By-Laws and Rules of Procedure, and available prior to the vote of member jurisdictions.

I) Policy directives and resolutions that have been tabled or postponed by a committee may be brought for consideration following disposition of the debate calendar by a vote of two thirds (2/3) of the member jurisdictions who respond to the most recent quorum call on a motion to discharge the committee from further consideration. If thus brought up for consideration, the policy directives and proposed resolutions shall be voted upon under the rules governing consideration of policy directives and resolutions.

RULE VIII
RECOMMENDATIONS REGARDING STATE ISSUES AND LEGISLATIVE MANAGEMENT

A) Standing committees, subcommittees, and task forces are authorized to issue reports, recommendations, and findings regarding state issues and legislative management. All such work products shall be approved by a majority of the member jurisdictions who responded to the most recent quorum call, and shall be clearly identified only as the work of that committee,
subcommittee or task force. These work products shall be reported to the Executive Committee for any appropriate further action.

**RULE IX**

**ADOPTION, AMENDMENT AND SUSPENSION OF RULES**

These rules shall remain in effect until such time as they are amended at an Annual Meeting of the Conference. Any amendment or suspension of such rules shall require a three-fifths (3/5) vote of the member jurisdictions who respond to the most recent quorum call. New quorum calls shall be conducted at the request of not less than five (5) member jurisdictions. Any motion to suspend shall be clear with respect to the rule or rules to which it applies.

ARTICLE I
Name
Section 1. Name. The name of this organization shall be the National Conference of State Legislatures ("the Conference").

Section 2. Offices. Offices of the Conference shall be in such localities as shall be determined by the Executive Committee.

ARTICLE II
Purpose
Section 1. Purposes. The purposes and objectives of the Conference shall be:

1) To advance the effectiveness, independence, and integrity of legislatures in the states, territories, and commonwealths of the United States.
2) To foster interstate cooperation and to facilitate information exchange among state legislatures.
3) To represent the states and their legislatures in the American federal system of government consistent with support of state sovereignty and state flexibility and protection from unfunded federal mandates and unwarranted federal preemption.
4) To improve the operations and management of state legislatures; to improve the effectiveness of legislators and legislative staff; and to encourage the practice of high standards of conduct by legislators and legislative staff.
5) To promote cooperation between state legislatures in the United States and legislatures in other countries.

ARTICLE III
Membership and Divisions
Section 1. Membership. The membership of the Conference shall consist of the legislatures of the states, the District of Columbia, and the territories and commonwealths of the United States. Payment of properly established membership dues shall be a condition of participation by legislators and legislative staff within each of the member jurisdictions.

Section 2. Divisions. The Conference shall have at least two participant divisions: a Legislator Division and a Staff Division. Other divisions may be established by the Executive Committee. Sections and committees may be established by the Executive Committee or by the divisions with the approval of the Executive Committee. The Legislator Division shall have a section for legislative leaders.
ARTICLE IV
Other Organizations

Section 1. Cooperation with other organizations. The Conference may cooperate with or establish relationships with such other groups, public or private, as may seem most likely to advance the purposes of the Conference, directing special effort toward cooperative work with those bodies that represent local and state governments. In order to more effectively promote state interests, the Conference shall seek a working association with the Council of State Governments and its regional conferences, while reserving and maintaining complete autonomy and independence of budget, staff and operations.

Section 2. International affiliates. The state or provincial legislatures of other countries may affiliate with the Conference. International affiliates shall not be entitled to vote, but may have members serve on NCSL standing committees and the Executive Committee subject to conditions established by the Executive Committee.

ARTICLE V
Meetings and Rules

Section 1. Annual meetings. The Conference shall meet annually at such time and place as may be determined by the Executive Committee.

Section 2. Special meetings. Special meetings of the Conference may be called by the Executive Committee at any time; or shall be called by the President upon request of at least 26 member jurisdictions. The meeting shall be held within forty-five days after filing of the request with the Executive Director. The notice of the meeting shall state its purpose. No other business shall be considered.

Section 3. Notice of meetings. The Executive Director shall provide timely written notice of Annual and special meetings of the Conference not less than thirty days prior to the opening of the meeting.

Section 4. Voting at annual meeting. Roll call voting at the Annual Meeting shall be by member jurisdiction, and each member jurisdiction in good standing shall be entitled to cast one vote regardless of the number of delegates present from that jurisdiction. A quorum for the transaction of business shall consist of representation from at least twenty member jurisdictions. On any vote that places the Conference on record in a matter of public policy, an affirmative vote of three-fourths of the jurisdictions who respond to the most recent quorum call shall be required to adopt the motion. A state not present for the most recent quorum call can, before the start of the next roll call vote, request recognition from the presiding legislator Chair and be recorded as present for purposes of the quorum. New quorum calls shall be conducted at the request of five (5) member jurisdictions. The determination
of the vote within each jurisdiction shall be by the members present from that jurisdiction. On any vote that places the Conference on record in a matter of public policy, legislative staff shall not be entitled to vote.

Section 5. Rules. Rules governing the conduct of meetings shall be recommended by the Executive Committee and adopted by the Conference. Mason’s Manual of Legislative Procedure shall govern the proceedings of the Conference in all cases not covered by these Bylaws or the Conference Rules of Procedure.

Section 6. Proxy voting. There shall be no proxy voting during any proceedings of the Conference.

ARTICLE VI
Officers and Executive Committee

Section 1. Officers. The officers of the Conference shall be a President, a President-Elect, a Vice President, and the Immediate Past President; and a Staff Chair, a Staff Vice Chair, and the Immediate Past Staff Chair.

Section 2. Executive Committee Composition and Voting Privileges. The Executive Committee shall be composed of forty-one legislators, twenty-one legislative staff and one nonvoting ex officio legislator member representing international affiliates. The legislator member representing international affiliates is nominated by the Nominating Committee.

1) The legislator members shall be:
   a. The President;
   b. The Immediate Past President;
   c. The President-Elect;
   d. The Vice President;
   e. Twenty-seven at-large members;
   f. One ex officio member representing the state hosting the annual meeting at the time of that member’s election;
   g. Two ex officio members representing the states hosting the next two annual meetings;
   h. The Co-Chairs of the NCSL Standing Committees, who serve ex officio, appointed by the President and President-Elect; and
   i. Five ex officio members representing the Council of State Governments, including the Chair of the Council and one member or alternative member elected from each of the four regional conferences of the Council, as provided by Subsection (4) of Section 2.

2) The legislative staff members shall be:
   a. The Staff Chair;
b. The Staff Vice Chair;
c. The Immediate Past Staff Chair;
d. Sixteen at-large members; and
e. The Staff Co-Chairs of the NCSL Standing Committees, who serve ex officio, appointed by the Staff Chair.

3) Ex officio members are voting members of the Executive Committee, unless otherwise provided.
4) Following the NCSL Annual Meeting, the CSG Regional Conference Members and Alternates shall be elected from states not having at-large legislator representation on the Executive Committee.

ARTICLE VII
Nomination and Election Procedures

Section 1. Legislator Nominating Committee. The President shall appoint a Legislator Nominating Committee of twelve members at least sixty days prior to the next Annual Meeting. The Nominating Committee shall consist of an equal number of Republicans and Democrats. It shall include at least one Democrat and one Republican from each region and no more than four members from the same region. The President shall select members with the advice and consent of the legislator members of the Executive Committee. The President shall appoint the chair of the Legislator Nominating Committee, who shall be a legislative leader.

Section 2. Legislative Staff Nominating Committee. The Staff Chair shall select a Legislative Staff Nominating Committee consisting of seven legislative staff at least sixty days prior to the next Annual Meeting. The Staff Chair shall select members with the advice and consent of staff members of the Executive Committee. The Staff Chair shall appoint the chair of the Legislative Staff Nominating Committee.

Section 3. Nominating procedures for legislator officers. The Legislator Nominating Committee shall present to the Annual Meeting a slate of candidates for the offices of President-Elect and Vice President. The President succeeds automatically from the office of President-Elect; the Immediate Past President succeeds automatically from the office of President. No officer who has served one full term shall be eligible for reelection to the same office until at least one intervening term has elapsed. The President-Elect and Vice President shall be legislative leaders from a member jurisdiction at the time of their election. The offices of President, President-Elect and Vice President shall alternate between the two major political parties. For the office of Vice President and President-Elect, the Legislator Nominating Committee may submit more than one name.

Section 4. Nominating procedures for legislators on the Executive Committee. The Legislator Nominating Committee shall present to the Annual Meeting a slate of candidates for the at-large positions, the member representing international affiliates and the annual meeting host state positions.
on the Executive Committee. In nominating members for the Executive Committee, the Legislator Nominating Committee shall, insofar as possible, consider geographic balance. At least ten of the at-large members of the Executive Committee shall be legislative leaders at the time of their election. No more than two legislator members other than ex officio members shall come from the same state.

Section 5. Legislative Staff Nominating Committee duties. The Legislative Staff Nominating Committee shall present to the Annual Meeting a slate of candidates for the Executive Committee and the office of Staff Vice Chair. The Staff Chair succeeds automatically from the office of Staff Vice Chair. The Immediate Past Staff Chair succeeds automatically from the office of Staff Chair. All nominees of the Legislative Staff Nominating Committee shall be full-time professional legislative staff from member jurisdictions. In nominating legislative staff for the Executive Committee, the Legislative Staff Nominating Committee shall, insofar as possible, consider geographic balance. No more than one legislative staff member shall come from the same state, except that states represented by an officer or ex officio member may have two members.

Section 6. State representation on the Executive Committee. Each state shall have the opportunity to be represented on the Executive Committee at least once every five years.

Section 7. Consecutive terms. No member of the Executive Committee other than an officer or ex officio member may serve for more than three consecutive terms. A member of the Executive Committee who is appointed or elected to be an officer or ex officio member before completing three consecutive terms on the Executive Committee may, upon completion of service as an officer or ex officio member, serve each remaining full one-year term not yet served.

Section 8. Floor nominations. Additional nominations may be made from the floor for the offices of Vice President and President-Elect. Such candidates shall be qualified under Article VII, Section 3.

Section 9. Voting procedures. Voting on the reports of the nominating committees shall be by member jurisdiction, and each member jurisdiction in good standing shall be entitled to cast one vote regardless of the number of delegates present from that jurisdiction. A majority of the member jurisdictions who respond to the most recent quorum call shall be required to adopt the reports of the nominating committees. If no nominee receives a majority of the member jurisdictions who respond to the most recent quorum call on the first ballot, there shall be a runoff ballot among the two nominees receiving the highest vote. The nominee who receives a majority of votes on the runoff ballot shall be elected.

ARTICLE VIII
Terms of Office and Vacancies

Section 1. Terms. The term of office for the officers and other members of the Executive Committee shall be from the close of the annual meeting through the next following annual meeting.
Section 2. Vacancies. In the event of a vacancy in the office of President, the Executive Committee shall elect a past President of the Conference or a member of the Executive Committee to serve the remainder of the term. Such person shall be of the same political party as the person vacating the office. In the event of a vacancy in the office of Staff Chair, the Staff Vice Chair shall succeed to the office of Staff Chair. The Executive Committee shall fill other elected offices, if vacant, at any regular or special meeting.

ARTICLE IX
Duties of Officers

Section 1. President. The President shall serve as chair of the Executive Committee and as a member, ex officio, with the right to vote, on all committees and subcommittees of the Executive Committee except the Nominating Committee. The President, with the approval or authorization of the Executive Committee, shall appoint the legislator officers and members of all appropriate committees and subcommittees of the Executive Committee. The President shall preside at all meetings of the Executive Committee. The President shall perform such other duties as are incidental to the office of President or as may be prescribed by the Executive Committee.

Section 2. President-Elect. The President-Elect shall perform the duties of the President in the event of the President's absence or inability to serve. Other duties may be delegated to the President-Elect by the Executive Committee or the President.

Section 3. Vice President. The Vice President shall perform the duties of the President-Elect in the event of the absence or inability of the President-Elect to serve. Other duties may be delegated to the Vice President by the Executive Committee or the President.

Section 4. Immediate Past President. The Immediate Past President shall serve as the President of the Foundation for State Legislatures and shall perform other duties as assigned by the Executive Committee and the President.

Section 5. Staff Chair. The Staff Chair shall serve as the chair of the Staff Division of the Conference and perform such other duties delegated by the Executive Committee or the President. The Staff Chair, with the approval or authorization of the Executive Committee, shall appoint the legislative staff officers and members of all appropriate committees and subcommittees of the Executive Committee.

Section 6. Staff Vice Chair. The Staff Vice Chair shall serve as Vice Chair of the Staff Division and shall perform the duties of the Staff Chair in the event of the officer's absence or inability to serve, and perform such other duties as may be delegated to the Staff Vice Chair by the Staff Chair or the Executive Committee.
Section 7. Immediate Past Staff Chair. The Immediate Past Staff Chair shall serve as the Secretary-Treasurer of the Foundation for State Legislatures and shall perform other duties as assigned by the Executive Committee and the Staff Chair.

Section 8. Appointment of Standing Committee Officers. The legislator officers of the Conference’s standing committees, including the overall standing committee legislator officers, shall be appointed by the President and the President-elect. The staff officers of the Conference’s standing committees, including the overall standing committee legislative staff officers, shall be appointed by the Staff Chair.

ARTICLE X
Powers of the Executive Committee

Section 1. Executive Committee powers. The Executive Committee is the governing body of this Conference. The Executive Committee shall supervise, control and direct the affairs of the Conference; shall implement the policies of the Conference; shall actively prosecute its objectives; and supervise the disbursement of its funds. The Committee may adopt rules and regulations for the conduct of its business and may delegate certain of its authority and responsibility to committees, divisions, sections, officers, and the Executive Director.

ARTICLE XI
Executive Committee Procedures

Section 1. Quorum and voting. A majority of the Executive Committee's membership shall comprise a quorum. On any vote not otherwise specified, a simple majority of the members present and voting is required for passage. Each member shall be entitled to vote on any matter coming before the Committee. On any vote that places the Conference on record in a matter of public policy, legislative staff shall not be entitled to vote. All decisions on voting eligibility of staff members shall be made by the President, subject to appeal to the Executive Committee.

Section 2. Meetings of the Executive Committee. The Executive Committee shall meet at least three times each year at such time and place as the Committee shall decide. No more than one meeting during the Annual Meeting of the Conference shall be used to satisfy this requirement.

Section 3. Absences from Executive Committee meetings. Absence from two Executive Committee meetings within a year without cause shall be grounds for removal.

Section 4. Reimbursement. Upon authorization of the President, Executive Committee members may be reimbursed for actual and necessary expenses for travel directly related to official NCSL activities. The officers may receive a per diem in addition to actual and necessary expenses if their home state does not pay such per diem.
Section 5. Executive Committee meetings open. All meetings of the Executive Committee shall be open to the public.

Section 6. Setting the Conference’s Priorities and Issues. At the start of the biennium, the Executive Committee shall establish the state federal priorities and major state issues with input from the standing committees, task forces of the Executive Committee, the Conference’s officers, members of the Executive Committee and the Executive Director. These state federal priorities and major state issues shall serve to guide the Conference’s representation before the federal government, in standing committees and meeting programming and grant funded research.

Section 7. Adopting policy directives and resolutions under emergency circumstances. In emergency circumstances, when there is insufficient time to consider a new policy directive and resolution under normal processes, policy directives and resolutions having the same force and effect as policy directives and resolutions adopted by the full Conference may be established by either of the following means: (1) majority vote of the legislator members, present and voting, of the Executive Committee in meeting assembled; or (2) the unanimous agreement by conference call of the President, the President-Elect, the Vice President, the Immediate Past President, the Legislator Co-Chairs or a legislator Vice Chair of the NCSL Standing Committees, and the Legislator Co-Chairs or a legislator Vice Chair of the appropriate standing committee. Proposed policy directives and resolutions must be provided to the NCSL Executive Director by 4:00 p.m. of the day before the NCSL Executive Committee meeting.

ARTICLE XII
Committees and Subcommittees of the Executive Committee
Section 1. Committees and subcommittees. There shall be a Budget, Finance and Rules Committee, and such other committees and subcommittees as the Executive Committee may authorize. Membership on committees and subcommittees shall be divided between legislator and staff members in accord with voting eligibility on the Executive Committee, unless otherwise provided by the Executive Committee. The Legislator and Staff Chairs and members of these committees and subcommittees shall be appointed by the President and Staff Chair, respectively, with the approval of the Executive Committee.

ARTICLE XIII
Executive and Staff
Section 1. Executive Director. The Executive Committee shall appoint an Executive Director and determine the terms and conditions of employment.

Section 2. Duties of Executive Director. The Executive Director shall be the chief administrator of the Conference, responsible for all management functions under the direction of the officers and Executive Committee. The Executive Director shall manage and direct all activities of the Conference as prescribed
by the Executive Committee and shall be responsible to the Committee. The Executive Director shall employ members of the staff necessary to carry on the work of the Conference, shall fix their compensation within the approved budget, subject to the direction and approval of the officers and Executive Committee, supervise them in the conduct of their duties, and terminate them as necessary.

Section 3. Deputy Executive Director. There shall be a Deputy Executive Director who shall perform duties as assigned by the Executive Director.

Section 4. Acting Executive Director. In the event of an unanticipated vacancy in the position of Executive Director, the Deputy Executive Director shall be the Acting Executive Director for a designated period until the Executive Director returns or a permanent successor is named.

ARTICLE XIV

Finance

Section 1. Funding. The Executive Committee shall determine the funding of the Conference, which shall include but not be limited to membership dues. Population of each jurisdiction shall be a factor in the determination of the amount of dues.

Section 2. Financial Rules. The Budget and Finance Committee shall present to the Executive Committee a set of "Financial Rules," which, when adopted, shall govern the fiscal affairs of the Conference without re-adoption except that they may be amended from time to time. These Financial Rules shall establish the fiscal year of the Conference, set forth the extent of surety bonding required, provide for the annual audit, specify the way grants in aid are to be solicited and handled, and such other items of fiscal management as are deemed necessary.

Section 3. Conference Budget. The Budget and Finance Committee shall make budget recommendations to the Executive Committee. The Executive Committee shall submit to the Conference at its Annual Meeting a proposed budget for the coming fiscal year for consideration and adoption by the Conference. The Executive Committee may approve transfers of funds within the budget adopted by the Conference or amend the budget during the course of the fiscal year by a two-thirds vote of the entire Executive Committee.

Section 4. Financial audit. The accounts of the Conference shall be audited annually by a certified public accountant retained by the President with the approval of the Executive Committee. Such audit shall be reported to the Executive Committee and to the Conference at its Annual Meeting.
ARTICLE XV
Miscellaneous

Section 1. Political Activities. The Conference shall not, at any time, directly or indirectly participate or intervene in any political campaign on behalf of or in opposition to any candidate for public office.

ARTICLE XVI
Dissolution

Section 1. Dissolution. Upon dissolution of this Conference for any reason such funds remaining after the satisfaction of all obligations shall be returned to the member jurisdictions in the proportion to which they were received during the prior fiscal year.

ARTICLE XVII
Definitions

For the purposes of these bylaws and other instruments of the Conference, certain terms shall be defined as follows:

Section 1. Legislative leaders. “Legislative leaders” are those members of each legislature who are elected by the body in which they serve or by its respective political caucuses to be presiding officer, majority or minority leaders, and any other officers elected by the body as a whole; and any other legislator so designated by the presiding officer of either house.

Section 2. Regions. “Regions” refers to states and territories grouped together as prescribed by the bylaws of the Council of State Governments for the purpose of defining its regional legislative conferences.

ARTICLE XVIII
Amendments

Section 1. Amendments. The Conference at any meeting may amend these Bylaws by a three-fifths majority vote of the member jurisdictions who respond to the most recent quorum call. A state not present for the most recent quorum call can, before the start of the next roll call vote, request recognition from the presiding legislator Chair and be recorded for purposes of the quorum. New quorum calls shall be conducted at the request of five (5) member jurisdictions. A notice of such amendments shall be filed with the Executive Director at least thirty days prior to the meeting. Upon receipt of a copy of the proposed amendments, the Executive Director shall forward copies thereof to the presiding officers of each house of every member legislature and to the members of the Conference Executive Committee.
ARTICLE XIX

Effective Date

Section 1. Effective date. These Bylaws shall take effect on January 1, 1975, provided that they are adopted by the governing bodies of the National Legislative Conference, National Conference of State Legislative Leaders, and the National Society of State Legislators.
