Executive Committee Meeting  
Saturday, Jan. 18, 2020  
2:45-4:15 p.m.  
The Westin Austin Downtown  
Continental I, II & III  

AGENDA

Call to Order, Roll Call and Recognition of Guests
Executive Committee Meeting Minutes from Hawaii .........................13
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NCSL Strategic Plan Presentation
NCSL Bylaws and Rules of Procedure ..............................................137
# AGENDA

## Thursday, January 16

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>2–5:30 p.m.</td>
<td>Registration</td>
<td>3rd Floor Foyer</td>
</tr>
<tr>
<td>2–3:15 p.m.</td>
<td>2020 Super PDS Planning Meeting</td>
<td>Broken Spoke</td>
</tr>
<tr>
<td>3:15–3:30 p.m.</td>
<td>Break</td>
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<tr>
<td>3:30–5 p.m.</td>
<td>LSCC Professional Development</td>
<td>Broken Spoke</td>
</tr>
<tr>
<td>Understanding and Developing Your Emotional Intelligence</td>
<td></td>
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<tr>
<td>Emotional Intelligence (or EQ) is the ability to recognize, understand, and manage your emotions and the emotions of others effectively and research has shown that individuals with a high EQ are more successful in teams and in leading organizations. During this interactive session, participants will have the opportunity to learn more about emotional intelligence and have the opportunity to self-assess their own EQ to identify areas of strength and opportunities for growth. Participants will leave with practical tools and next-steps they can utilize in personal and professional development.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitator: Tommy Royston, M.Ed., Senior Associate, University of Southern California</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:30–7 p.m.</td>
<td>Reception at the Hotel</td>
<td>The Gallery</td>
</tr>
</tbody>
</table>

## Friday, January 17

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 a.m.–5 p.m.</td>
<td>Registration</td>
<td>3rd Floor Foyer</td>
</tr>
<tr>
<td>8–9 a.m.</td>
<td>Breakfast</td>
<td>The Gallery</td>
</tr>
<tr>
<td>9–10:30 a.m.</td>
<td>LSCC Work Groups</td>
<td>Broken Spoke</td>
</tr>
<tr>
<td>• Professional Staff Association Officers</td>
<td></td>
<td>Saxon</td>
</tr>
<tr>
<td>• Standing Committees</td>
<td></td>
<td>Threadgill</td>
</tr>
<tr>
<td>• Strategic Planning</td>
<td></td>
<td>Joplin</td>
</tr>
<tr>
<td>• Certificate and Career Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:30–10:45 a.m.</td>
<td>Break</td>
<td></td>
</tr>
</tbody>
</table>
### Friday, January 17 continued

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:45 a.m.–12:15 p.m.</td>
<td>LSCC Subcommittees&lt;br&gt;• Legislative Institution&lt;br&gt;• Information Technology, Social Media, E-Learning and Outreach&lt;br&gt;• Programs and Professional Development</td>
<td>Broken Spoke Threadgill Joplin</td>
</tr>
<tr>
<td>12:15–1:45 p.m.</td>
<td>NCSL Foundation Board of Directors Meeting and Lunch</td>
<td>Continental I &amp; II</td>
</tr>
<tr>
<td>12:15–1:45 p.m.</td>
<td>Lunch</td>
<td>The Gallery</td>
</tr>
<tr>
<td>2–4 p.m.</td>
<td>Full Legislative Staff Coordinating Committee</td>
<td>Continental III</td>
</tr>
<tr>
<td>4–4:15 p.m.</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>4:15–5:15 p.m.</td>
<td>Focus Group – Legislative Staff</td>
<td>Broken Spoke &amp; Threadgill</td>
</tr>
<tr>
<td>5:30–7 p.m.</td>
<td>Reception at the Capitol&lt;br&gt;<em>This reception will be in the Lieutenant Governor’s Reception Room located at 1100 Congress Avenue, Room 2E.16. Buses depart the hotel at 5:15 p.m. and return at 7:00 p.m.</em></td>
<td></td>
</tr>
<tr>
<td>9:30–10:30 p.m.</td>
<td>NCSL Foundation for State Legislatures Dessert Reception&lt;br&gt;<em>All attendees are welcome.</em></td>
<td>The Gallery</td>
</tr>
</tbody>
</table>

### Saturday, January 18

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>8:30 a.m.–1:30 p.m.</td>
<td>Registration</td>
<td>3rd Floor Foyer</td>
</tr>
<tr>
<td>8:30–9:30 a.m.</td>
<td>Breakfast</td>
<td>Continental I &amp; II</td>
</tr>
<tr>
<td>9:30–10:30 a.m.</td>
<td>Subcommittee on Audit and Compliance</td>
<td>Paramount Ballroom</td>
</tr>
<tr>
<td>9:30–10:30 a.m.</td>
<td>Focus Group – Private Sector</td>
<td>The Gallery &amp; Continental I &amp; II</td>
</tr>
<tr>
<td>10:30–10:45 a.m.</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>10:45 a.m.–Noon</td>
<td>• Budget, Finance and Rules Committee&lt;br&gt;• Committee on Outreach and Member Services</td>
<td>Paramount Ballroom&lt;br&gt;The Gallery</td>
</tr>
<tr>
<td>Noon–1 p.m.</td>
<td>Lunch</td>
<td>Continental I &amp; II</td>
</tr>
<tr>
<td>Noon–1 p.m.</td>
<td>Focus Group – Legislators (Lunch)</td>
<td>Paramount Ballroom &amp; The Gallery</td>
</tr>
<tr>
<td>1:15–2:30 p.m.</td>
<td>• Subcommittee on the Legislative Institution&lt;br&gt;• Subcommittee on State/Federal Policy</td>
<td>Paramount Ballroom&lt;br&gt;The Gallery</td>
</tr>
<tr>
<td>2:30–2:45 p.m.</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>2:45–4:15 p.m.</td>
<td>Full Executive Committee Meeting</td>
<td>Continental I, II &amp; III</td>
</tr>
<tr>
<td>5:30–7 p.m.</td>
<td>Reception at the Hotel</td>
<td>The Gallery</td>
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</table>

*The Spring Executive Committee meeting will be held June 5-6 at The Fairmont Le Château Frontenac in Quebec City, Quebec, Canada.*

*The Legislative Summit Executive Committee meeting will be held August 9 in Indianapolis, Indiana.*
# Executive Committee 2019 - 2020

## Member Roster

*(Last update January 6, 2020)*

## NCSL OFFICERS

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Address</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Speaker Robin Vos</td>
<td>Assembly Speaker</td>
<td>Wisconsin Legislature</td>
<td>State Capitol, Room 217 West, PO Box 8953, Madison, WI 53708-8953</td>
<td>(608) 266-9171</td>
<td><a href="mailto:Rep.Vos@legis.wisconsin.gov">Rep.Vos@legis.wisconsin.gov</a></td>
</tr>
<tr>
<td>President-Elect</td>
<td>Speaker Scott Saiki</td>
<td>Speaker of the House</td>
<td>Hawaii State Legislature</td>
<td>State Capitol, 415 South Beretania Street, Room 431, Honolulu, HI 96813</td>
<td>(808) 586-6100</td>
<td><a href="mailto:repsaiki@capitol.hawaii.gov">repsaiki@capitol.hawaii.gov</a></td>
</tr>
<tr>
<td>Vice President</td>
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<td>State Capitol Building, PO Box 83720, 700 West Jefferson Street, Boise, ID 83720-0038</td>
<td>(208) 332-1123</td>
<td><a href="mailto:sbedke@house.idaho.gov">sbedke@house.idaho.gov</a></td>
</tr>
<tr>
<td>Immediate Past President</td>
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<td>Speaker of the House</td>
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<td>State House, 115 State Street, Montpelier, VT 05633-5501</td>
<td>(802) 828-2228</td>
<td><a href="mailto:mjohnson@leg.state.vt.us">mjohnson@leg.state.vt.us</a></td>
</tr>
<tr>
<td>Immediate Past Staff Chair</td>
<td>Jon Heining</td>
<td>General Counsel</td>
<td>Texas Legislature</td>
<td>PO Box 12128, Robert E. Johnson Building, 1501 North Congress Avenue, Austin, TX 78711-2128</td>
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</tr>
<tr>
<td>Staff Chair</td>
<td>Martha R. Wigton</td>
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</tr>
<tr>
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<td><a href="mailto:JJGentry@scsenate.gov">JJGentry@scsenate.gov</a></td>
</tr>
</tbody>
</table>

**Years served as an NCSL officer or ex-officio member do not count toward the three-year maximum on the NCSL Executive Committee.**
AT LARGE MEMBERS

Representative Marvin Abney
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Year 2

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Year 2

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Year 2

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Year 2

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Year 2

Senator Joseph Scarnati, III
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Year 2
### AT LARGE MEMBERS, continued

**John Snyder**  
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Year 1

**Linda Triplett**  
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Year 2

**Representative Trey Stewart**  
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Year 2

**Senator Greg Treat**  
Senate President Pro Tempore  
Oklahoma Legislature  
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(405) 521-5632  
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Year 2

### EX-OFFICIO MEMBERS

#### Co-Chairs, Standing Committees

**Representative Barbara Ballard**  
House Minority Caucus Chair  
Kansas Legislature  
Kansas State Capitol  
300 SW Tenth Avenue, Room 451-S  
Topeka, KS 66612-1504  
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Year 3

**Senator Wayne Harper**  
Utah Legislature  
State Capitol  
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Year 2

#### Staff Co-Chairs, Standing Committees

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Year 2

**Lonnie Edgar**  
Principal Analyst  
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lonnie.edgar@peer.ms.gov  
Year 1
<table>
<thead>
<tr>
<th>Chair, Council of State Governments</th>
<th>International Affiliate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Senator Lou D’Allesandro</strong>&lt;br&gt;New Hampshire General Court&lt;br&gt;State House, Room 117&lt;br&gt;107 North Main Street&lt;br&gt;Concord, NH 03301-4951&lt;br&gt;(603) 271-2117&lt;br&gt;<a href="mailto:Lou.Dallesandro@leg.state.nh.us">Lou.Dallesandro@leg.state.nh.us</a>&lt;br&gt;Year 2</td>
<td><strong>Mathieu Lemay</strong>&lt;br&gt;MNA&lt;br&gt;National Assembly of Quebec&lt;br&gt;1045 rue des Parlementaires&lt;br&gt;Quebec, QC G1A 1A4&lt;br&gt;Canada&lt;br&gt;(450) 966-0111&lt;br&gt;<a href="mailto:Mathieu.lemay@assnat.qc.ca">Mathieu.lemay@assnat.qc.ca</a>&lt;br&gt;Year 2</td>
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**CSG REGIONAL MEMBERS**

<table>
<thead>
<tr>
<th><strong>Eastern Region</strong></th>
<th><strong>Midwestern Region</strong></th>
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<tbody>
<tr>
<td><strong>Representative Kevin Ryan</strong>&lt;br&gt;House Majority Deputy Speaker&lt;br&gt;Connecticut General Assembly&lt;br&gt;Legislative Office Building&lt;br&gt;300 Capitol Avenue, Room 4108&lt;br&gt;Hartford, CT 06106-1591&lt;br&gt;(860) 240-8585&lt;br&gt;<a href="mailto:Kevin.Ryan@cga.ct.gov">Kevin.Ryan@cga.ct.gov</a>&lt;br&gt;Year 2</td>
<td><strong>Representative Joan Ballweg</strong>&lt;br&gt;Wisconsin Legislature&lt;br&gt;State Capitol&lt;br&gt;PO Box 8952&lt;br&gt;Madison, WI 53708-8952&lt;br&gt;(608) 266-8077&lt;br&gt;<a href="mailto:rep.ballweg@legis.wisconsin.gov">rep.ballweg@legis.wisconsin.gov</a>&lt;br&gt;Year 2</td>
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<td><strong>Speaker David Ralston</strong>&lt;br&gt;Speaker of the House&lt;br&gt;Georgia General Assembly&lt;br&gt;State Capitol, Room 332&lt;br&gt;206 Washington Street SW&lt;br&gt;Atlanta, GA 30334&lt;br&gt;(404) 656-5020&lt;br&gt;<a href="mailto:david.ralston@house.ga.gov">david.ralston@house.ga.gov</a>&lt;br&gt;Year 4</td>
<td><strong>Representative Marilyn Ryan</strong>&lt;br&gt;Montana Legislature&lt;br&gt;PO Box 200400&lt;br&gt;Helena, MT 59620-0400&lt;br&gt;(406) 444-4800&lt;br&gt;<a href="mailto:Marilyn.ryan@mtleg.gov">Marilyn.ryan@mtleg.gov</a>&lt;br&gt;Year 2</td>
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Minutes
National Conference of State Legislatures
Executive Committee Meeting
October 12, 2019
Honolulu, Hawaii

NCSL President Speaker Robin Vos called the meeting to order. The following officers and members were present:

**Officers**

Speaker Robin Vos, Wisconsin  
Speaker Scott Saiki, Hawaii  
Senator Curt Bramble, Utah  
Senator Toi Hutchinson, Illinois  
Martha Wigton, Director, House Budget and Research Office, Georgia  
JJ Gentry, Counsel, Ethics Committee – Senate, South Carolina  
Jon Heining, General Counsel, Legislative Council, Texas

**Executive Committee Members**

Joe Ayala, California  
Representative Barbara Ballard, Kansas  
Senator David Blount, Mississippi  
Tim Bommel, Missouri  
Charlotte Carter-Yamauchi, Hawaii  
Representative Sarah Copeland-Hanzas, Vermont  
Representative Kurt Daudt, Minnesota  
Matt Gehring, Minnesota  
Senator Bill Hansell, Oregon  
Senator Wayne Harper, Utah  
Aurora Hauke, Alaska  
Senator Matt Huffman, Ohio  
Jennifer Jackson, Texas  
Jennifer Jones, Texas  
Susan Kannarr, Kansas  
Jessica Karls-Ruplinger, Wisconsin  
Senator Ron Kouchi, Hawaii  
Othni Lathram, Alabama  
Senator Greg Leding, Arkansas  
Sabrina Lewellen, Arkansas  
Senator Ann Millner, Utah  
Assemblymember Félix Ortiz, New York  
Representative Kevin Ryan, Connecticut  
Representative Marilyn Ryan, Montana  
Linda Triplett, Mississippi

A quorum was present with 33 members in attendance.

**Approval of Minutes**
Speaker Robin Vos called for a motion to approve the minutes of the meeting held in Nashville on Aug. 4, 2019. The minutes were unanimously approved.

**International Program – China**
Speaker Robin Vos stated that we are here to pay recognition to an important relationship with a special set of international friends. Welcome to our colleagues from the Chinese People’s Association for Friendship with Foreign Countries, or CPAFFC. I am honored that we are joined by Madame Li Xiaolin, president of the Chinese People’s Friendship Association and the head of this Chinese delegation. We are so pleased that on this occasion we are going to sign a new memorandum of understanding designating our long, continuing relationship with the Chinese People’s Association for Friendship with
Foreign Countries and hoping that it continues long into the future. I would also like to welcome some
guests who are accompanying the delegation and thank them for also participating today.

NCSL began its longstanding relationship with the Friendship Association in the mid-1990s. We established communication with Madame Li and invited a delegation to NCSL’s annual meeting. One year later, another delegation attended NCSL’s 25th anniversary annual meeting and shortly thereafter NCSL sent its own delegation to China, thus initiating a more than 20-year relationship of exchanges.

I would like to introduce Madame Li. We had a very interesting conversation where we needed to realize, of course, that as one of the most powerful nations on the planet, they have relationships with countries all around the world. Madame Li has traveled to more than 100 countries on the face of the planet advocating for her special relationship to make sure that people understand all of the things that China is doing to improve people around the world.

She has held quite a number of impressive posts over the years including her time as the deputy director, division director and director general at the Department of the American Ocean Affairs at CPAFFC. After serving as first secretary of the embassy of China to the U.S., she returned to the Chinese People’s Friendship Association serving as deputy director and director of the Department of the Americas. She also served as vice president and deputy party secretary before she became president of the organization in 2011. Madame Li has a strong affinity for the U.S., having studied at UCLA where she obtained her master’s degree in history.

Madame Li, on behalf of the CPAFFC, thanked NCSL for the kind invitation, giving her such a wonderful opportunity to be back in Hawaii. She expressed her heartfelt appreciation to everyone who have been showing great concern and care about the China/U.S. relations and national cooperation between our two countries.

She has been working 44 years for CPAFFC. It was founded in 1954 and was one of the earliest organizations engaged in people-to-people exchanges in China, aiming at enhancing people’s friendship, furthering international cooperation, safeguarding world peace, and promoting common development. Today, it has established a relationship and cooperation with over 500 organizations and institutions within 157 countries in the world. In 2018, they received approximately 279 delegations from 124 countries in the world, totally more than 3,600 people, foreign guests, coming to visit China, among this number about 428 people from the United States. Moreover, they are entrusted by the government and is responsible in coordinating and overseeing the establishment of sister city relations between China and other countries in the world. So far, 2,669 affiliations of sister cities and provinces and states have been established between China and 138 countries all over the world. It is worth mentioning that there have been 50 pairs of sister states and 227 pairs of sister cities between China and the United States.

CPAFFC has built three important mechanisms focusing on local governmental exchanges. They are China/U.S. Governors Forum, China/U.S. Sister Cities Conference and China/U.S. Sub National Legislature Cooperation. Our association and NCSL have kept a very close relationship since 1996.

This year marks the 40th anniversary of the establishment of China/U.S. diplomatic relations. As Chinese philosopher Confucius mentioned: When we’ll no longer be puzzled when he got 40 years old... it means that as we get older, we become wiser, smarter and mature.
China/U.S. relations has experienced 40 years of development. Unfortunately for recent years, there have been some problems and difficulties and challenges between our two countries. Today, I want to put all the unhappiness aside and share with you my own story. I started my work in 1975, three years after President Nixon’s visit and four years before the diplomatic ties were established between our two countries. According to my memory, at that time our association was the only organization taking care of American visitors to visit China.

Before I received my first delegation, I thought Americans were very much like monsters because of the Korean war and the Vietnam war. But after I traveled with our American friends for three weeks, and with so many delegations, I totally changed my impression. I found out that the American friends were very polite, well-educated and always let ladies go first. Instead in China, always leaders go first.

What’s more, I will never forget my studies at UCLA in 1981 and ‘82, working for my master’s degree in Asian American History. I was well taken care of by American friends. Seeing is believing. I’m sure that the best way to overcome those problems and difficulties is through communication and cooperation with wisdom and encouragements.

In the future, our association is willing to work with NCSL to provide a broader platform for the legislatures of our two countries, deepen our communication, cooperation, and we will try to build mutual trust. Our doors are always open and ready to embrace you with a hug. On behalf of the Chinese people, we always welcome you to visit China. I am so happy to be here. Thank you very much for providing such an opportunity.

Legislator Nominating Committee Update
The Legislator Nominating Committee (three Republicans and three Democrats) interviewed a robust group of individuals to fill the vacancy in the Vice President position. Representative Aaron Ling Johanson (Hawaii) explained on behalf of the nominating committee that they wanted to commend all of the applicants. It’s a testament to the strength of NCSL that there were four excellent applicants for the vacancy. The Nominating Committee recommended Idaho Speaker Scott Bedke for the vice president position. The recommendation was unanimously approved.

Remarks by the NCSL Executive Director
Tim Storey remarked that one of the biggest things that has happened in the life of NCSL was that there was a vacancy for the vice presidency. It’s good to have our full complement of officers in place. As your relatively new executive director, it has been a tremendous honor the last few months to be in this role. It’s really fantastic and he can say with sincerity that he loves the job and is really tremendously proud of the work that NCSL staff does to support you as legislators and staff. He doesn’t want to miss an opportunity to make sure that you appreciate how hard NCSL staff works to help you do your work/job.

The top line is that we are in a really strong position right now as an organization to serve you. Our budget is sound. We finished the fiscal year ‘19 and with a tiny deficit of $1,500 on a general fund budget of $19 million. We are moving forward with the FY20 budget and are very excited because the Summit was tremendously successful, in many ways due to the hard work of the staff as well as the Executive Committee. It was successful from an attendance standpoint but also very successful from a revenue standpoint because of the strong attendance and the efforts to do well on the expenses side. The Tennessee host committee did a fantastic job of hosting the meeting and being our partners. The legislative staff participation was really strong this fall. All the staff seminars are setting records in terms of the last decade since the recession of 2008. Things are all on a positive trajectory which is terrific.
The big thing that’s not in the agenda that I want to point out is that the officers have asked us to embark on a robust strategic planning process. We are going to contract with a consultant out of Chicago who specializes in association strategic planning, because we are probably as close to an association as anything. We’re not quite a nonprofit and we’re not quite a government agency. They are going to start that within the next few weeks. We’re tremendously excited about that. It’s going to give us a lot of opportunity to set a vision and you are going to be an integral part of that. In Austin, put your thinking caps on and think about what makes an association strong. How can we be better at serving you? What could we do that we’re not doing? What could we stop doing that we’re doing now? We’re really eager to dive into that.

We’ve done some restructuring internally of the NCSL staff and we have almost completed filling some staff vacancies. I want to introduce one person in particular: Victor Vialpando-Nuñez is our new chief operating officer. He brings some great experience and knowledge. He was the dean of academic affairs for the Aurora Community College.

A formal role of the NCSL Executive Committee is to adopt the task forces for the following year. We are making no recommended changes to those. The task forces were unanimously approved.

Budget, Finance and Rules Committee
Speaker Scott Saiki wanted Tim to explain some of the management changes that were made over the last couple of months as they set the tone for the budget.

Tim Storey stated that NCSL has done some reorganization to make things more coordinated internally and has done a number of promotions and moves to put NCSL on a good track. They created a new division called the Division of Leaders and International Programs. Stacy Householder is the director of that division. They are doing some consolidation and synergizing of those two functions. Arturo Pérez is now the director of State Services for NCSL. The Ethics Center is now part of the State Services program. Caroline Carlson is now the director of the Foundation and reports directly to the executive director of NCSL and the Foundation. Caroline is in a new and expanded role at NCSL.

Speaker Saiki stated that the committee went over the appropriations schedule, which is basically the status of state dues for fiscal year 2019. The fiscal year for NCSL runs from July 1 through June 30, so this is July 1, 2018 through June 30, 2019. The collection rate was about 90% for FY2019. The FY2020 dues schedule, which is at around 61% so far. The one change here is New Hampshire did pay its dues in full, so that’s why we’re at 61%. For the statement of revenue and expenses, he wanted to highlight the column for operating revenue at the top of the page, the second line on grants and contracts. Please note that there was an increase in the amount of grants over the past year by about $2 million, which really helped with the overall budget. Thank you to everyone, especially the NCSL staff and Laura Tobler. On the fiscal year 2019 revenue and expense statement, it shows a shortfall at the end of the year of about $1,427. For fiscal year 2020, at the top of the page on the second line for Legislative Summit revenue, this reflects that the Nashville Summit was very successful and what we see here is about an $800,000 increase or profit from the Nashville Summit. The officers did discuss that profit and they basically felt that because the $800,000 adjustment is a one-time scenario, that we did not want NCSL to spend it down quickly or to fold it into ongoing expenses. That amount will be put on hold for now and what we’re hoping to do is to develop a rainy-day fund where we could deposit monies like that.
Committee on Outreach and Member Services

Senator Curt Bramble reported that the committee convened a marketplace facilitator working group to discuss and propose some model legislation to implement the Wayfair decision. This is the online sales tax. The marketplace facilitator working group convened in D.C. in June. The challenges are, while Wayfair said that states can require out-of-state vendors to collect and remit sales tax, when you have a marketplace, an Amazon or an e-Bay or an Etsy or whatever, who is the seller for purposes of collecting and remitting? Who has the liability? What are the criteria? How do you administer it?

We’ve adopted a set of principles which are three broad categories: preparation, efficiency and transparency. The preparation deals with, in terms of principles: How do you prepare to implement the law? What are the criteria? What’s the lead time? This is so that all the stakeholders involved in the transaction have enough lead time to ramp up to be able to effectively collect the tax. If it’s the seller, then you’re the taxing authority to administer it. For efficiency: How do we make it simple and easy for administration, for compliance? For transparency: Anything that we do should provide adequate rules, regulations and guidance from the taxing authority so that the market can understand what’s going on.

For the principles, the intent is to adopt these principles by a vote of the Executive Committee and then, based on these principles, at a future meeting propose model legislation that we would encourage states to strongly consider. Senator Wayne Harper and I have teamed up in Utah. Our bill is one of those that has been looked at by other states as model legislation but we wanted a broader group of stakeholders to look at what would be if we did something in Utah. For other states that have adopted marketplace legislation, we want to make sure that we’re getting the best, the brightest and the best practices in what we’re proposing.

This set of principles is the foundation for the working group to proceed and bring forward the model legislation. I would move that the Executive Committee adopt these guiding principles as a foundation for coming forward at a future time with model legislation. The statement of principles was unanimously approved.

Senator Bramble reported that the committee approved applications for four new grants: State Solar Policy Collaborative ($1,385,319 from the U.S. Department of Energy), Immigration and the States ($200,000 from Carnegie Corporation of New York), State Leadership to Prepare People for the Jobs of the Future: Helping State Policymakers Fuel Credential Transparency ($200,000 from Credential Engine), and Voting Outside the Polling Place: Digging for the Details ($100,000 from Vote at Home). The proposed grants were unanimously approved.

The NCSL Outreach report showed 68 in-person meetings, 169 state visits/technical assistance to state legislatures, and 43 policy and training webinars attended by over 2,500 members and staff.

The Legislative Summit was one of the most successful Summits in the last decade in terms of attendance. There were over 6,546 attendees, making it the largest attendance in over a decade. NCSL came up in the black with a one-time bump to the budget.

For the Public Affairs report, Mick Bullock reported on the large number of media representatives, mainstream media and the top media outlets that reported on NCSL. He reported on the Twitter feeds, Facebook and all of that were very, very successful. The criminal justice reform session at the Summit set a record with more than 18,000 views on Facebook Live.
Laura Tobler reported on the NCSL internal standing committee working group. They’re continuing their review and analysis of NCSL standing committees. They’ll report the recommendations at the Austin meeting.

Stacy Householder provided an update on the state training that NCSL has been engaged in and went through a number of states where many of us have been the recipients of NCSL’s expertise.

Senator Bramble reported that the Legislative Summit host committee is busy fundraising. For those who have been involved in a host committee and to bring a national legislative meeting to your state, you’ll understand the amount of time, effort and work. A big thank you to Connie Ridley, the Director of Administration, for the success that we had in Nashville. Indiana is 2020 and Chicago is 2021.

**Subcommittee on the Legislative Institution**

Susan Kannarr reported that the members had a lot of ideas. One of the overriding goals of this subcommittee is to develop the legislative institution track at the Legislative Summit next year. There were some great ideas about new legislator training and ways we can develop that, particularly in states that have a high legislator turnover. The workgroups talked about the priorities and goals for the coming year.

Speaker Vos shared a scenario and Senator Huffman joined in with a similar idea about how we develop training for people to have difficult discussions. So how do you have civil discourse on very difficult issues? How do you also maintain friendships across political divides? And other kinds of things that maybe could be worked into a session at the Legislative Summit. Fred Friendly was the name that Speaker Vos had mentioned, and so that was an idea maybe for next year. I think that’s certainly something in today’s political environment that would be a good thing to be able to learn. Natalie Wood gave a report on the current institutional work and what they already do for new legislator training.

**Subcommittee on State/Federal Policy**

Jon Heining expressed his deep appreciation for being appointed staff chair of this brand-new subcommittee. The purpose of the subcommittee is to really recognize the fact that states are the place where the policy of the United States should be made and to institutionalize a place where we could really work on strengthening the states’ ability to influence national policy. For the first meeting of this subcommittee, they talked about: What are we here for and what would we like to accomplish?

We asked the attendees to talk about the products that NCSL currently provides and what types of services we need to get from NCSL, as well as the current practices of legislatures across the country to determine: What are we doing? And ideally in the future establish best practices for the states to adopt so that we can all be more effective when we’re operating with the federal system.

One of the recurring themes was how much NCSL is actually doing for the states right now and how hard they are working to help us work with our partners in the federal government. We need to work harder at communicating what NCSL is doing and making sure that the ones who need to receive that information are getting that information. That’s basically where we started and we’re looking forward to a very active year coming up.
State-Federal Activities Report
Representative Barbara Ballard reported that in October and November NCSL will bring legislators to D.C. on separate occasions to meet with members of Congress and the administration on cybersecurity, immigration and occupational licensing. These opportunities include briefings on the Hill and, in most cases, are being done in conjunction with other state and local organizations like the National Governors Association, Council of State Governments and National Association of Counties. These are great opportunities to showcase state work in an effort to avoid preemptive actions by Congress.

NCSL was invited and will participate in an event with U.S. Senator Mike Lee from Utah where he will introduce legislation to provide significant new authority to state and local governments to regulate drone operations.

Susan Clarke Schaar, chief clerk of the Virginia Senate, will also be in D.C. to testify for the select committee on the modernization of Congress on aspects of rules and procedure, most specifically scheduling and calendaring for the chamber floor committees.

Since Nashville, NCSL staff has taken the opportunity to share and discuss with congressional offices the new and updated policies. As Congress continues to try to come to an agreement on FY2020 appropriations, NCSL continues to work to repeal the $7.6 billion rescission in unobligated Federal-aid highway contract authority scheduled to occur in July 2020.

The standing committees will meet in Phoenix starting Dec. 10 at the NCSL Capitol Forum.

Heining said that NCSL is extremely active with regard to state/federal regulations. We can do better and are going to do better. We need to do a better job of informing our constituents in the state legislatures about what we’re doing. The next Executive Committee/LSCC meeting will be in Austin on Jan. 17-18, 2020.

Speaker Vos added that the Trump administration has made a decision to change the reimbursement process for child support and it’s having a big fiscal impact. It’s on Wisconsin’s budget and probably on a lot of other budgets. He wants to see if there are issues like that where we can try to have a more direct impact, because it’s a huge fiscal impact on states.

Legislative Staff Coordinating Committee
Martha Wigton pointed out that LSCC serves as an advisory board to NCSL’s Executive Committee and it oversees all of our services and support for the more than 25,000 full-time legislative staff in the states. The LSCC made their action plans for the coming year. NCSL supports nine professional staff associations, which also hold professional development seminars throughout the year. Legislative staff attendance this year has reached probably a record high, serving over 1,000 of your legislative staffers. The LSCC and staff officers of the overall standing committees are continuing to look for ways to increase staff engagement in the standing committees. One way to increase that engagement though is to help participants understand the role of the standing committees and what they’re supposed to do. The staff officers of the overall standing committees which includes Jennifer Jones will be working at creating an at-a-glance guide that will be available to legislators and legislative staff. It will have some things you might need to know about parliamentary procedures, roles and rules of the committee that we’ll be able to use at all our meetings.
Wigton’s highest priority this year is to successfully implement the LSCC staff certificate program. This program is designed to reach the newer employees. It looks like staff turnover occurs after just a couple of years in most legislatures. We want to try and make sure that they’re exposed to multiple sides of the legislative institutions. There is the legislative institution, parliamentary and fiscal procedures, code of conduct, communications and leadership. This program will take place in Atlanta on Oct. 6, 2020. Career development is certainly a focus of what we’ll be doing for legislative staff.

NCSL’s inaugural senior staff leadership development program will be held in early December in Lexington, Mass. This is a two-and-a-half-day experimental learning program designed to take lessons from the American Revolution and apply them to leadership today. We had 18 staff directors, senior level staff and chiefs of staff accepted and twice that many applied. The 31st annual legislative staff management institute will be in late August 2020. A shoutout to our Foundation members because some of the funding for this which subsidizes our ability to provide this really high-octane training is provided by the Foundation.

Legislative institutional strengthening is certainly at the top of all of our priorities and we have a team of legislative staff who are working on developing a limited series podcasts that tell the stories and history of state legislatures. We’ll also look at retaining staff through the continuum from the beginning to the end to try and strengthen the institution on the whole.

We need to recognize staff in new ways that are appealing to them and kind of elevate the status of the awards that we offer through our professional staff associations, in addition to those that we offer in conjunction with NCSL. That will be happening this year.

A shout out to all the staff who have helped us with this meeting, especially some of the Hawaii staff who have gone well out of their way while we have been here to make this a really fabulous meeting. Charlotte, thank you for arranging our Dutch treat dinner, it was fabulous. The speaker’s staff, the clerk of the House, was handing out waters yesterday to desperately hot tourists as we boarded our buses.

I thought as a Southerner we had the lock on hospitality, but no – Hawaiian hospitality really rivals the rest of us. It’s been fabulous. I also need to give a shout out to my fellow officers: Chuck Truesdell, JJ Gentry and Jon Heining – all of you are so fabulous to work with and thank you for continuing to be such a great sounding board and participating and working with us to make sure that we have continuity, creativity and we are going to have an amazing year. Thank you and your help is very much appreciated.

LSCC does a charity every meeting and Speaker Saiki recommended the Institute for Human Services and they work with the homeless and those who might need just a little bit of support services in order to get back into employment and be self-sustaining.

**NCSL Foundation for State Legislatures Report**

Senator Toi Hutchinson reported that the Foundation board approved an ambitious unrestricted fundraising goal of $3,030,000. As of Sept. 30, the Foundation raised $373,000 compared to $217,500 unrestricted contributions last fall. Hats off to Caroline and her team, we owe them a debt of gratitude.

There are 47 platinum sponsors currently, which is up from 35 at this time last year. There are two additional sponsors who committed to joining at the platinum level – Vistra Energy and Turo. The work of the Foundation is expanding and I could not be more proud of that. The work that NCSL does would not be possible without members of the Foundation.
Here are some fundraising activities that are coming up: Foundation happy hour on Oct. 30 in Washington, D.C., at Clyde’s welcoming Foundation’s new staff member in D.C., Nicole Bailey.

The Foundation’s new board of directors will meet via a conference call for board orientation, and then there are plans to coordinate a meeting of the private sector board of directors in conjunction with SGAC leaders’ policy conference.

A big shoutout to Maureen Riehl, who is the vice president of the Foundation.

Closing Remarks by Speaker Robin Vos
In speaking to Senator Hutchinson, the organization that we are lucky enough to be part of is transformational and amazing and it also gives people lots of opportunities. All those things are only true because of the fantastic people who step up and become the organization’s best spokespeople. I speak on behalf of everybody in the room in saying that not only have you done an excellent job and been truly someone that everybody looks up to, but you’re going to be somebody that we’re going to miss very much. We wish you the best of luck.

I want to reiterate what Martha said. This has been such an amazing opportunity to be in a beautiful place and I want to thank Speaker Saiki, his staff, Senator Kouchi and Charlotte Carter-Yamauchi for an excellent job in helping put this meeting together.

Speaker Vos adjourned the meeting.
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

Date: January 17, 2020

Subject: Immediate Past President Vacancy

Pursuant to Article VIII, Section 2 of the NCSL Bylaws, the NCSL Officers nominate Speaker Mitzi Johnson of the Vermont House of Representatives to fill the vacancy of the Immediate Past President.
To: Members of the NCSL Executive Committee

From: Martha Wigton, Staff Chair

Date: January 17, 2020

Subject: Executive Committee – Staff Vacancy

Pursuant to Article VIII, Section 2 of the NCSL Bylaws, the Staff Chair nominates Anne Sappenfield of Wisconsin to fill the vacancy of a staff position on the executive committee.
To: Members of the NCSL Executive Committee

From: Tim Storey, NCSL Executive Director

Date: January 13, 2020

Re: Executive Director’s Report

Welcome to the Lone Star State and the NCSL Executive Committee winter meeting, our first in the decade of the ’20s.

The NCSL budget, at the halfway point, continues on track with only one major exception. Revenue for the Legislative Summit in Nashville, Tenn., exceeded our projection by nearly 30%. Expenses also went up, but by far less. For that reason, we now expect the NCSL fiscal year 2020 budget to end the year in June with a surplus. At this meeting, the Executive Committee will consider an amended budget that reflects this additional revenue. This is good news and in large measure due to the fantastic partnership we had with the Tennessee Host Committee.

In other good news, the staff professional association meetings this fall were well attended. That also led to additional revenue that is reallocated to the professional associations for future programming.

A big focus of this meeting will be NCSL’s strategic plan. Late last year, NCSL contracted with Chicago-based consultants MYB to conduct an extensive strategic review during the first half of 2020. Partners from MYB will be leading conversations at this meeting, which will include everyone on the Executive Committee. At the full Executive Committee meeting on Saturday, MYB will discuss its full approach and what we can look forward to in its final report.

In Washington, D.C., NCSL and states notched a huge victory with the repeal of a previously enacted $7.6 billion reduction of federal transportation money. NCSL’s staff mounted a steady campaign with many staff-level meetings, letters to congressional leadership, and direct lobbying by legislators to undo a previously enacted budget rescission that would have hit state budgets hard. In December, Congress repealed the cut, heading off a perilous situation for planned roadway construction and maintenance.
NCSL had an auspicious quarter of fundraising, signing grant contracts totaling more than $3.5 million. That included a $900,000 grant from the John D. and Catherine T. MacArthur Foundation to work on criminal justice issues. The education group at NCSL won two major grants exceeding $400,000; one from the Wallace Foundation and one from the Bill and Melinda Gates Foundation. The NCSL staff who seek grants to help support legislatures have been doing amazing work.

The NCSL officer position of immediate past president is currently vacant because of Toi Hutchinson’s resignation from the Illinois Senate a couple of months ago. NCSL’s current officers recommend that Vermont House Speaker Mitzi Johnson fill that job for the next seven months. The Executive Committee will vote on that recommendation on Saturday.

Since the last Executive Committee meeting, there have been several significant staffing changes at NCSL. I was delighted that we were able to hire Gene Rose as NCSL’s director of communications. Gene returned to NCSL after nearly a decade as a communications consultant. Because of his previous experience, he has proverbially “hit the ground running” and is off to a terrific start. Additionally, Amy Skinner joined NCSL two weeks ago as director of outreach and engagement. She served as the director of communications and marketing for the Education Commission of the States immediately prior to joining NCSL and has a long career in strategic communications both in the private and public sectors. NCSL has a new director of fiscal affairs, Mandy Rafool. Mandy has been with NCSL for more than 20 years and is a national expert on budget and tax issues with a strong reputation with fiscal legislators and legislative staff.

NCSL’s long-time director of content, Ed Smith, will retire at the end of February. Ed has done amazing work for the conference during his tenure, including modernizing NCSL’s digital communications and website, more than a few times. We wish him tremendous success in his retirement; he will be missed.
Budget, Finance and Rules Committee
Saturday, January 18, 2020
10:45 a.m. – 12:00 pm
Westin Austin Downtown Hotel – Paramount Ballroom

AGENDA

1. Welcome and Introductions – Speaker Scott Saiki


3. Appropriations
   • FY2020 Appropriations Received through January 8, 2020

4. NCSL Budget
   • Revenue and Expense Report as of November 30, 2019
   • FY2020 Budget Amendments

5. Other Business
**2019 – 2020 Budget, Finance and Rules Committee**

**Jurisdiction:** The Budget, Finance and Rules Committee oversees the financial operations of the Conference. These activities include the review of NCSL’s financial rules; budget recommendations and amendments; approval of grants and contracts; changes in NCSL’s Bylaws and Rules of Procedure; acceptance of the financial audit; oversight of investments and bank accounts; recommendations on NCSL’s dues levels and structure, and review of Audit and Compliance Subcommittee recommendations. This year, the committee will review:

- FY 2019 Financial Audit
- Investments and Bank Accounts
- FY 2020 Budget Amendments
- FY 2020 Appropriations Receipts
- Dues Schedule for FY22 and FY23
- FY 2021 Budget

**Speaker Scott Saiki, Hawaii**  
Chair

**Vacant**  
Vice Chair

**Martha Wigton, Georgia**  
Staff Chair

**Linda Triplett, Mississippi**  
Staff Vice Chair

<table>
<thead>
<tr>
<th><strong>Legislator Members</strong></th>
<th><strong>Staff Members</strong></th>
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</thead>
<tbody>
<tr>
<td>1. Representative Marvin Abney, Rhode Island</td>
<td>1. Charlotte Carter-Yamauchi, Hawaii</td>
</tr>
<tr>
<td>2. Senator Barbara Ballard, Kansas</td>
<td>2. Lonnie Edgar, Mississippi</td>
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<td>3. Senator David Blount, Mississippi</td>
<td>3. Matt Gehring, Minnesota</td>
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<td>6. Representative Kurt Daudt, Minnesota</td>
<td>6. Susan Kannarr, Kansas</td>
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<td>7. Representative Dan Flynn, Texas</td>
<td>7. Othni Lathram, Alabama</td>
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<td>8. Senator Bill Hansell, Oregon</td>
<td>8. Sabrina Lewellen, Arkansas</td>
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<td>9. Senator Matt Huffman, Ohio</td>
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<td>10. Senator Greg Leding, Arkansas</td>
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<td>11. MNA Mathieu Lemay, Quebec</td>
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<td>12. Lt. Governor Randy McNally, Tennessee</td>
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<td>13. Senator Eddie Melton, Indiana</td>
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<td>14. Senator Ann Millner, Utah</td>
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<td>15. Assemblymember Felix Ortiz, New York</td>
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<td>16. Senator Sue Rezin, Illinois</td>
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<td>17. Senator Joseph Scarnati, Pennsylvania</td>
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<td>18. Senator Greg Treat, Oklahoma</td>
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Subcommittee on Audit and Compliance

Saturday, January 18, 2020
9:30 a.m. – 10:30 a.m.
Westin Austin Downtown Hotel – Paramount Ballroom

AGENDA

1. Welcome and Introductions


   Lisa Meacham, Partner, Plante Moran
   Jeff Savage, Manager, Plante Moran

   Audited Financial Statements as of June 30, 2019
   Federal Awards Supplemental Information
   Audit Committee Letter – Required Communication
Jurisdiction: This subcommittee of the Budget, Finance and Rules Committee meets annually with representatives from NCSL’s outside audit firm. The meeting includes a detailed review of the audited financial statements, the schedule of expenditures of federal awards and related reports. Organization and internal controls also are discussed. A subcommittee report is submitted to the full Budget, Finance and Rules Committee.

<table>
<thead>
<tr>
<th>Chair: Senator Bill Hansell, Oregon</th>
<th>Staff Chair: Linda Triplett, Mississippi</th>
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<tbody>
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<td>Vice-Chair: Senator Greg Leding, Arkansas</td>
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<td>1. Scott Kaiser, Illinois</td>
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<td>2. Othni Lathram, Alabama</td>
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</table>
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Independent Auditor's Report

To the Executive Committee
National Conference of State Legislatures

Report on the Financial Statements

We have audited the accompanying financial statements of National Conference of State Legislatures (the "Conference") as of and for the year ended June 30, 2019 and the related notes to the financial statements, which comprise the basic financial statements of the Conference.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the basic financial statements referred to above present fairly, in all material respects, the financial position of National Conference of State Legislatures as of June 30, 2019 and the changes in its financial position and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Report on Prior Year Financial Statements

The basic financial statements of National Conference of State Legislatures as of June 30, 2018 were audited by EKS&H LLLP, whose report dated October 26, 2018 expressed an unmodified opinion on those statements.
To the Executive Committee  
National Conference of State Legislatures

Required Supplemental Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, which considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplemental information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit for the year ended June 30, 2019 was conducted for the purpose of forming an opinion on the financial statements that collectively comprise National Conference of State Legislatures' basic financial statements. The schedule of appropriations by entity for the year ended June 30, 2019 is presented for the purpose of additional analysis and is not a required part of the basic financial statements.

The schedule of appropriations by entity for the year ended June 30, 2019 is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements for the year ended June 30, 2019 and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of appropriations by entity for the year ended June 30, 2019 is fairly stated in all material respects in relation to the basic financial statements as a whole for the year ended June 30, 2019.

National Conference of State Legislatures' basic financial statements for the year ended June 30, 2018 were audited by other auditors, as noted above, whose report dated October 26, 2018 expressed an unmodified opinion on the Conference. The report of other auditors dated October 26, 2018 stated that the schedule of appropriations by entity for the year ended June 30, 2018 was subjected to the auditing procedures applied in the audit of the 2018 basic financial statements and certain additional auditing procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare those basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America and, in their opinion, was fairly stated in all material respects in relation to the basic financial statements as a whole for the year ended June 30, 2018.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated November 22, 2019 on our consideration of National Conference of State Legislatures’ internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering National Conference of State Legislatures’ internal control over financial reporting and compliance.

November 22, 2019

Atten & Moore, PLLC
Independent Auditor's Report

To Management and the Executive Committee
National Conference of State Legislatures

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States, the financial statements of National Conference of State Legislatures (the "Conference"), which comprise the statement of net position as of June 30, 2019 and the related statements of revenue, expenses, and changes in net position and cash flows for the year then ended, and the related notes to the financial statements and have issued our report thereon dated November 22, 2019.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Conference's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Conference's internal control. Accordingly, we do not express an opinion on the effectiveness of the Conference's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the Conference's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Conference's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.
To Management and the Executive Committee
National Conference of State Legislatures

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Conference's internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the Conference's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

November 22, 2019
Overview

This discussion and analysis of the financial performance of the National Conference of State Legislatures (the "Conference" or "NCSL") offers readers an overall review and analysis of the financial activities throughout the fiscal year. NCSL is a bipartisan organization that serves legislators and legislative staff of all 50 U.S. states, as well as the District of Columbia, U.S. territories and the Canadian Province of Quebec. The legislative bodies are members of NCSL. The Conference fundamentally operates at a break-even level; that is, revenue received from its members is to be utilized for the benefit of its members. The Conference's financial performance is focused on providing the best possible service to its members and preserving its assets and capital. There is no focus on maximizing either revenue or net income.

Financial Highlights

- NCSL completed the year ended June 30, 2019 with a decrease in net position of $1,414 on total operating revenue of approximately $34,246,000. Operating revenue increased approximately $215,000 from the year ended June 30, 2018. Contributors to the increase include increases in grants and contracts revenue, sales of publications and exhibits, and data processing services. Total operating expenses increased by approximately $686,000.

- State appropriation revenue decreased by approximately $291,000 from the prior year, reflecting a 90.1% collection rate of current year scheduled dues compared to 91.0% in 2018. Sixteen states paid less than their full dues amount in fiscal year 2019 compared to eleven partial payments by states in fiscal year 2018.

- Total grants and contracts revenue increased by approximately $1,641,000 in fiscal year 2019 compared to the prior year, driven largely by work performed under a large grant from the U.S. Department of Labor. Activity for both federal and private foundation grantors increased by 12.3% and 10.7%, respectively.

- The annual Legislative Summit held in Los Angeles in August 2018 was successful, but hosted fewer attendees, resulting in a decrease to meeting registration revenue of $383,000 and a decrease to private contribution revenue of $910,000. These decreases were in part due to lower fundraising by the meeting’s host committee and normal fluctuations based on geographic location of the Summit.

Overview of Financial Statements

This discussion and analysis is intended to serve as an introduction to NCSL's financial statements, which are comprised of two components: 1) the financial statements and 2) notes to the financial statements that provide enhanced disclosure of some of the information in the financial statements.

The statement of financial position presents information on all NCSL assets and liabilities, with the difference between the two reported as net position. This statement provides information about the nature and the amounts of investments in resources (assets) and the obligations to NCSL's creditors (liabilities). It provides one way to measure the financial health of NCSL by providing the basis for evaluating the capital structure and assessing the liquidity and financial flexibility of NCSL. This information should be considered along with other non-financial factors such as the change in economic conditions, particularly in state governments; the change in demand for public policy research; and new or modified government legislation.

All of the current year's revenue and expense are accounted for in the statement of revenue, expenses, and changes in net position. This statement measures operations over the year and can help determine whether NCSL has recovered all of its costs through its various revenue sources.
Overview of Financial Statements (Continued)

The statement of cash flows reports cash receipts, cash disbursements, and net changes in cash resulting from operating, investing, and capital and non-capital activities. This statement provides answers to such questions as where cash came from, how cash was used, and how the cash balance changed during the period.

Financial Analysis of the Conference

Net Position

As previously noted, net position may serve over time as a useful indicator of an entity's financial position. In the case of NCSL, assets and deferred outflows of resources exceeded liabilities by approximately $3,264,000, $3,266,000, and $2,851,000 at June 30, 2019, 2018 and 2017, respectively.

As noted in Exhibit 1, NCSL's total assets were approximately $19,170,000, $20,676,000 and $19,762,000 at June 30, 2019, 2018 and 2017. The largest portion of NCSL's total assets was its investment in capital assets (net of accumulated depreciation) of approximately $8,275,000, $8,561,000, and $8,752,000 at June 30, 2019, 2018 and 2017, respectively. NCSL's capital assets primarily consist of its headquarters building and related land, which had an original cost basis of approximately $10,123,000 and $1,405,000, and a net book value of $8,037,000, $8,241,000 and $8,444,000 as of June 30, 2019, 2018 and 2017, respectively.

Exhibit 1: Condensed Summary of Assets Liabilities, and Net Position

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2019</th>
<th>June 30, 2018</th>
<th>June 30, 2017</th>
<th>Increase/ (Decrease)</th>
<th>Percentage Increase/ (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$9,768,784</td>
<td>$10,995,437</td>
<td>$9,893,578</td>
<td>$(1,226,653)</td>
<td>-11.2%</td>
</tr>
<tr>
<td>Restricted cash held by trustee</td>
<td>1,126,257</td>
<td>1,120,385</td>
<td>1,116,482</td>
<td>5,872</td>
<td>0.5%</td>
</tr>
<tr>
<td>Capital assets - net of depreciation</td>
<td>8,275,438</td>
<td>8,560,648</td>
<td>8,752,312</td>
<td>(285,210)</td>
<td>-3.3%</td>
</tr>
<tr>
<td>Total assets</td>
<td>19,170,479</td>
<td>20,676,470</td>
<td>19,762,372</td>
<td>(1,505,991)</td>
<td>-7.3%</td>
</tr>
<tr>
<td>Deferred outflows of resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred amortization on refundings</td>
<td>31,156</td>
<td>56,416</td>
<td>87,074</td>
<td>(25,260)</td>
<td>-44.8%</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>13,983,774</td>
<td>14,532,927</td>
<td>13,116,455</td>
<td>(459,153)</td>
<td>-3.8%</td>
</tr>
<tr>
<td>Long-term debt outstanding - net</td>
<td>1,953,680</td>
<td>2,934,364</td>
<td>3,881,947</td>
<td>(948,584)</td>
<td>-33.4%</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>15,937,454</td>
<td>17,467,291</td>
<td>16,998,402</td>
<td>(1,529,837)</td>
<td>-8.8%</td>
</tr>
<tr>
<td>Invested in capital assets - restricted assets - net of related debt</td>
<td>5,427,914</td>
<td>4,802,700</td>
<td>4,122,439</td>
<td>625,214</td>
<td>13.0%</td>
</tr>
<tr>
<td>Restricted cash held by trustee</td>
<td>1,126,257</td>
<td>1,120,385</td>
<td>1,116,482</td>
<td>5,872</td>
<td>0.5%</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(3,289,990)</td>
<td>(2,657,490)</td>
<td>(2,387,877)</td>
<td>(362,000)</td>
<td>23.8%</td>
</tr>
<tr>
<td>Total net position</td>
<td>$3,264,181</td>
<td>$3,265,595</td>
<td>$2,851,044</td>
<td>$(1,414)</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
Financial Analysis of the Conference (Continued)

2019 Summary

During the year ended June 30, 2019, total current assets decreased by approximately $1,227,000. Major contributors to this change include decreases in cash and short-term investments and deposits of approximately $1,725,000 and $116,000, respectively, offset by an increase in grant receivables and prepaid expenses of approximately $347,000 and $261,000, respectively. Cash and short-term investments decreased due to fewer appropriations receipts for fiscal year 2020 received by June 30, 2019 (a decrease of $923,000 compared to 2018) and fewer grant revenues received for fiscal year 2020 by June 30, 2019 (a decrease of $546,000 compared to 2018), offset by stronger Nashville Summit (which will take place in August 2019) deferred registration fees of $375,000 greater than collected for the Los Angeles Summit at June 30, 2018. Prepaid expenses were up due to higher upfront cash outlays required in advance of the Nashville Summit compared to the Los Angeles Summit.

Changes in non-current assets other than capital assets were minimal.

Current liabilities decreased by $549,000 compared to the previous year, driven largely by the decrease in deferred revenue mentioned above.

Long-term debt was reduced by payment of bond principal in June 2019, leaving a non-current balance in bonds payable of $1,885,000. The current portion of bonds payable at the end of the fiscal year was $925,000.

2018 Summary

During the year ended June 30, 2018, total current assets increased by approximately $1,102,000. Major contributors to this change include increases in cash and short-term investments, appropriations receivable, and deposits of approximately $1,157,000, $179,000 and $158,000, respectively, offset by a decrease in prepaid expenses of approximately $385,000. Cash and short-term investments were up due to increased appropriations receipts for fiscal year 2019 received shortly before the end of the 2018 fiscal year. Deposits increased as NCSC purchased a new association management system expected to be placed into service during fiscal year 2019. Prepaid expenses were down due to lower upfront cash outlays required in advance of the Los Angeles Summit held in August 2018 versus the previous year.

Changes in non-current assets other than capital assets were minimal.

Current liabilities increased by $1,416,000 compared to the previous year, driven largely by the increase in deferred revenue mentioned above.

Long-term debt was reduced by payment of bond principal in June 2018, leaving a non-current balance in bonds payable of $2,810,000. The current portion of bonds payable at the end of the fiscal year was $880,000.
Capital Assets and Debt Administration

NCSL had approximately $8,275,000, $8,561,000 and $8,752,000 of capital assets, net of accumulated depreciation, invested in capital assets at June 30, 2019, 2018 and 2017. Of NCSL’s capital assets, the most significant is the headquarters building in Denver, Colorado.

Capital assets, and related depreciation, are detailed as follows:

**Exhibit 2: Capital Assets**

Capital assets, net of related accumulated depreciation as of June 30, 2019 was:

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Accumulated Depreciation</th>
<th>Net Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office furniture and machines</td>
<td>$1,632,373</td>
<td>$ (1,551,798)</td>
<td>$ 80,575</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,935</td>
<td>(537,935)</td>
<td>-</td>
</tr>
<tr>
<td>Computers and software</td>
<td>3,865,227</td>
<td>(3,825,708)</td>
<td>39,519</td>
</tr>
<tr>
<td>Other</td>
<td>1,030,736</td>
<td>(912,353)</td>
<td>118,383</td>
</tr>
<tr>
<td>Headquarters Building</td>
<td>10,123,111</td>
<td>(3,491,070)</td>
<td>6,632,041</td>
</tr>
<tr>
<td>Land</td>
<td>1,404,920</td>
<td></td>
<td>1,404,920</td>
</tr>
<tr>
<td><strong>Total Capital Assets</strong></td>
<td>$18,594,302</td>
<td>$ (10,318,864)</td>
<td>$ 8,275,438</td>
</tr>
</tbody>
</table>

Capital assets, net of related accumulated depreciation as of June 30, 2018 was:

<table>
<thead>
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<th></th>
<th>Cost</th>
<th>Accumulated Depreciation</th>
<th>Net Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office furniture and machines</td>
<td>$1,599,752</td>
<td>$ (1,513,007)</td>
<td>$ 86,745</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,935</td>
<td>(537,935)</td>
<td>-</td>
</tr>
<tr>
<td>Computers and software</td>
<td>3,851,954</td>
<td>(3,782,840)</td>
<td>69,114</td>
</tr>
<tr>
<td>Other</td>
<td>1,030,736</td>
<td>(866,447)</td>
<td>164,289</td>
</tr>
<tr>
<td>Headquarters Building</td>
<td>10,123,111</td>
<td>(3,287,531)</td>
<td>6,835,580</td>
</tr>
<tr>
<td>Land</td>
<td>1,404,920</td>
<td></td>
<td>1,404,920</td>
</tr>
<tr>
<td><strong>Total Capital Assets</strong></td>
<td>$18,548,408</td>
<td>$ (9,987,760)</td>
<td>$ 8,560,648</td>
</tr>
</tbody>
</table>
Capital assets, net of related accumulated depreciation as of June 30, 2017 was:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Cost</th>
<th>Accumulated Depreciation</th>
<th>Net Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office furniture and machines</td>
<td>$1,599,752</td>
<td>$(1,472,121)</td>
<td>$ 127,631</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,935</td>
<td>(537,935)</td>
<td>-</td>
</tr>
<tr>
<td>Computers and software</td>
<td>3,846,004</td>
<td>(3,686,820)</td>
<td>159,184</td>
</tr>
<tr>
<td>Other</td>
<td>861,190</td>
<td>(839,732)</td>
<td>21,458</td>
</tr>
<tr>
<td>Headquarters Building</td>
<td>10,123,111</td>
<td>(3,083,992)</td>
<td>7,039,119</td>
</tr>
<tr>
<td>Land</td>
<td>1,404,920</td>
<td>-</td>
<td>1,404,920</td>
</tr>
<tr>
<td><strong>Total Capital Assets</strong></td>
<td>$18,372,912</td>
<td>$(9,620,600)</td>
<td>$ 8,752,312</td>
</tr>
</tbody>
</table>

The land is a 3.75-acre site for the headquarters office building located in Denver, Colorado. Original cost of the land was approximately $1,405,000.

NCSL’s customized association management software, which was placed in service in 2005, is still an integral tool used by the Conference, but it is being replaced by a more robust system expected to be placed into service during fiscal year 2020. For the years ended June 30, 2019, 2018 and 2017, purchases of computers and software were minor and consisted of replacement laptops for staff, servers, and network software. During the year ended June 30, 2019, office furniture and machines increased as a result of furniture purchases for the headquarters building. There were no other major purchases or disposals of capital equipment for the years ended June 30, 2019, 2018 and 2017.

**Bonds Payable**

At June 30, 2019, 2018 and 2017, NCSL had $2,810,000, $3,690,000 and $4,525,000 in bonds payable. NCSL refunded the Series 2001 Bonds in September 2010 based upon a favorable economic analysis. The advance refunding was conducted in accordance with the optional prior redemption provision of the Indenture of Trust dated July 1, 2001. The Colorado Educational and Cultural Facilities Authority issued $9,185,000 in aggregate principal amount of its Colorado Educational and Cultural Facilities Authority (National Conference of State Legislatures) Revenue Refunding Bonds Series 2010 where the proceeds of the sale were used to advance refund the Series 2001 bonds as well as establish a debt service reserve fund and pay issuance costs. The Series 2010 bonds bear interest at face rates ranging from 3.0% to 5.0% with equivalent yields ranging from 1.0% to 3.7%. These rates are a significant decrease from those of the Series 2001 bonds (4.0% to 6.0%). The maturity date was not changed because of the refunding exercise.

Moody's and Standard & Poor's periodically rate the bonds. The rating of "A3 Stable" from Moody's was most recently affirmed in March 2019. Standard & Poor's performed a formal review of NCSL's financial condition in October 2019, and its rating of “A Stable” was affirmed in November 2019.
## Summary of Revenues, Expenses, and Changes in Net Position

### Exhibit 3: Summary of Revenue, Expenses, and Changes in Net Position

<table>
<thead>
<tr>
<th>For the Years Ended June 30,</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Percentage</td>
<td>Amount</td>
</tr>
<tr>
<td>Operating Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State appropriations</td>
<td>$10,324,355</td>
<td>30.1%</td>
<td>$10,615,025</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>16,069,321</td>
<td>46.9%</td>
<td>14,428,629</td>
</tr>
<tr>
<td>Meetings and conferences</td>
<td>2,569,872</td>
<td>7.5%</td>
<td>2,952,791</td>
</tr>
<tr>
<td>Private contributions</td>
<td>3,888,582</td>
<td>11.4%</td>
<td>4,798,267</td>
</tr>
<tr>
<td>Other</td>
<td>1,394,242</td>
<td>4.1%</td>
<td>1,237,078</td>
</tr>
<tr>
<td>Total operating revenue</td>
<td>$34,246,372</td>
<td>100.0%</td>
<td>$34,031,790</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>17,987,632</td>
<td>52.5%</td>
<td>17,189,971</td>
</tr>
<tr>
<td>Travel and conferences</td>
<td>6,545,945</td>
<td>19.1%</td>
<td>6,907,466</td>
</tr>
<tr>
<td>Consultants and contract services</td>
<td>6,123,191</td>
<td>17.9%</td>
<td>6,059,437</td>
</tr>
<tr>
<td>Occupancy</td>
<td>1,307,439</td>
<td>3.8%</td>
<td>1,328,071</td>
</tr>
<tr>
<td>Office expenses</td>
<td>594,487</td>
<td>1.7%</td>
<td>653,238</td>
</tr>
<tr>
<td>Other</td>
<td>1,642,631</td>
<td>4.8%</td>
<td>1,376,742</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$34,201,325</td>
<td>99.9%</td>
<td>$33,514,925</td>
</tr>
<tr>
<td>Operating Income</td>
<td>45,047</td>
<td></td>
<td>516,865</td>
</tr>
<tr>
<td>Nonoperating expense</td>
<td>(46,461)</td>
<td></td>
<td>(102,314)</td>
</tr>
<tr>
<td>Change in Net Position</td>
<td>(1,414)</td>
<td></td>
<td>414,551</td>
</tr>
<tr>
<td>Net Position - Beginning of year</td>
<td>3,265,595</td>
<td></td>
<td>2,851,044</td>
</tr>
<tr>
<td>Net Position - End of year</td>
<td>$3,264,181</td>
<td></td>
<td>$3,265,595</td>
</tr>
</tbody>
</table>

### Revenues

#### State Appropriations

The largest source of General Fund revenue and the second largest source of total revenue is appropriations (dues) from member entities, which accounted for 30.1% of NCSL's total revenue for the year ended June 30, 2019, 31.2% for the year ended June 30, 2018, and 33.0% for the year ended June 30, 2017. Dues amounts for each member are calculated using a formula that includes a flat base amount plus a variable amount based on the population of the member. This formula is reviewed and updated periodically by NCSL’s Budget, Finance and Rules Committee. Based on the formula, scheduled dues were $11,445,000, $11,295,000, and $11,067,000 for the years ended June 30, 2019, 2018 and 2017. Actual dues revenue for the year ended June 30, 2019 reflects a 90.2% collection rate of current year dues, compared to 90.8% for the year ended June 30, 2018 and 88.1% for the year ended June 30, 2017.

#### Grants and Contracts

Total grant and contract revenue increased by approximately $1,641,000 or 11.4%, in the year ended June 30, 2019 compared to the prior year. During the years ended June 30, 2018 and 2017, grants and contracts revenue increased by $1,257,000 and $531,000. Grants and contracts revenue comprised 47.2% of NCSL's operating revenue in fiscal year 2019 compared to 42.5% in fiscal year 2018 and 44.6% in fiscal year 2017. Grants and contracts typically require NCSL to perform research related to matters of public policy and implementation of state and federal laws. They also often require that NCSL host meetings of groups of legislators and legislative staff; therefore, overall NCSL revenues and expenses associated with meetings, conferences, and travel tend to fluctuate with the level of grant and contract activity.
Summary of Revenues, Expenses, and Changes in Net Position (Continued)

Revenues from federal grant programs increased by approximately $783,000 and $1,335,000 during the years ended June 30, 2019 and 2018. These increases are primarily due to the higher level of effort associated with a large award from the Department of Labor and the Centers for Disease Control. In January 2017, in association with The Council of State Governments and the National Governors Association Center for Best Practices, NCSL was awarded $7.5 million from the U.S. Department of Labor’s Employment and Training Administration to examine state occupational licensing laws over a three-year period. This award accounted for approximately $2,500,000 and $2,000,000 of revenue in the years ended June 30, 2019 and 2018. During the year ended June 30, 2017, federal grant revenue increased by approximately $646,000 compared to the prior year due to increased levels of funding from the Department of Energy and the Department of Health and Human Services.

Revenue from private foundations increased by approximately $860,000 during the year ended June 30, 2019. Notable increases in revenue include additions from NCSL Foundation for State Legislatures and The Pew Charitable Trusts. Decreases in revenue occurred across several sponsors, including the Kellogg Foundation and the Annie E. Casey Foundation.

Revenue from private foundations decreased by approximately $78,000 during the year ended June 30, 2018. Notable increases in revenue include additions from W.K. Kellogg Foundation and the Annie E. Casey Foundation. Decreases in revenue occurred across several sponsors, including The Pew Charitable Trusts.

Revenue from private foundations decreased by approximately $115,000 during the year ended June 30, 2017. Notable increases in revenue include additions from W.K. Kellogg Foundation and The Pew Charitable Trusts. Decreases in revenue occurred across several sponsors as certain grants and contracts wind down their period of performance.

NCSL’s primary grant and contract revenue sources for the years ended June 30, 2019, 2018 and 2017 are:

Exhibit 4: Primary Grant and Contract Activity - Source of Funds

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal grants and contracts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Labor (awards)</td>
<td>$2,538,882</td>
<td>15.8%</td>
<td>$2,004,301</td>
<td>13.9%</td>
<td>$302,703</td>
<td>2.3%</td>
</tr>
<tr>
<td>Department of Energy (awards)</td>
<td>1,860,518</td>
<td>11.6%</td>
<td>2,061,043</td>
<td>14.3%</td>
<td>2,377,760</td>
<td>18.1%</td>
</tr>
<tr>
<td>Department of Health and Human Services (awards)</td>
<td>1,029,211</td>
<td>6.4%</td>
<td>1,113,675</td>
<td>7.7%</td>
<td>1,112,811</td>
<td>8.4%</td>
</tr>
<tr>
<td>Centers for Disease Control (awards)</td>
<td>725,224</td>
<td>4.5%</td>
<td>449,889</td>
<td>3.1%</td>
<td>259,671</td>
<td>2.2%</td>
</tr>
<tr>
<td>Department of Labor (contracts)</td>
<td>300,000</td>
<td>1.9%</td>
<td>150,000</td>
<td>1.0%</td>
<td>150,000</td>
<td>1.1%</td>
</tr>
<tr>
<td>Department of Justice (awards)</td>
<td>214,958</td>
<td>1.3%</td>
<td>105,557</td>
<td>0.7%</td>
<td>111,858</td>
<td>0.8%</td>
</tr>
<tr>
<td>Department of Transportation (awards)</td>
<td>210,908</td>
<td>1.3%</td>
<td>165,660</td>
<td>1.1%</td>
<td>201,899</td>
<td>1.5%</td>
</tr>
<tr>
<td>Department of Health and Human Services (contracts)</td>
<td>95,834</td>
<td>0.6%</td>
<td>102,266</td>
<td>0.7%</td>
<td>140,322</td>
<td>1.1%</td>
</tr>
<tr>
<td>Department of Defense (contracts)</td>
<td>81,027</td>
<td>0.5%</td>
<td>63,820</td>
<td>0.4%</td>
<td>83,967</td>
<td>0.6%</td>
</tr>
<tr>
<td>Department of Transportation (contracts)</td>
<td>53,633</td>
<td>0.3%</td>
<td>85,613</td>
<td>0.6%</td>
<td>121,188</td>
<td>0.9%</td>
</tr>
<tr>
<td>Department of Commerce (contracts)</td>
<td>25,000</td>
<td>0.2%</td>
<td>-</td>
<td>0.0%</td>
<td>25,000</td>
<td>0.2%</td>
</tr>
<tr>
<td>Centers for Disease Control (contracts)</td>
<td>24,017</td>
<td>0.1%</td>
<td>50,000</td>
<td>0.3%</td>
<td>20,000</td>
<td>0.2%</td>
</tr>
<tr>
<td>Department of Homeland Security (contracts)</td>
<td>1,903</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>74,663</td>
<td>0.6%</td>
</tr>
<tr>
<td>Department of State (awards)</td>
<td>26,679</td>
<td>0.2%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>18,747</td>
<td>0.1%</td>
</tr>
<tr>
<td>Environmental Protection Agency (awards)</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>7,527</td>
<td>0.1%</td>
</tr>
<tr>
<td>U.S. Agency for International Development (contracts)</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>7,527</td>
<td>0.1%</td>
</tr>
<tr>
<td>Total revenue - federal grants and contracts</td>
<td>7,161,115</td>
<td>44.6%</td>
<td>6,378,503</td>
<td>44.2%</td>
<td>5,043,116</td>
<td>38.3%</td>
</tr>
</tbody>
</table>
Meetings and Conferences

NCSL conducts meetings and conferences to educate and inform its members and other parties interested in public policy issues. Revenues from these meetings accounted for 7.5% of NCSL’s revenues in fiscal year 2019, compared to 8.7% in 2018, and 7.9% in fiscal year 2017. Revenue associated with NCSL’s annual Legislative Summit and Capitol Forum meetings fluctuate based on attendance. These fluctuations accounted for a decrease of approximately $535,000 in revenue in 2019, a significant increase in 2018, and minimal increase in 2017.

Publications and Exhibits

NCSL produces various publications about public policy both in written and electronic form. It publishes a monthly magazine that focuses on state legislatures and public policy. NCSL also generates revenues from exhibitors at the annual Legislative Summit. Revenues for fiscal year 2019 were $70,000 higher over fiscal year 2018 due to increases in advertising revenues. Revenues generated from publications and exhibits were consistent in 2018 and 2017 with prior years.

Operating Budgets

NCSL’s activities for grants and contracts are accounted for within the general ledger software in order to isolate expenses incurred in providing services under the grant and contract agreements. Each award is given a budget that reflects the agreement between NCSL and the funding source. Budget performance is monitored at the award level. At award end, any overage or shortage is absorbed by the general operations of NCSL.
**Summary of Revenues, Expenses, and Changes in Net Position (Continued)**

**Expenses**

**Salaries and Benefits**

As a professional services organization, NCSL’s primary resource is its employees. Salaries and benefits accounted for 52.5% of total operating costs in the year ended June 30, 2019, 50.5% in the year ended June 30, 2018, and 56.2% in the year ended June 30, 2017. The increase in salaries and benefits year to year is primarily due to staff salary increases that become effective annually as of October 1. Salaries and benefits attributable to the General Fund have only slightly increased in fiscal year 2019 versus the prior years, while those attributable to grants and contracts rose due to the increase in grant and contract revenue.

**Travel and Conferences**

NCSL incurs meeting-related expenses (food services, audio and visual, and other) as well as travel for NCSL staff. These costs account for 19.1% of operating expenses for the year ended June 30, 2019 compared to 20.3% in fiscal year 2018, and 17.8% in fiscal year 2017.

**Consultants and Contractual Services**

NCSL routinely performs work where a component of the work is performed by outside parties. In other instances, NCSL operates in partnership with other organizations to accomplish a common goal. These costs constitute approximately 17.9% of operating expenses in fiscal year 2019, an increase from 17.8% in fiscal year 2018, and increase from 14.5% in fiscal year 2017. Consultant and contract service costs have increased in part due to certain services being performed by outside contractors as opposed to by NCSL staff, along with greater grant activity that required contract services.

**Occupancy Cost - Repairs and Property Maintenance**

NCSL owns its headquarters in Denver, Colorado. Occupancy cost at this facility consists of utilities, management expense, landscaping, property insurance, repairs, and maintenance. Costs decreased by approximately $21,000 in fiscal year 2019 versus fiscal year 2018. Costs increased slightly in both fiscal years 2018 and 2017 versus the prior years.

**Office Expense**

NCSL maintains offices in Washington, D.C. and Denver, Colorado. Costs of operating these offices was 1.7%, 1.9% and 1.9% of operating expenses at June 30, 2019, 2018, and 2017, and includes items such as office equipment, supplies, postage & freight, maintenance of office equipment, and communications.
### Statement of Cash Flows

**Exhibit 5: Summary of Cash Flows**

<table>
<thead>
<tr>
<th></th>
<th>For the Years Ended June 30,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
</tr>
<tr>
<td>Net cash (used) provided by operating activities</td>
<td>$(716,022)</td>
</tr>
<tr>
<td>Net cash used in capital and related financing activities</td>
<td>$(1,141,020)</td>
</tr>
<tr>
<td>Net cash provided (used) by investing activities</td>
<td>$2,293,023</td>
</tr>
<tr>
<td>Net increase in cash and cash equivalents</td>
<td>$435,981</td>
</tr>
</tbody>
</table>

| Cash and Cash Equivalents - beginning of year | 1,582,877 | 1,420,826 | 1,324,859 |
| Cash and Cash Equivalents - end of year       | $2,018,858| $1,582,877| $1,420,826 |

Net cash used by operations for the year ended June 30, 2019 totaled approximately $716,000 compared to net cash provided by operations for the year ended June 30, 2018 and 2017 of approximately $2,310,000 and $1,710,000. This decrease in cash provided by operations during 2019 accounted for the majority of the decrease in short term investments during the 2019. Components of this change include: fewer states prepaid their fiscal year 2020 dues as compared to the prior year, an approximately $1,000,000 decrease in funds; employee and supplier payments were also greater in in fiscal 2019 by approximately $2,400,000. Offsetting these uses of cash were increased flow through from the NCSL Foundation for State Legislatures by approximately $500,000 and receipts of private contributions and other non-grant revenues of approximately $500,000, compared to the prior year.

Cash used in capital and related financing activities consists of bond principal and interest payments of approximately $1,095,000, $1,088,000, and $1,083,000 in the years ended June 30, 2019, 2018 and 2017. During the years ended June 30, 2019, 2018 and 2017, NCSL replaced capital assets through purchases in the amounts of approximately $46,000, $175,000, and $125,000.

Cash was provided from the net sale of investments of approximately $2,155,000 and interest and dividend income of approximately $138,000 during the year ended June 30, 2019. During the years ended June 30, 2018 and 2017, cash was used for the purchases of approximately $999,000 and $454,000 of investments, respectively. Interest and dividend income of $114,000 and $48,000 was earned during the years ended June 30, 2018 and 2017, respectively.

In summary, the Conference’s cash and cash equivalents increased by approximately $436,000, $162,000 and $96,000 for the years ended June 30, 2019, 2018 and 2017.
Economic Factors

The Conference maintains detailed accounting of its general operations which are funded by dues from the states, meeting registration fees, sales of publications, investment income and other sources, and its grant and contract revenue streams which funds work performed for various federal agencies and foundations.

The Conference is the only national organization whose purpose is to provide non-partisan public policy research and technical assistance directed specifically to the 50 state legislatures. Since it is governed by representatives of those legislatures, it is likely that its focus will remain on service to the legislatures. The management of the Conference believe that its diverse and stable revenue sources, along with the Conference’s work in the grant and contract area, enable the organization to continue its mission throughout all economic cycles.

NCSL management monitors the collections of membership dues, which are potentially affected by changes in state tax revenues influenced by economic conditions at the individual state member level. The Conference periodically makes necessary adjustments in expenditures to balance any decrease in dues revenues.

Federal grants and contracts account for approximately 44.6% of the fiscal year 2019 grant revenue for the Conference, up from 44.2% in fiscal year 2018, and 38.3 in fiscal year 2017. With continuing pressure on the federal budget that could adversely affect future grant revenues from this source, management continues to diversify its sources of grant funding, from both federal and private sources, to mitigate any changes in the grant revenue mix.

Requests for Information

This financial report was designed to provide a general overview of NCSL’s finances for those with an interest in NCSL. Questions concerning any of the information provided in this report or request for additional information should be addressed to:

Mary Wild
Chief Financial Officer
National Conference of State Legislatures
7700 East First Place
Denver, Colorado 80230
Telephone: 303-364-7700
# Statement of Net Position

### June 30, 2019 and 2018

<table>
<thead>
<tr>
<th>Assets</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$892,601</td>
<td>$462,492</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>4,951,144</td>
<td>7,105,926</td>
</tr>
<tr>
<td>Receivables:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables from grants and contracts - Net of allowance of $97,539 (2019 and 2018)</td>
<td>1,722,863</td>
<td>1,376,133</td>
</tr>
<tr>
<td>Appropriations receivable</td>
<td>179,326</td>
<td>178,923</td>
</tr>
<tr>
<td>Trade receivables - Net of allowance of $5,000 (2019 and 2018)</td>
<td>149,051</td>
<td>92,813</td>
</tr>
<tr>
<td>Other receivables</td>
<td>28,609</td>
<td>79,173</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>1,437,113</td>
<td>1,175,837</td>
</tr>
<tr>
<td>Deposits</td>
<td>408,077</td>
<td>524,140</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>9,768,784</td>
<td>10,995,437</td>
</tr>
<tr>
<td>Noncurrent assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital assets - Net</td>
<td>8,275,438</td>
<td>8,560,648</td>
</tr>
<tr>
<td>Restricted cash held by trustee</td>
<td>1,126,257</td>
<td>1,120,385</td>
</tr>
<tr>
<td><strong>Total noncurrent assets</strong></td>
<td>9,401,695</td>
<td>9,681,033</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>19,170,479</td>
<td>20,676,470</td>
</tr>
</tbody>
</table>

### Deferred Outflows of Resources - Bond refunding loss being amortized

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>2,067,239</td>
<td>1,534,193</td>
</tr>
<tr>
<td>Due to NCSL Foundation for State Legislatures</td>
<td>50,289</td>
<td>27,146</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>1,220,443</td>
<td>1,377,642</td>
</tr>
<tr>
<td>Revenue collected in advance</td>
<td>9,398,975</td>
<td>10,422,688</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>321,828</td>
<td>291,258</td>
</tr>
<tr>
<td>Current portion of bonds payable</td>
<td>925,000</td>
<td>880,000</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>13,983,774</td>
<td>14,532,927</td>
</tr>
<tr>
<td>Noncurrent liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds payable</td>
<td>1,885,000</td>
<td>2,810,000</td>
</tr>
<tr>
<td>Bond premium</td>
<td>68,680</td>
<td>124,364</td>
</tr>
<tr>
<td><strong>Total noncurrent liabilities</strong></td>
<td>1,953,680</td>
<td>2,934,364</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>15,937,454</td>
<td>17,467,291</td>
</tr>
</tbody>
</table>

### Net Position

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in capital assets - Net of related debt</td>
<td>5,427,914</td>
<td>4,802,700</td>
</tr>
<tr>
<td>Restricted - Debt service</td>
<td>1,126,257</td>
<td>1,120,385</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(3,289,990)</td>
<td>(2,657,490)</td>
</tr>
<tr>
<td><strong>Total net position</strong></td>
<td>$3,264,181</td>
<td>$3,265,595</td>
</tr>
</tbody>
</table>

See notes to financial statements.
National Conference of State Legislatures

Statement of Revenue, Expenses, and Changes in Net Position

Years Ended June 30, 2019 and 2018

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State appropriations</td>
<td>$10,324,355</td>
<td>$10,615,025</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>16,069,321</td>
<td>14,428,629</td>
</tr>
<tr>
<td>Annual meeting, seminar, and committee registration</td>
<td>2,569,872</td>
<td>2,952,791</td>
</tr>
<tr>
<td>Private contributions</td>
<td>3,888,582</td>
<td>4,798,267</td>
</tr>
<tr>
<td>Sales of publications and exhibits</td>
<td>775,049</td>
<td>704,434</td>
</tr>
<tr>
<td>Data processing services</td>
<td>167,668</td>
<td>132,428</td>
</tr>
<tr>
<td>Other</td>
<td>451,525</td>
<td>400,216</td>
</tr>
<tr>
<td><strong>Total operating revenue</strong></td>
<td>34,246,372</td>
<td>34,031,790</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>13,489,227</td>
<td>12,962,189</td>
</tr>
<tr>
<td>Travel and conferences</td>
<td>6,545,945</td>
<td>6,907,466</td>
</tr>
<tr>
<td>Consultants and contract services</td>
<td>6,123,191</td>
<td>6,059,437</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>4,498,405</td>
<td>4,227,782</td>
</tr>
<tr>
<td>Rent and property maintenance</td>
<td>1,307,439</td>
<td>1,328,071</td>
</tr>
<tr>
<td>Office expenses</td>
<td>594,487</td>
<td>653,238</td>
</tr>
<tr>
<td>Printing and publications</td>
<td>502,404</td>
<td>506,229</td>
</tr>
<tr>
<td>Information technology services</td>
<td>788,773</td>
<td>481,653</td>
</tr>
<tr>
<td>Depreciation</td>
<td>331,104</td>
<td>367,160</td>
</tr>
<tr>
<td>Other</td>
<td>20,350</td>
<td>21,700</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>34,201,325</td>
<td>33,514,925</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>45,047</td>
<td>516,865</td>
</tr>
<tr>
<td><strong>Nonoperating Revenue (Expense)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and dividend revenue</td>
<td>138,241</td>
<td>113,925</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(184,702)</td>
<td>(216,239)</td>
</tr>
<tr>
<td><strong>Total nonoperating expense</strong></td>
<td>(46,461)</td>
<td>(102,314)</td>
</tr>
<tr>
<td><strong>Change in Net Position</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Position - Beginning of year</td>
<td>3,265,595</td>
<td>2,851,044</td>
</tr>
<tr>
<td><strong>Net Position - End of year</strong></td>
<td><strong>3,264,181</strong></td>
<td><strong>3,265,595</strong></td>
</tr>
</tbody>
</table>

See notes to financial statements.
## Statement of Cash Flows

**Years Ended June 30, 2019 and 2018**

<table>
<thead>
<tr>
<th>Cash Flows from Operating Activities</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash received from appropriations</td>
<td>$9,400,482</td>
<td>$10,436,102</td>
</tr>
<tr>
<td>Cash received from grants and contracts</td>
<td>14,282,587</td>
<td>14,368,203</td>
</tr>
<tr>
<td>Cash received from NCSL Foundation for State Legislatures</td>
<td>3,865,149</td>
<td>3,354,722</td>
</tr>
<tr>
<td>Cash received from contributions, commissions, honorariums, and customers</td>
<td>7,860,074</td>
<td>7,426,129</td>
</tr>
<tr>
<td>Payments to and for employees</td>
<td>(19,086,683)</td>
<td>(17,566,051)</td>
</tr>
<tr>
<td>Payments to suppliers</td>
<td>(16,746,605)</td>
<td>(15,845,094)</td>
</tr>
<tr>
<td>Other (payments) receipts</td>
<td>(291,026)</td>
<td>136,406</td>
</tr>
<tr>
<td><strong>Net cash and cash equivalents (used in) provided by operating activities</strong></td>
<td>(716,022)</td>
<td>2,310,417</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Capital and Related Financing Activities</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repayment of long-term debt</td>
<td>(880,000)</td>
<td>(835,000)</td>
</tr>
<tr>
<td>Interest payments</td>
<td>(215,126)</td>
<td>(253,164)</td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>(45,894)</td>
<td>(175,496)</td>
</tr>
<tr>
<td><strong>Net cash and cash equivalents used in capital and related financing activities</strong></td>
<td>(1,141,020)</td>
<td>(1,263,660)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Investing Activities</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases of investments</td>
<td>(7,473,242)</td>
<td>(998,631)</td>
</tr>
<tr>
<td>Sales of investments</td>
<td>9,628,024</td>
<td>-</td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>138,241</td>
<td>113,925</td>
</tr>
<tr>
<td><strong>Net cash and cash equivalents provided by (used in) investing activities</strong></td>
<td>2,293,023</td>
<td>(884,706)</td>
</tr>
</tbody>
</table>

**Net Increase in Cash and Cash Equivalents**

<table>
<thead>
<tr>
<th>Net Increase in Cash and Cash Equivalents</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>435,981</td>
<td>162,051</td>
</tr>
</tbody>
</table>

**Cash and Cash Equivalents - Beginning of year**

<table>
<thead>
<tr>
<th>Cash and Cash Equivalents - Beginning of year</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,582,877</td>
<td>1,420,826</td>
</tr>
</tbody>
</table>

**Cash and Cash Equivalents - End of year**

<table>
<thead>
<tr>
<th>Cash and Cash Equivalents - End of year</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$2,018,858</td>
<td>$1,582,877</td>
</tr>
</tbody>
</table>

**Classification of Cash and Cash Equivalents**

<table>
<thead>
<tr>
<th>Classification of Cash and Cash Equivalents</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents in current assets</td>
<td>$892,601</td>
<td>$462,492</td>
</tr>
<tr>
<td>Restricted cash and cash equivalents</td>
<td>1,126,257</td>
<td>1,120,385</td>
</tr>
<tr>
<td><strong>Total cash and cash equivalents</strong></td>
<td>$2,018,858</td>
<td>$1,582,877</td>
</tr>
</tbody>
</table>

See notes to financial statements.
### Reconciliation of Operating Income to Net Cash from Operating Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>$45,047</td>
<td>$516,865</td>
</tr>
<tr>
<td>Depreciation</td>
<td>331,104</td>
<td>367,160</td>
</tr>
<tr>
<td>Changes in assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contracts receivable</td>
<td>(346,730)</td>
<td>(30,929)</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>(56,238)</td>
<td>41,436</td>
</tr>
<tr>
<td>Appropriations receivable</td>
<td>(403)</td>
<td>(178,923)</td>
</tr>
<tr>
<td>Other receivables</td>
<td>50,564</td>
<td>(4,071)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(261,276)</td>
<td>385,296</td>
</tr>
<tr>
<td>Deposits</td>
<td>116,063</td>
<td>(157,889)</td>
</tr>
<tr>
<td>Due to NCSL Foundation for State Legislatures</td>
<td>23,143</td>
<td>(194,505)</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>533,046</td>
<td>481,787</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>(157,199)</td>
<td>98,536</td>
</tr>
<tr>
<td>Revenue collected in advance</td>
<td>(1,023,713)</td>
<td>919,086</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>30,570</td>
<td>66,568</td>
</tr>
<tr>
<td>Total adjustments</td>
<td>(761,069)</td>
<td>1,793,552</td>
</tr>
</tbody>
</table>

Net cash and cash equivalents (used in) provided by operating activities

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$(716,022)</td>
<td>$2,310,417</td>
</tr>
</tbody>
</table>

See notes to financial statements.
Note 1 - Nature of Organization

National Conference of State Legislatures (the "Conference" or NCSL) was established in 1975 as an instrumentality of the 50 states and territories to provide research, technical assistance, and a forum for members of state legislatures and their staff to exchange information on state policy issues.

Note 2 - Significant Accounting Policies

**Accounting and Reporting Principles**

The Conference follows accounting principles generally accepted in the United States of America (GAAP) applicable to governmental units. Accounting and financial reporting pronouncements are promulgated by the Governmental Accounting Standards Board. In accordance with the Governmental Accounting Standards Board, the Conference is a business-type activity for financial reporting purposes. The following is a summary of the significant accounting policies used by the Conference:

**Basis of Accounting**

The Conference uses the economic resources measurement focus and the full accrual basis of accounting.

**Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

**Cash and Cash Equivalents**

The Conference considers all investments with an original maturity of three months or less when purchased to be cash equivalents. For the purpose of the statement of cash flows, the Conference includes restricted cash as part of cash and cash equivalents. As of June 30, 2019 and throughout the year, the Conference's cash balances exceeded FDIC limits.

**Restricted Cash Held by Trustee**

Restricted cash held by trustee consists of deposits held by a trustee in connection with the issuance of the 2010 revenue bonds.

**Short-term Investments**

Short-term investments consisted of money market and certificates of deposit at June 30, 2019 and 2018, which are recorded at cost and approximate fair value due to their short-term maturities.

**Accounts Receivable**

Accounts receivable represent amounts due from grants and contracts and trade receivables from registrations and exhibits. The allowance for uncollectible accounts is management's best estimate of uncollectible amounts and is based on past experience and current economic conditions.

**Prepaid Expenses**

Payments made to vendors for services representing costs applicable to future accounting periods are recorded as prepaid expenses.
Capital Assets

Property and equipment are recorded at cost. The Conference capitalizes all property and equipment with a cost of $5,000 or greater. The straight-line method is used for computing depreciation. Assets are depreciated over their estimated useful lives. The cost of leasehold improvements is depreciated over the lesser of the length of the related leases or the estimated useful lives of the assets. Costs of maintenance and repairs are charged to expense when incurred.

The estimated useful lives of capital assets range from 3 to 12 years for furniture, machines, computer equipment, and leasehold improvements. The building is depreciated over its estimated useful life of 50 years.

Deferred Outflows of Resources

In addition to assets, the statement of net position reports a separate section for deferred outflows of resources. This separate financial statement element represents a consumption of net position that applies to future periods and will not be recognized as an outflow of resources until then.

Deferred Amortization on Refundings

For bond refundings resulting in the defeasance of debt, the difference between the reacquisition price and the net carrying amount of the old debt is reported as deferred outflows of resources and amortized using the effective interest rate method over the shorter of the life of the old debt or the life of the new debt.

Compensated Absences

Conference employees earn paid vacation each month based upon their years of service. Vacation time accrues and vests proportionately during the fiscal year. Earned vacation in any fiscal year is available to be taken prior to vesting; however, if an employee leaves the Conference during the year, any vacation taken in advance of vesting will be recaptured from his or her final paycheck. Employees can carry a maximum of 50 days to the next calendar year. An accrual has been made for earned vacation time.

The Conference has a sick leave plan covering substantially all employees. The Conference provides employees one day of paid sick leave per month. Accumulated unused sick leave is carried over to the next year and is cumulative to a maximum of 130 days. Unused sick pay is forfeited by employees when they cease to be employed by the Conference. Therefore, it is recorded as an expense only when utilized by an employee.

Net Position

The Conference's net position is classified as follows:

Invested in capital assets, net of related debt, consists of capital assets net of accumulated depreciation and is reduced by the balance of any outstanding debt used to finance the purchase or construction of those assets net of deferred amortization on refunding and bond premium.

Restricted consists of deposits held by a trustee in connection with the issuance of the 2010 revenue bonds.

Unrestricted consists of the remaining net position that is available for unrestricted use.

Net Position Flow Assumption

The Conference will sometimes fund outlays for a particular purpose from both restricted and unrestricted resources. In order to calculate the amounts to report as restricted net position and unrestricted net position in the financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Conference's policy to consider restricted net position to have been depleted before unrestricted net position is applied.
Revenue and Expenses

The Conference's statement of revenue, expenses, and changes in net position distinguishes between operating and nonoperating income and expenses. Operating revenue results from exchange transactions associated with performing research and providing technical assistance and includes annual dues (appropriations) from member legislatures, grants and contracts revenue, revenue from the annual meeting and other seminars, sales of publications and subscriptions, and other related services. Nonexchange income includes interest and dividend income and is reported as nonoperating. Operating expenses are all expenses incurred to provide research and technical assistance. Nonoperating expenses include interest expense.

Revenue Recognition

Appropriations consist of annual dues from member legislatures and are recognized as revenue in the period earned rather than when assessed. Appropriations received prior to being earned are reported in the accompanying financial statements as revenue collected in advance.

Grants and contracts revenue, deemed to be exchange transactions, are recognized when services have been provided in accordance with the agreement. Amounts received before being earned are reported in the accompanying financial statements as revenue collected in advance.

Revenue from the annual meeting, seminars, and committees is recognized in the period in which the event takes place. Amounts received in advance of the event are reported in the accompanying financial statements as revenue collected in advance.

Income Taxes

As an instrumentality of the various states, the income generated by the Conference in the exercise of its essential governmental functions is excluded from federal income taxes under Section 115 of the Internal Revenue Code. Contributions to the Conference are deductible by donors, as provided under Section 170 of the Internal Revenue Code. The Conference had no unrelated business income tax liability recorded as of June 30, 2019 or 2018. The Conference has evaluated tax positions taken, and none are considered to be uncertain; therefore, no amounts have been recognized.

Upcoming Accounting Pronouncements

In January 2017, the Governmental Accounting Standards Board issued Statement No. 84, Fiduciary Activities. This statement establishes criteria for identifying fiduciary activities of all state and local governments. An activity meeting the criteria should be reported in a fiduciary fund in the basic financial statements. The Conference is currently evaluating the impact this standard will have on the financial statements when adopted. The provisions of this statement are effective for the Conference's financial statements for the year ending June 30, 2020.

In June 2017, the Governmental Accounting Standards Board issued Statement No. 87, Leases, which improves accounting and financial reporting for leases by governments. This statement requires recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources. The Conference is currently evaluating the impact this standard will have on the financial statements when adopted. The provisions of this statement are effective for the Conference's financial statements for the year ending June 30, 2021.
Note 2 - Significant Accounting Policies (Continued)

Subsequent Events

The financial statements and related disclosures include evaluation of events up through and including November 22, 2019, which is the date the financial statements were available to be issued.

Note 3 - Deposits and Investments

The Conference follows a defined investment policy. Accordingly, all cash deposits at June 30, 2019 and 2018 were either insured or collateralized with securities held by the Conference or its agent in its name. The bank balance of deposits was $2,140,949 and $1,686,389 at June 30, 2019 and 2018, respectively.

Deposits and investments are reported in the financial statements as follows:

<table>
<thead>
<tr>
<th></th>
<th>Deposits</th>
<th>Investments</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>892,601</td>
<td>-</td>
<td>892,601</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,126,257</td>
<td>-</td>
<td>1,126,257</td>
</tr>
<tr>
<td>Restricted cash held by trustee</td>
<td>4,951,144</td>
<td>-</td>
<td>4,951,144</td>
</tr>
<tr>
<td>Total deposits and investments</td>
<td>6,970,002</td>
<td>-</td>
<td>6,970,002</td>
</tr>
<tr>
<td>2018</td>
<td>462,492</td>
<td>-</td>
<td>462,492</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,120,385</td>
<td>-</td>
<td>1,120,385</td>
</tr>
<tr>
<td>Restricted cash held by trustee</td>
<td>7,105,926</td>
<td>-</td>
<td>7,105,926</td>
</tr>
<tr>
<td>Total deposits and investments</td>
<td>8,688,803</td>
<td>-</td>
<td>8,688,803</td>
</tr>
</tbody>
</table>

Short-term investments are classified into the following investment categories:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>2019 Carrying Value</th>
<th>2018 Carrying Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money market funds</td>
<td>$ 4,951,144</td>
<td>$ 3,868,926</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>3,237,000</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$ 7,105,926</td>
<td></td>
</tr>
</tbody>
</table>
Note 4 - Grants and Contracts

The Conference has entered into agreements with various agencies of the U.S. government and other organizations to perform research and related projects or to assist in defraying expenses for projects undertaken by the Conference. The grants and contracts are subject to various expenditure restrictions, and some require matching or in-kind contributions. The grants and contracts are also subject to audit to determine compliance with the agreements. Should any expenditures, including required matching or in-kind contributions, be disallowed, the Conference could be required to refund disallowed amounts. The Conference maintains an allowance for unrecoverable costs, excess cost recoveries, and disallowances, which totaled $97,539 at June 30, 2019 and 2018. Management of the Conference believes that the allowance is adequate to provide for any over-recovered or disallowed amounts.

Some grants contain provisions that require the Conference to contribute matching funds to the grant-sponsored project. The Conference expensed $7,234 and $12,601 as matching amounts during the years ended June 30, 2019 and 2018, respectively.

Note 5 - Capital Assets

Capital asset activity of the Conference was as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance July 1, 2018</th>
<th>Additions</th>
<th>Disposals and Adjustments</th>
<th>Balance June 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital assets not being</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>depreciated - Land</td>
<td>$ 1,404,920</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 1,404,920</td>
</tr>
<tr>
<td>Capital assets being depreciated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building</td>
<td>10,123,111</td>
<td>-</td>
<td>-</td>
<td>10,123,111</td>
</tr>
<tr>
<td>Computers and software</td>
<td>3,851,954</td>
<td>13,273</td>
<td>-</td>
<td>3,865,227</td>
</tr>
<tr>
<td>Office furniture and machines</td>
<td>1,599,752</td>
<td>32,621</td>
<td>-</td>
<td>1,632,373</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,935</td>
<td>-</td>
<td>-</td>
<td>537,935</td>
</tr>
<tr>
<td>Other</td>
<td>1,030,736</td>
<td>-</td>
<td>-</td>
<td>1,030,736</td>
</tr>
<tr>
<td>Subtotal</td>
<td>17,143,488</td>
<td>45,894</td>
<td>-</td>
<td>17,189,382</td>
</tr>
<tr>
<td>Accumulated depreciation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building</td>
<td>3,287,531</td>
<td>203,539</td>
<td>-</td>
<td>3,491,070</td>
</tr>
<tr>
<td>Computers and software</td>
<td>3,782,803</td>
<td>42,905</td>
<td>-</td>
<td>3,825,708</td>
</tr>
<tr>
<td>Office furniture and machines</td>
<td>1,513,007</td>
<td>38,791</td>
<td>-</td>
<td>1,551,798</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,972</td>
<td>-</td>
<td>-</td>
<td>537,972</td>
</tr>
<tr>
<td>Other</td>
<td>866,447</td>
<td>45,869</td>
<td>-</td>
<td>912,316</td>
</tr>
<tr>
<td>Subtotal</td>
<td>9,987,760</td>
<td>331,104</td>
<td>-</td>
<td>10,318,864</td>
</tr>
<tr>
<td>Net capital assets being</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>depreciated</td>
<td>7,155,728</td>
<td>(285,210)</td>
<td>-</td>
<td>6,870,518</td>
</tr>
<tr>
<td>Net capital assets</td>
<td>$ 8,560,648</td>
<td>$ (285,210)</td>
<td>-</td>
<td>$ 8,275,438</td>
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</tbody>
</table>
Note 5 - Capital Assets (Continued)

<table>
<thead>
<tr>
<th></th>
<th>Balance July 1, 2017</th>
<th>Additions</th>
<th>Disposals and Adjustments</th>
<th>Balance June 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital assets not being depreciated - Land</td>
<td>$ 1,404,920</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 1,404,920</td>
</tr>
<tr>
<td>Capital assets being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building</td>
<td>10,123,111</td>
<td>-</td>
<td>-</td>
<td>10,123,111</td>
</tr>
<tr>
<td>Computers and software</td>
<td>3,846,004</td>
<td>5,950</td>
<td>-</td>
<td>3,851,954</td>
</tr>
<tr>
<td>Office furniture and machines</td>
<td>1,599,752</td>
<td>-</td>
<td>-</td>
<td>1,599,752</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,935</td>
<td>-</td>
<td>-</td>
<td>537,935</td>
</tr>
<tr>
<td>Other</td>
<td>861,190</td>
<td>169,546</td>
<td>-</td>
<td>1,030,736</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>16,967,992</td>
<td>175,496</td>
<td>-</td>
<td>17,143,488</td>
</tr>
<tr>
<td>Accumulated depreciation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building</td>
<td>3,083,992</td>
<td>203,539</td>
<td>-</td>
<td>3,287,531</td>
</tr>
<tr>
<td>Computers and software</td>
<td>3,686,783</td>
<td>96,020</td>
<td>-</td>
<td>3,782,803</td>
</tr>
<tr>
<td>Office furniture and machines</td>
<td>1,472,121</td>
<td>40,886</td>
<td>-</td>
<td>1,513,007</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,972</td>
<td>-</td>
<td>-</td>
<td>537,972</td>
</tr>
<tr>
<td>Other</td>
<td>839,732</td>
<td>26,715</td>
<td>-</td>
<td>866,447</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>9,620,600</td>
<td>367,160</td>
<td>-</td>
<td>9,987,760</td>
</tr>
<tr>
<td><strong>Net capital assets being depreciated</strong></td>
<td>7,347,392</td>
<td>-</td>
<td>(191,664)</td>
<td>7,155,728</td>
</tr>
<tr>
<td><strong>Net capital assets</strong></td>
<td>$ 8,752,312</td>
<td>$ (191,664)</td>
<td>$ -</td>
<td>$ 8,560,648</td>
</tr>
</tbody>
</table>

Note 6 - Line of Credit

Under a line of credit agreement with a bank, the Conference has available borrowings of approximately $1,500,000. The credit agreement, as originally entered into on March 9, 2016, was amended to mature on March 9, 2020. No draws were made during the year, and no funds were outstanding at June 30, 2019 and 2018. Any borrowings under the agreement will bear interest at the lending bank’s prime rate (5.5 percent and 3.5 percent at June 30, 2019 and 2018, respectively).

Note 7 - Revenue Collected in Advance

Revenue collected in advance consists of the following:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private grants paid in advance</td>
<td>$ 4,974,302</td>
<td>$ 5,613,966</td>
</tr>
<tr>
<td>Advance registration fees</td>
<td>1,938,262</td>
<td>1,642,251</td>
</tr>
<tr>
<td>Passed-through grants</td>
<td>1,430,111</td>
<td>1,364,264</td>
</tr>
<tr>
<td>Dues paid in advance</td>
<td>301,018</td>
<td>1,224,488</td>
</tr>
<tr>
<td>Advance exhibit fees</td>
<td>541,386</td>
<td>460,409</td>
</tr>
<tr>
<td>Other</td>
<td>172,305</td>
<td>103,959</td>
</tr>
<tr>
<td>Government awards/contracts paid in advance</td>
<td>41,591</td>
<td>13,351</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 9,398,975</td>
<td>$ 10,422,688</td>
</tr>
</tbody>
</table>
Note 8 - Bonds Payable

Long-term debt activity for the years ended June 30, 2019 and 2018 can be summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Due within One Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonds payable - Direct placement</td>
<td>$3,690,000</td>
<td>$ -</td>
<td>$(880,000)</td>
<td>$2,810,000</td>
<td>$925,000</td>
</tr>
<tr>
<td>Deferred amount on refundings</td>
<td>(56,416)</td>
<td>-</td>
<td>25,260</td>
<td>(31,156)</td>
<td>19,626</td>
</tr>
<tr>
<td>Total</td>
<td>$3,633,584</td>
<td>$ -</td>
<td>$(854,740)</td>
<td>$2,778,844</td>
<td>$944,626</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Due within One Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonds payable - Direct placement</td>
<td>$4,525,000</td>
<td>$ -</td>
<td>$(835,000)</td>
<td>$3,690,000</td>
<td>$880,000</td>
</tr>
<tr>
<td>Deferred amount on refundings</td>
<td>(87,074)</td>
<td>-</td>
<td>30,658</td>
<td>(56,416)</td>
<td>(25,772)</td>
</tr>
<tr>
<td>Total</td>
<td>$4,437,926</td>
<td>$ -</td>
<td>$(804,342)</td>
<td>$3,633,584</td>
<td>$854,228</td>
</tr>
</tbody>
</table>

**Revenue Bonds**

During 2010, the Conference refunded the 2002 bonds by issuing $9,175,000 in revenue bonds through the Colorado Educational and Cultural Facilities Authority through a direct borrowing instrument. The bonds mature at various dates through June 2021 and bear interest at rates ranging from 3 percent to 5 percent. The Conference's obligations under the bonds are secured by a mortgage on the land and building, including equipment therein, if any, purchased with the 2002 and 2010 bond proceeds and a pledge of all revenue.

The refunding resulted in a difference between the reacquisition price and the net carrying amount of the debt of approximately $421,000. This difference, which is reported in the accompanying financial statements as deferred outflows of resources, is being charged through fiscal year 2021 using the interest method. The Conference completed the advance refunding in order to save approximately $1,200,000 over the 11-year life of the refunding and to obtain an economic gain (difference between the present values of the old and new debt service payments) of $780,000.

The amount of the premium related to the bonds, net of accumulated amortization, totaled $68,680 and $124,364 at June 30, 2019 and 2018, respectively. Amortization of the premium is offset against interest on the accompanying statement of revenue, expenses, and changes in net position.

**Debt Service Requirements to Maturity**

Annual debt service requirements to maturity for the above bonds obligations are as follows:

<table>
<thead>
<tr>
<th>Years Ending June 30</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$925,000</td>
<td>$140,500</td>
<td>$1,065,500</td>
</tr>
<tr>
<td>2021</td>
<td>$1,885,000</td>
<td>$94,250</td>
<td>$1,979,250</td>
</tr>
<tr>
<td>Total</td>
<td>$2,810,000</td>
<td>$234,750</td>
<td>$3,044,750</td>
</tr>
</tbody>
</table>
Note 9 - Leases

Operating Leases

The Conference leases office space in Washington, D.C., under a noncancelable operating lease with the State Services Organization (SSO) (see Note 13). The lease expires in December 2026. Rent expense, excluding separate annual charges, totaled $774,836 and $757,216 for the years ended June 30, 2019 and 2018, respectively.

Subsequent to June 30, 2019, the Conference entered into a lease agreement for office equipment. The lease requires monthly payments of $1,461 and expires in 2023.

Future minimum lease payments under the noncancelable Washington, D.C., operating lease, excluding separate annual charges, are as follows:

<table>
<thead>
<tr>
<th>Years Ending June 30</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$734,356</td>
</tr>
<tr>
<td>2021</td>
<td>750,879</td>
</tr>
<tr>
<td>2022</td>
<td>767,774</td>
</tr>
<tr>
<td>2023</td>
<td>785,049</td>
</tr>
<tr>
<td>2024</td>
<td>802,712</td>
</tr>
<tr>
<td>Thereafter</td>
<td>2,084,303</td>
</tr>
<tr>
<td>Total</td>
<td>$5,925,073</td>
</tr>
</tbody>
</table>

Note 10 - Contingent Liabilities

The Conference is insured for business risks through commercial insurance providers. Settled claims have not exceeded this commercial coverage in any of the three preceding years.

Note 11 - Retirement Plan

The Conference maintains a qualified defined contribution pension plan (the "Pension Plan") in which substantially all employees are eligible to participate. Contributions of the Conference and those of participating employees are made to the Teachers Insurance and Annuity Association and College Retirement Equities Fund, which administers the individual contracts for each employee. Participating employees contribute 5 percent of their gross salaries, and the Conference contributes 10 percent of each participating employee's salary to the Pension Plan.

Note 12 - Affiliation with the NCSL Foundation for State Legislatures

The Conference is affiliated with the NCSL Foundation for State Legislatures (the "Foundation") and provides certain management and administrative services to the Foundation. The Conference received administrative fees from the Foundation in the amount of $26,500 during the years ended June 30, 2019 and 2018, respectively, for these management and administrative services. In addition, the Conference was reimbursed by the Foundation for personnel, office space, and facilities costs totaling $1,478,425 and $1,405,312 during the years ended June 30, 2019 and 2018, respectively. Such costs include salaries, employee benefits, office expenses, rent, and property maintenance.

The Foundation awarded contributions to the Conference in the amount of $1,495,000 and $1,435,000 and subcontracts in the amount of $842,081 and $777,081 during the years ended June 30, 2019 and 2018, respectively. Of these amounts, $1,430,111 and $1,364,264 have been reflected as revenue collected in advance at June 30, 2019 and 2018, respectively. In addition, as of June 30, 2019 and 2018, the Conference had a balance due to the Foundation of $50,289 and $27,146, respectively, representing the amount of cash invested on the Foundation's behalf via the Conference's investment pool in excess of expenses paid on behalf of the Foundation by the Conference.
Note 13 - Jointly Governed Organizations

Pursuant to a 1983 operating agreement, the Conference and the National Governors Association (NGA) established the Federal Funds Information for States (FFIS) system for the purpose of providing states with federal budget and appropriation information. FFIS is governed by a board of directors, and board membership is controlled equally by the Conference and NGA. As FFIS is a jointly governed organization, the Conference does not have an equity interest in FFIS. Accordingly, FFIS’ results of operations are not included in the accompanying financial statements.

Pursuant to its bylaws, The State and Local Legal Center (SLLC) was established to file amicus curiae briefs in support of states and local governments in the U.S. Supreme Court, conduct moot courts for attorneys arguing before the Supreme Court, and be a resource to states and local governments on the Supreme Court. SLLC is governed by a board of directors, and board membership is controlled equally by seven national organizations that represent state and local elected and appointed officials, including the Conference. As SLLC is a jointly governed organization, the Conference does not have an equity interest in SLLC. Accordingly, SLLC’s results of operations are not included in the accompanying financial statements. The Conference paid a management fee of $20,000 to SLLC during the years ended June 30, 2019 and 2018.

Pursuant to an agreement, the Conference, NGA, and the Council of State Governments (CSG) established SSO for the purpose of providing services to and office space for the Conference, NGA, CSG, state governments, and associations. SSO is governed by a board of directors, and board membership is controlled equally by the Conference, NGA, and CSG. As SSO is a jointly governed organization, the Conference does not have an equity interest in SSO. Accordingly, SSO’s results of operations are not included in the accompanying financial statements of the Conference.

During the years ended June 30, 2019 and 2018, rent and fees charged by SSO to the Conference were $812,083 and $789,257, respectively.
Other Supplemental Information
### Schedule of Appropriations by Entity

#### Year Ended June 30, 2019

<table>
<thead>
<tr>
<th>State</th>
<th>Appropriations Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$194,817</td>
</tr>
<tr>
<td>Alaska</td>
<td>125,707</td>
</tr>
<tr>
<td>Arizona</td>
<td>227,842</td>
</tr>
<tr>
<td>Arkansas</td>
<td>163,272</td>
</tr>
<tr>
<td>California</td>
<td>550,000</td>
</tr>
<tr>
<td>Colorado</td>
<td>204,840</td>
</tr>
<tr>
<td>Connecticut</td>
<td>173,548</td>
</tr>
<tr>
<td>Delaware</td>
<td>129,187</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>124,596</td>
</tr>
<tr>
<td>Florida</td>
<td>75,000</td>
</tr>
<tr>
<td>Georgia</td>
<td>284,646</td>
</tr>
<tr>
<td>Guam</td>
<td>24,838</td>
</tr>
<tr>
<td>Hawaii</td>
<td>137,333</td>
</tr>
<tr>
<td>Idaho</td>
<td>141,078</td>
</tr>
<tr>
<td>Illinois</td>
<td>329,010</td>
</tr>
<tr>
<td>Indiana</td>
<td>224,347</td>
</tr>
<tr>
<td>Iowa</td>
<td>85,529</td>
</tr>
<tr>
<td>Kansas</td>
<td>162,156</td>
</tr>
<tr>
<td>Kentucky</td>
<td>187,540</td>
</tr>
<tr>
<td>Louisiana</td>
<td>191,659</td>
</tr>
<tr>
<td>Maine</td>
<td>121,751</td>
</tr>
<tr>
<td>Maryland</td>
<td>214,061</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>227,278</td>
</tr>
<tr>
<td>Michigan</td>
<td>195,831</td>
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<tr>
<td>Minnesota</td>
<td>205,393</td>
</tr>
<tr>
<td>Mississippi</td>
<td>163,509</td>
</tr>
<tr>
<td>Missouri</td>
<td>215,357</td>
</tr>
<tr>
<td>Montana</td>
<td>130,646</td>
</tr>
<tr>
<td>Nebraska</td>
<td>145,125</td>
</tr>
<tr>
<td>Nevada</td>
<td>161,807</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>135,639</td>
</tr>
<tr>
<td>New Jersey</td>
<td>184,000</td>
</tr>
<tr>
<td>New Mexico</td>
<td>148,293</td>
</tr>
<tr>
<td>New York</td>
<td>444,139</td>
</tr>
<tr>
<td>North Carolina</td>
<td>281,760</td>
</tr>
<tr>
<td>North Dakota</td>
<td>113,415</td>
</tr>
<tr>
<td>Ohio</td>
<td>231,077</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>165,080</td>
</tr>
<tr>
<td>Oregon</td>
<td>180,896</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>328,046</td>
</tr>
<tr>
<td>Puerto Rico</td>
<td>100,000</td>
</tr>
</tbody>
</table>

(Continued on the following page)
<table>
<thead>
<tr>
<th>Entity</th>
<th>Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quebec, Canada</td>
<td>36,788</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>131,038</td>
</tr>
<tr>
<td>South Carolina</td>
<td>195,440</td>
</tr>
<tr>
<td>South Dakota</td>
<td>127,720</td>
</tr>
<tr>
<td>Tennessee</td>
<td>224,022</td>
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<tr>
<td>Texas</td>
<td>574,035</td>
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<tr>
<td>Utah</td>
<td>163,569</td>
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<tr>
<td>Vermont</td>
<td>123,822</td>
</tr>
<tr>
<td>Virgin Islands</td>
<td>115,099</td>
</tr>
<tr>
<td>Virginia</td>
<td>253,922</td>
</tr>
<tr>
<td>Washington</td>
<td>233,583</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>210,119</td>
</tr>
<tr>
<td>Wyoming</td>
<td>105,150</td>
</tr>
<tr>
<td>Quebec, Canada</td>
<td>36,788</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>131,038</td>
</tr>
</tbody>
</table>

Total fiscal year 2019 appropriations $10,324,355
Schedule of Appropriations by Entity

Year Ended June 30, 2018

Fiscal year 2018 appropriations received

<table>
<thead>
<tr>
<th>Entity</th>
<th>Appropriations Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$ 191,938</td>
</tr>
<tr>
<td>Alaska</td>
<td>123,849</td>
</tr>
<tr>
<td>Arizona</td>
<td>224,475</td>
</tr>
<tr>
<td>Arkansas</td>
<td>160,859</td>
</tr>
<tr>
<td>California</td>
<td>500,000</td>
</tr>
<tr>
<td>Colorado</td>
<td>201,812</td>
</tr>
<tr>
<td>Connecticut</td>
<td>170,983</td>
</tr>
<tr>
<td>Delaware</td>
<td>127,278</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>122,755</td>
</tr>
<tr>
<td>Florida</td>
<td>75,000</td>
</tr>
<tr>
<td>Georgia</td>
<td>280,439</td>
</tr>
<tr>
<td>Guam</td>
<td>24,197</td>
</tr>
<tr>
<td>Hawaii</td>
<td>135,303</td>
</tr>
<tr>
<td>Idaho</td>
<td>138,993</td>
</tr>
<tr>
<td>Illinois</td>
<td>324,148</td>
</tr>
<tr>
<td>Indiana</td>
<td>221,032</td>
</tr>
<tr>
<td>Kansas</td>
<td>159,759</td>
</tr>
<tr>
<td>Kentucky</td>
<td>184,768</td>
</tr>
<tr>
<td>Louisiana</td>
<td>188,827</td>
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<tr>
<td>Maine</td>
<td>121,751</td>
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<tr>
<td>Maryland</td>
<td>210,898</td>
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<tr>
<td>Massachusetts</td>
<td>223,919</td>
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<tr>
<td>Michigan</td>
<td>192,927</td>
</tr>
<tr>
<td>Minnesota</td>
<td>202,358</td>
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<tr>
<td>Mississippi</td>
<td>161,093</td>
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<tr>
<td>Missouri</td>
<td>212,175</td>
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<tr>
<td>Montana</td>
<td>128,716</td>
</tr>
<tr>
<td>Nebraska</td>
<td>142,980</td>
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<tr>
<td>Nevada</td>
<td>159,416</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>133,634</td>
</tr>
<tr>
<td>New Jersey</td>
<td>184,000</td>
</tr>
<tr>
<td>New Mexico</td>
<td>146,102</td>
</tr>
<tr>
<td>New York</td>
<td>436,370</td>
</tr>
<tr>
<td>North Carolina</td>
<td>277,596</td>
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<tr>
<td>North Dakota</td>
<td>111,740</td>
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<tr>
<td>Ohio</td>
<td>303,549</td>
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<tr>
<td>Oklahoma</td>
<td>165,080</td>
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<tr>
<td>Oregon</td>
<td>178,223</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>323,198</td>
</tr>
<tr>
<td>Puerto Rico</td>
<td>169,055</td>
</tr>
<tr>
<td>Quebec, Canada</td>
<td>36,788</td>
</tr>
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</table>

(Continued on the following page)
<table>
<thead>
<tr>
<th>State</th>
<th>Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rhode Island</td>
<td>129,101</td>
</tr>
<tr>
<td>South Carolina</td>
<td>192,552</td>
</tr>
<tr>
<td>South Dakota</td>
<td>125,832</td>
</tr>
<tr>
<td>Tennessee</td>
<td>220,712</td>
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<tr>
<td>Texas</td>
<td>565,552</td>
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<tr>
<td>Utah</td>
<td>161,152</td>
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<tr>
<td>Vermont</td>
<td>121,992</td>
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<tr>
<td>Virgin Islands</td>
<td>113,399</td>
</tr>
<tr>
<td>Virginia</td>
<td>250,169</td>
</tr>
<tr>
<td>Washington</td>
<td>230,131</td>
</tr>
<tr>
<td>West Virginia</td>
<td>71,060</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>207,014</td>
</tr>
<tr>
<td>Wyoming</td>
<td>106,772</td>
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<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,273,421</strong></td>
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</tbody>
</table>

Fiscal year 2017 appropriations received in fiscal year 2018

<table>
<thead>
<tr>
<th>State</th>
<th>Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illinois</td>
<td>319,727</td>
</tr>
<tr>
<td>North Marianas</td>
<td>21,877</td>
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</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>341,604</strong></td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total fiscal year 2018 appropriations</strong></td>
<td><strong>$ 10,615,025</strong></td>
</tr>
</tbody>
</table>
## Contents

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- Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards 72-73
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Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

Independent Auditor’s Report

To the Executive Committee
National Conference of State Legislatures

We have audited the financial statements of National Conference of State Legislatures (the “Conference”) as of and for the year ended June 30, 2019 and the related notes to the financial statements, which collectively comprise the Conference’s basic financial statements. We issued our report thereon dated November 22, 2019, which contained an unmodified opinion on the financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. We have not performed any procedures with respect to the audited financial statements subsequent to November 22, 2019.

The accompanying schedule of expenditures of federal awards is presented for the purpose of additional analysis, as required by the Uniform Guidance, and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

December 20, 2019
Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards

Independent Auditor's Report

To Management and the Executive Committee
National Conference of State Legislatures

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States, the financial statements of National Conference of State Legislatures (the "Conference") as of and for the year ended June 30, 2019 and the related notes to the financial statements, which collectively comprise the Conference's basic financial statements, and have issued our report thereon dated November 22, 2019.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Conference's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Conference's internal control. Accordingly, we do not express an opinion on the effectiveness of the Conference's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the Conference’s financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Conference's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.
To Management and the Executive Committee
National Conference of State Legislatures

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Conference's internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the Conference's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Plante & Moran, PLLC

November 22, 2019
Independent Auditor’s Report

To the Executive Committee
National Conference of State Legislatures

Report on Compliance for Each Major Federal Program

We have audited National Conference of State Legislatures' (the "Conference") compliance with the types of compliance requirements described in the U.S. Office of Management and Budget (OMB) Compliance Supplement that could have a direct and material effect on the Conference’s major federal program for the year ended June 30, 2019. The Conference's major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management’s Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal program.

Auditor’s Responsibility

Our responsibility is to express an opinion on compliance for each of the Conference's major federal programs based on our audit of the types of compliance requirements referred to above.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (the "Uniform Guidance"). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Conference's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the Conference’s compliance.

Opinion on Each Major Federal Program

In our opinion, the Conference complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on the major federal program for the year ended June 30, 2019.
To the Executive Committee  
National Conference of State Legislatures

Report on Internal Control Over Compliance

Management of the Conference is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Conference’s internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Conference’s internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

December 20, 2019

[Signature]

December 20, 2019
### National Conference of State Legislatures

#### Schedule of Expenditures of Federal Awards

**Year Ended June 30, 2019**

<table>
<thead>
<tr>
<th>Federal Agency/Pass-through Agency/Program Title</th>
<th>CFDA Number</th>
<th>Grant/Contract Number</th>
<th>Award Amount</th>
<th>Amounts Provided to Subrecipients</th>
<th>Federal Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clusters:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Research and Development Cluster</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Energy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nuclear/Legacy Cleanup Program</td>
<td>81.065</td>
<td>DE-EM0005175</td>
<td>$2,158,000</td>
<td>-</td>
<td>1,080,438</td>
</tr>
<tr>
<td>Information Sharing for Environmental and Energy Management</td>
<td>81.067</td>
<td>DE-EM0002409</td>
<td>5,476,866</td>
<td>-</td>
<td>2,135</td>
</tr>
<tr>
<td>Energy Planning and Policy</td>
<td>81.250</td>
<td>DE-EP0000018</td>
<td>137,500</td>
<td>-</td>
<td>10,629</td>
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<tr>
<td>NFST Planning Project</td>
<td>81.121</td>
<td>DE-NE0008586</td>
<td>583,000</td>
<td>-</td>
<td>160,033</td>
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<tr>
<td>National Renewable Energy Laboratory -</td>
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<td></td>
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</tr>
<tr>
<td>State Solar Energy Training and Network</td>
<td>81.087</td>
<td>DE-EE0007326</td>
<td>950,615</td>
<td>24,322</td>
<td>41,266</td>
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<tr>
<td>Energy Efficiency and Renewable Energy</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Dissemination, Outreach, Training and Technical Analysis/Assistance</td>
<td>81.117</td>
<td>DE-EE0007524</td>
<td>345,000</td>
<td>-</td>
<td>169,306</td>
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<tr>
<td>Energy Efficiency and Renewable Energy</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Dissemination, Outreach, Training and Technical Analysis/Assistance</td>
<td>81.117</td>
<td>DE-EE000819</td>
<td>1,140,000</td>
<td>65,000</td>
<td>396,711</td>
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<tr>
<td>Total Energy Efficiency and Renewable Energy</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Dissemination, Outreach, Training and Technical Analysis/Assistance</td>
<td></td>
<td></td>
<td>1,485,000</td>
<td>65,000</td>
<td>566,017</td>
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<tr>
<td>Total Research and Development Cluster</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>10,790,981</td>
<td>89,322</td>
<td>1,860,518</td>
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<tr>
<td><strong>Employment Services Cluster</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Labor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupational Licensing Review and Portability</td>
<td>17.207</td>
<td>MI-30279-17-75-A-8</td>
<td>7,500,000</td>
<td>1,414,428</td>
<td>2,440,594</td>
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<tr>
<td>Improving State Policy and Practice</td>
<td>17.207</td>
<td>MI-32221-18-60-A-8</td>
<td>1,000,000</td>
<td>-</td>
<td>98,287</td>
</tr>
<tr>
<td>Total Employment Services Cluster</td>
<td></td>
<td></td>
<td>8,500,000</td>
<td>1,414,428</td>
<td>2,538,881</td>
</tr>
<tr>
<td><strong>Other federal awards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Department of Transportation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Highway Traffic Safety Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improving Traffic Safety</td>
<td>20.614</td>
<td>DTNH22-14-H-00461</td>
<td>1,038,998</td>
<td>-</td>
<td>210,908</td>
</tr>
<tr>
<td><strong>Department of Health and Human Services</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Resources and Services Administration</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Material and Child Health Federal Consolidated Programs</td>
<td>93.110</td>
<td>UI XMC31659</td>
<td>400,000</td>
<td>-</td>
<td>385,509</td>
</tr>
</tbody>
</table>

*See notes to schedule of expenditures of federal awards.*
### National Conference of State Legislatures

**Schedule of Expenditures of Federal Awards (Continued)**

**Year Ended June 30, 2019**

<table>
<thead>
<tr>
<th>Department of Health and Human Services - Continued</th>
<th>CFDA Number</th>
<th>Grant/Contact Number</th>
<th>Award Amount</th>
<th>Amounts Provided to Subrecipients</th>
<th>Federal Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Office of State and Local Officials - National Organizations of State and Local Officials</td>
<td>93.011</td>
<td>U03OA220893</td>
<td>$736,785</td>
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<td>$643,702</td>
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<tr>
<td>Centers for Disease Control and Prevention - Strengthening Public Health Systems and Services</td>
<td>93.421</td>
<td>NU38OT031260</td>
<td>875,000</td>
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<td>483,856</td>
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<tr>
<td>Centers for Disease Control and Prevention - Injury Prevention and Control Research and State and Community Based Programs</td>
<td>93.136</td>
<td>NJ50CE002587</td>
<td>564,000</td>
<td>-</td>
<td>112,890</td>
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<tr>
<td>Centers for Disease Control and Prevention - Injury Prevention and Control Research and State and Community Based Programs</td>
<td>93.136</td>
<td>R49CE002092</td>
<td>24,145</td>
<td>-</td>
<td>13,892</td>
</tr>
<tr>
<td>Total Centers for Disease Control and Prevention - Injury Prevention and Control Research and State and Community Based Programs</td>
<td>588,145</td>
<td></td>
<td></td>
<td>-</td>
<td>126,822</td>
</tr>
<tr>
<td>Centers for Disease Control and Prevention - Educating State-Level Stakeholders on Strategies to Address Winnable Battles in Public Health</td>
<td>93.627</td>
<td>NU38SO0000076</td>
<td>601,141</td>
<td>-</td>
<td>114,587</td>
</tr>
<tr>
<td>Total Department of Health and Human Services</td>
<td>2,064,286</td>
<td></td>
<td></td>
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<td>1,754,436</td>
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</tbody>
</table>

### Department of Justice

**Office for Victims of Crime:**

<table>
<thead>
<tr>
<th>Crime Victim Assistance</th>
<th>CFDA Number</th>
<th>Grant/Contact Number</th>
<th>Award Amount</th>
<th>Amounts Provided to Subrecipients</th>
<th>Federal Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime Victim Assistance</td>
<td>16.582</td>
<td>2015-VF-GX-K021</td>
<td>476,474</td>
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<td>184,786</td>
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<tr>
<td>Crime Victim Assistance</td>
<td>16.582</td>
<td>2017-VF-GX-K026-OVC</td>
<td>35,000</td>
<td>-</td>
<td>30,172</td>
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<tr>
<td>Total Office of Justice</td>
<td>511,474</td>
<td></td>
<td></td>
<td>-</td>
<td>214,958</td>
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<tr>
<td>Total Federal Awards</td>
<td>22,905,739</td>
<td></td>
<td>$1,503,750</td>
<td>$6,579,761</td>
<td></td>
</tr>
</tbody>
</table>

---

See notes to schedule of expenditures of federal awards.
Note 1 - Basis of Presentation

The accompanying schedule of expenditures of federal awards (the “Schedule”) includes the federal grant activity of National Conference of State Legislatures (the “Conference”) under programs of the federal government for the year ended June 30, 2019. The information in the Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (the “Uniform Guidance”). Because the Schedule presents only a selected portion of the operations of the Conference, it is not intended to and does not present the net position, changes in net position, or cash flows of the Conference.

Note 2 - Summary of Significant Accounting Policies

Expenditures reported in the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

The Conference has elected not to use the 10 percent de minimis indirect cost rate to recover indirect costs, as allowed under the Uniform Guidance.
Schedule of Findings and Questioned Costs
National Conference of State Legislatures

Schedule of Findings and Questioned Costs

Section I - Summary of Auditor's Results

Financial Statements

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? Yes No
- Significant deficiency(ies) identified that are not considered to be material weaknesses? Yes None reported

Noncompliance material to financial statements noted?

Yes None reported

Federal Awards

Internal control over major programs:

- Material weakness(es) identified? Yes No
- Significant deficiency(ies) identified that are not considered to be material weaknesses? Yes None reported

Type of auditor's report issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with Section 2 CFR 200.516(a)? Yes No

Identification of major programs:

<table>
<thead>
<tr>
<th>CFDA Number</th>
<th>Name of Federal Program or Cluster</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.207</td>
<td>Employment Services Cluster</td>
</tr>
</tbody>
</table>

Dollar threshold used to distinguish between type A and type B programs: $750,000

Auditee qualified as low-risk auditee? Yes No
### Section II - Financial Statement Audit Findings

<table>
<thead>
<tr>
<th>Reference Number</th>
<th>Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>

**Current Year**  None

### Section III - Federal Program Audit Findings

<table>
<thead>
<tr>
<th>Reference Number</th>
<th>Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

**Current Year**  None
### National Conference of State Legislatures
### Appropriations Schedule
#### FY2020

*as of January 8, 2020*

<table>
<thead>
<tr>
<th>State</th>
<th>Scheduled / Billed</th>
<th>Received to Date</th>
<th>Remaining</th>
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</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>-</td>
<td>650,000</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>
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## National Conference of State Legislatures
### Appropriations Schedule
#### FY2020

*as of January 8, 2020*

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<th>Scheduled / Billed</th>
<th>Received to Date</th>
<th>Remaining</th>
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<td>127,494</td>
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<td>88,901</td>
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<td>Wisconsin</td>
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<td>216,828</td>
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<td>22,534</td>
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<td>Quebec</td>
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<td><strong>Grand Total</strong></td>
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<td><strong>$8,739,867</strong></td>
<td><strong>$3,089,763</strong></td>
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*per cent of total Billed*

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<td>100.0%</td>
<td>73.9%</td>
<td>26.1%</td>
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## National Conference of State Legislatures
### General Fund

**Revenues and Expenses by Conference Program**

**For the Period Ending**

11/30/2019

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<tr>
<th>FY'20 Budget</th>
<th>YTD Oct'19 Actual</th>
<th>Nov'19 Actual</th>
<th>YTD Nov'19 Actual</th>
<th>YTD Percent</th>
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<td>Appropriations</td>
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<td>$7,861,553</td>
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<td>710</td>
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<td>479,416</td>
<td>(5,014)</td>
<td>474,402</td>
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<td>76,283</td>
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<td>Children, Youth &amp; Families</td>
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<td>Criminal Justice</td>
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<td>132,761</td>
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<td>Employment, Labor &amp; Retirement</td>
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<td>Elections &amp; Redistricting</td>
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12/22/2019

85
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<th>NOV'19 ACTUAL</th>
<th>YTD NOV'19 ACTUAL</th>
<th>YTD PERCENT</th>
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<td>Fiscal and Government Affairs</td>
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<td>MERIT POOL</td>
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<td><strong>TOTAL EXPENDITURES</strong></td>
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<td><strong>REVENUE OVER EXPENDITURES</strong></td>
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<td>5,578,218</td>
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Committee on Outreach and Member Services

Saturday, January 18, 2020
10:45 a.m. – 12:00 p.m.
The Westin Austin Downtown – The Gallery

AGENDA

1. Welcome and Introductions

2. Grants and Contracts
   • Approval of Proposals

3. Outreach Report

4. Public Affairs Report

5. Training Report

6. Legislative Summit
   • Update and Focus Group Discussion

7. Standing Committees
   • Update from the Standing Committee Work Group

8. Other Business
2019 – 2020 Committee on Outreach and Member Services

Jurisdiction: The Committee on Outreach and Member Services is responsible for providing guidance and strategic advice to NCSL about its many programs and services. This includes recommendations and advice on the outreach activities to engage legislators and staff, NCSL Standing Committees, the NCSL Website and other digital platforms, grants and contracts and State Legislatures magazine. Members determine the roles and responsibilities of Executive Committee members in marketing NCSL to promote the relevance and value of the organization to legislators and legislative staff.

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Grant and Contract Report, January 2020

NCSL Grant Solicitation Guidelines

1. NCSL's primary objective in fund raising is to pursue grants on issues that are important to legislators. 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 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 fund raising on topics where reliable and impartial sources of information are not readily available to legislators 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.

6. 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. Quad Caucus Legislators of Color
Source: W.K. Kellogg Foundation
Amount: $675,000
Direct/Indirect Costs: $654,750 – Direct Costs; $20,250 – Indirect Costs (@ 3% of direct costs)
Description: This NCSL project will engage the Quad Caucus legislators of color to address issues of mutual concern and develop policy options around the needs in communities of color.
Time Period: November 1, 2019 to August 31, 2022
Deliverables: One Quad Caucus Meeting; a legislative database; and sessions at the NCSL Legislative Summit.
Submitted to EC: January 18, 2020

2. Engaging Legislators in the Fight to End Youth Homelessness
Source: Raikes Foundation
Amount: $540,000 – FUNDED AT $270,000
Direct/Indirect Costs: $490,909 – Direct Costs; $49,091 – Indirect Costs (@ 10% of direct costs)
Description: Legislators from urban and rural areas are requesting information and assistance developing effective responses to youth homelessness. This two-year project will develop information resources and deepen legislators’ engagement in policy related to minors and young adults experiencing homelessness.
Time Period: January 1, 2020 to December 31, 2021
Deliverables: One Fellows program; policy research; information dissemination; and research requests.
Submitted to EC: January 18, 2020

3. Advancing Justice
Source: Stand Together Foundation (formerly the Charles Koch Foundation)
Amount: $360,000 – FUNDED AT $360,000
Direct/Indirect Costs: $351,210 – Direct Costs; $8,790 – Indirect Costs (@ 10% of salaries and benefits)
Description: NCSL requests $358,696 for a 10 month grant from the Charles Koch Foundation to plan and convene the Advancing Justice meeting in February 2020 and a follow-up site visit in May or June 2020.
Time Period: November 1, 2019 to August 31, 2020
Deliverables: One Advancing Justice meeting; and one site visit.
Submitted to EC: January 18, 2020

4. Women in the Justice System
Source: Coalition for Public Safety
Amount: $100,000
Direct/Indirect Costs: $94,230 – Direct Costs; $5,768 – Indirect Costs (@ 10% of direct costs)
Description: This project will engage state legislators around the needs of women in the justice system and provide policy options to improve the overall treatment of women in the system.
Time Period: January 1, 2020 to December 31, 2020
Deliverables: One Justice Policy Roundtable; one State Legislature Magazine Article; three blogs and one web resource page; and one podcast.
Submitted to EC: January 18, 2020
Status of Previously Approved Projects: Changes in status since the last report are shown in BOLD CAPITALS.

5. State Solar Policy Collaborative
Source: U.S. Department of Energy
Amount: $1,385,319 - NOT FUNDED
Direct/Indirect Costs: $1,234,264 – Direct Costs; $151,055 – Indirect Costs (@ 42.1% of salaries)
Description: This proposal is to convene regional state teams of legislators, utility commissioners and state energy officials to identify approaches to streamlining siting and permitting regulations for large scale solar development.
Time Period: April 1, 2020 to April 1, 2023
Deliverables: Four policy collaborative meetings; four webinars; and four publications.
EC Approval Date: October 12, 2019

6. Success for Every Student changed to: Working with State Legislative Education Champions
Source: Bill and Melinda Gates Foundation
Amount: $500,000 – FUNDED AT $455,370
Direct/Indirect Costs: $455,370 – Direct Costs; $0 – Indirect Costs (@ 0% of direct costs)
Description: This grant will deepen state legislators’ understanding of complex education issues including educational pathways, education data literacy and state-specific elements of the Every Student Succeeds Act (ESSA).
Time Period: October 17, 2019 to March 31, 2022
Deliverables: Six 101 Bootcamps (3 each spring); twelve sessions at one meeting each year for Education Chairs and Education Legislative Staff; ten technical assistance/testimony; and six innovative online tools.
EC Approval Date: August 4, 2019

7. Legislative Support for Data-Led Governing in Criminal Justice Policy
Source: Council of State Governments Justice Center (sub-grant under Bureau of Justice Assistance, U.S. Department of Justice)
Amount: $271,549 – FUNDED at $271,549
Direct/Indirect Costs: $209,970 – Direct Costs; $61,579 – Indirect Costs (@ 42.1% of salaries)
Description: NCSL will support the data-led governing project by representing legislative interests and convening key legislators and legislative staff to develop and implement best practices for use of data in policy and budget decisions.
Time Period: October 1, 2019 to September 30, 2022
Deliverables: Three steering committees; one legislative data workgroup; one report; and four in-state meeting/testimony.
EC Approval Date: August 4, 2019

8. Immigration and the States
Source: Carnegie Corporation of New York
Amount: $200,000 – FUNDED at $200,000
Direct/Indirect Costs: $174,371 – Direct Costs; $25,629 – Indirect Costs (@ 15 % of direct costs, minus consultants)
Description: This project will provide state legislators and legislative staff with clear, concise, bipartisan analysis on federal and state immigration issues.
Time Period: October 1, 2019 to March 31, 2021
Deliverables: State immigration report; LegisBriefs; and task force meetings.
EC Approval Date: October 12, 2019

Source: Credential Engine

Amount: $200,000

Direct/Indirect Costs: $182,560 – Direct Costs; $18,256 – Indirect Costs (@ 10% of direct costs)

Description: Credential Engine is a non-profit whose mission is to bring about credential transparency, reveal the credential marketplace, increase credential literacy, and empower providers, policymakers, job seekers and students to make more informed decisions about the value of credentials. In collaboration with NCSL and other national organizations, Credential Engine will lead an awareness, education and technical assistance effort to support state policymakers to integrate credential transparency into education and workforce development data and delivery strategies.

Time Period: March 1, 2020 to February 28, 2022

Deliverables: Two sessions at NCSL meetings, and two half-day workshops.

EC Approval Date: October 12, 2019

**Status of Renewals**

10. **Informing Justice Policy**

Source: John D. and Catherine T. MacArthur Foundation – Safety and Justice Challenge (SJC) Initiative

Amount: $899,979 – FUNDED at $899,979

Direct/Indirect Costs: $782,590 – Direct Costs; $117,389 – Indirect Costs (@ 15% of direct costs)

Time Period: January 1, 2020 to December 31, 2021

Deliverables: One Multi-Branch Convening on Young Adults; two site visits on Front-End Justice; two Legislative Summit Issues Sessions; and seven publications and web documents.

Reported to EC: January 18, 2020

11. **Engaging Legislators in Child Welfare Systems Reform Through Family First**

Source: Casey Family Programs

Amount: $205,000 – FUNDED at $205,000

Direct/Indirect Costs: $0 – Direct Costs; $0 – Indirect Costs (@ 0% of direct costs)

Time Period: January 1, 2020 to December 31, 2020

Deliverables: One Family First Policy Forum; one session at a Health and Human Services Committee Chairs Meeting; and education, outreach and technical assistance.

Reported to EC: January 18, 2020

12. **Education Finance Fellowship**

Source: Learning Policy Institute

Amount: $270,000 – FUNDED AT $270,000

Direct/Indirect Costs: $270,000 – Direct Costs; $0 – Indirect Costs (@ 0% of direct costs)

Description: This NCSL project will continue the Education Finance Fellowship. It convenes two annual in-person meetings of 20-25 fellows and experts. It will update and revise NCSL’s 1996 publication *Principles of a Sound State School Finance System*. It provides TA in at least two states per year. It disseminates research and evidence-based school finance policies through sessions at NCSL meetings.

Time Period: September 1, 2019 to April 30, 2022

Deliverables: Two in-person convenings per year; and school finance publication.

Reported to EC: January 18, 2020
13. **School Leaders: Disseminating Research and Best Practices**

Source: The Wallace Foundation  
Amount: $400,000 – **FUNDED at $400,000**  
Direct/Indirect Costs: $363,636 – Direct Costs; $36,364 – Indirect Costs (@ 10% of direct costs)  
Description: This project will disseminate the latest research and best practices for legislators to discern policy implications to prepare and support effective school leaders.  
Time Period: January 1, 2020 to December 31, 2021  
Deliverables: Four meeting sessions; one podcast; one dissemination of Wallace Research; and 14 publications.  
Reported to EC: January 18, 2020

14. **Annie E. Casey Projects**

Source: Annie E. Casey Foundation  
Amount: $621,181 – **PENDING at $621,181 (verbal approval but contract not signed)**  
Direct/Indirect Costs: $564,716 – Direct Costs; $56,465 – Indirect Costs (@ 10% of direct costs)  
Description: This project provides tools, information and resources to state policymakers on child welfare, family economic success and juvenile justice.  
Time Period: January 1, 2020 to December 31, 2020  
Deliverables: Meetings, Legislative Summit sessions, database, web resources.  
Reported to EC: January 18, 2020

15. **Health Seminar for Newer Legislators**

Source: Novartis  
Amount: $170,000 – **FUNDED AT $170,000**  
Direct/Indirect Costs: $154,545 – Direct Costs; $15,455 – Indirect Costs (@ 10% of direct costs)  
Description: NCSL will host a two-day seminar and cover travel costs for approximately 40 legislators. NCSL will recruit legislators from western states (selected by their own legislative leaders as emerging health leaders in their own chambers) and hold the April meeting in a convenient location.  
Time Period: January 1, 2020 to December 31, 2020  
Deliverables: One Health Seminar; one webinar; and one blog.  
Reported to EC: January 18, 2020

**Proposals Under $100,000**

16. **Lead and Healthy Homes Best Practices**

Source: U.S. HUD  
Amount: $80,000 – **FUNDED at $80,000**  
Direct/Indirect Costs: $64,122 Direct Costs; $15,878 Indirect Costs (@ 42.1% of salaries)  
Description: This project collaborates with HUD’s Office of Lead Hazard Control and Healthy Homes (OLHCHH) in its efforts to promote successful state policies related to healthy housing laws and policies.  
Time Period: July 17, 2019 to July 16, 2020  
Deliverables: State EH funding; state statutes report; and best practices review.  
Reported to EC: October 12, 2019

17. **Building State Legislative Awareness of Postsecondary Research Findings**

Source: Joyce Foundation  
Amount: $75,814  
Direct/Indirect Costs: $68,922 Direct Costs; $6,892 Indirect Costs (@ 10% of direct costs)
18. Women’s Health Project
Source: AMGEN
Amount: $65,000 – FUNDED AT $65,000
Direct/Indirect Costs: $58,036 Direct Costs; $6,964 Indirect Costs (@ 12% of direct costs)
Description: NCSL will provide educational resources related to women’s health issues, including a LegisBrief, webinar and preconference.
Time Period: January 1, 2020 to December 31, 2020
Deliverables: One webinar; one LegisBrief; and one preconference.
Reported to EC: January 18, 2020

19. AMGEN Cancer Project
Source: AMGEN
Amount: $50,000 – FUNDED AT $50,000
Direct/Indirect Costs: $43,478 Direct Costs; $6,522 Indirect Costs (@ 15% of direct costs)
Description: NCSL will create educational resources and an opportunity to discuss policy options for legislators.
Time Period: January 1, 2020 to December 31, 2020
Deliverables: One web page; one LegisBrief; one podcast; and one blog post.
Reported to EC: January 18, 2020

20. TFAH PHACCS (Promoting Health and Cost Control in States)
Source: Trust for America’s Health (RWJF)
Amount: $45,000 – FUNDED AT $45,000
Direct/Indirect Costs: $41,699 Direct Costs; $3,301 Indirect Costs (@ 15% of salaries and benefits)
Description: This project will provide opportunities (focus groups and a blog post) for legislators to learn more about evidence-based policies that can improve health and control costs, and to share opportunities and challenges related to these policies in their states.
Time Period: September 1, 2019 to August 31, 2020
Deliverables: Two Focus Groups; and one blog.
Reported to EC: January 18, 2020

21. Autonomous Vehicles Pre-Conference
Source: AAA Arizona, the Reason Foundation and Waymo
Amount: $32,000 – FUNDED AT $32,500
Direct/Indirect Costs: $31,926 Direct Costs; $574 Indirect Costs
Description: NCSL’s Transportation Program convened a pre-conference on autonomous vehicles at the 2019 NCSL Capitol Forum.
Time Period: November 15, 2020 to June 30, 2020
Deliverables: One pre-conference.
Grant and Contract Report

Reported to EC: January 18, 2020

22. Suicide Prevention
Source: Association of State and Territorial Health Officials
Amount: $25,000 – FUNDED AT $25,000
Direct/Indirect Costs $19,072 Direct Costs; $5,928 Indirect Costs (@ 42.1% of salaries)
Description: NCSL staff will support an ASTHO-CDC (Association of State and Territorial Health Officials and Centers for Disease Control and Prevention) Suicide Prevention project in three states, providing state legislative examples.
Time Period: November 15, 2019 to July 31, 2020
Deliverables: Three in-state site visits; and one ASTHO webinar and blog.
Reported to EC: January 18, 2020

23. NCSL HepC Webpage Update
Source: AbbVie
Amount: $15,000
Direct/Indirect Costs $13,637 Direct Costs; $1,363 Indirect Costs (@ 10% of direct costs)
Description: NCSL will offer to update the HCV overview webpage from January 1 through December 31, 2020 in consultation with AbbVie on new and available information.
Time Period: January 1, 2020 to December 31, 2020
Deliverables: One webpage.
Reported to EC: January 18, 2020

24. Task Force on Immigration and the States
Source: Ford Foundation
Amount: $15,000 – FUNDED AT $15,000
Direct/Indirect Costs $15,000 Direct Costs; $0 Indirect Costs (@ 0% of direct costs)
Description: This grant will help support a meeting of NCSL’s Executive Committee Task Force on Immigration and the States as part of the NCSL Capitol Forum in Phoenix, Arizona on December 10-13, 2019. The Task Force meetings include briefings by federal officials; immigration researchers, experts and advocates, and state policymakers.
Time Period: September 1, 2019 to August 31, 2020
Deliverables: One Task Force Meeting.
Reported to EC: January 18, 2020
2019 Member Engagement

NCSL’s mission is to:
* Improve the quality and effectiveness of state legislatures.
* Promote policy innovation and communication among state legislatures.
* Ensure state legislatures a strong, cohesive voice in the federal system.

These are examples of how NCSL engaged legislators and legislative staff in 2019.

**Member Support**

9,300 In-state connections between NCSL and legislators and legislative staff during 218 state visits, in-state trainings or policy assistance meetings.

2,858 Policy research requests completed.

**Meetings and Webinars**

106 In-person meetings that included 1,673 legislator attendees and 1,812 legislative staff attendees.

6,567 Attendees at the Nashville Legislative Summit, including 1,238 legislators and 1,122 legislative staff.

61 Policy and training webinars attended by 283 legislators and 3,088 legislative staff.

**Website and Publications**

14,465,509 Visits to the NCSL website.

348,736 Blog views and 379 new blog posts.

24,672 Downloads of 29 episodes of the NCSL podcast, Our American States, which has 2,046 subscribers.

77 Legislators and legislative staff quoted in State Legislatures magazine.

120 Reports and LegisBriefs released.
Our strategy is focused on engaging, growing and cultivating relationships with our audiences: state legislators, legislative staff, Congress and the administration, various other stakeholders, media and the public.

**Media Relations**

During this reporting period, NCSL was cited more than 8,600 times.

Reach is the number of people in the media market that will likely be exposed to one spot.

58% of people see NCSL information through online platforms (Includes news sites, searches,)

**New Media**

*Facebook, Twitter, Hashtags*

Followers: 22,600
Month Reach: 3.4M
Potential Reach: 24.9M

Followers: 10,150
Organic Reach: 5K
Month Engagement: 3.5K

#NCSLinDC

Of 4 Fly-Ins & the Dec. 5 Modernization Committee testimony, NCSL state-federal promotions reached 1.8M individuals.

#NCSLforum

In one week, NCSL Capitol Forum promotions reached over 333K people, totaling 329 posts & 4.3M individual impressions.
Website, Mobile App, NCSL Blog

Website (Oct. 14 - Dec. 31, 2019)

- Visits: 2,982,134
- Pageviews: 3,982,078

Blog

2019

91 Blogs
3,982,078 pageviews

Four most popular blogs (By Number of Pageviews):

1. Veterans by the Numbers (6,270)
2. Unaccompanied Minors and the Flores Settlement Agreement: What to Know (2,536)
3. How Autonomous Vehicles Can Affect People With Disabilities (913)
4. What You Might Not Know About the

Primary NCSL Member Homepage
http://www.ncsl.org/legislators-staff.aspx

- Pageviews: 6,319

Podcast

2019

Our American States | An NCSL Podcast

Podcasts: 29
Peak subscribers: 2,046
Downloads: 25,568

Five Most Popular Podcasts (By Downloads):

1. What I Wish I Knew: Veteran Legislators Reflect | Part 1 (1,179)
2. What I Wish I Knew: Veteran Legislators Reflect | Part 2 (1,063)
3. Insuring the Insurers (1,044)
4. Hot Issues in Legislatures in 2019 (1015)
5. Child Support Changes Result in Stronger Families (1011)
Subcommittee on the Legislative Institution

Saturday, January 18, 2020
1:15 p.m. – 2:30 p.m.
The Westin Austin Downtown – Paramount Ballroom

AGENDA

1. Welcome and Introductions

2. Revisiting Priorities and Goals for 2020

3. Development of Legislative Institution Track at 2020 Legislative Summit

4. Other Business
2019 – 2020 Subcommittee on the Legislative Institution

**Jurisdiction:** NCSL was founded on the principle that a strong legislative branch of government is vital for American democracy. Strengthening the legislative institution remains at the heart of NCSL’s mission today. This subcommittee helps develop the institutional work of the Conference. It provides ideas, advice and guidance on the development and delivery of the “Legislative Institution Track” at the Legislative Summit. It reviews NCSL’s efforts to study and enhance the operations of legislatures. The subcommittee considers and recommends institutional programs and training for NCSL to develop including programs designed to educate legislators, legislative staff and the public about the fundamental role of legislatures in our durable democracy.

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Subcommittee on State/Federal Policy

Saturday, January 18, 2020
1:15 p.m. – 2:30 p.m.
The Westin Austin Downtown – The Gallery

AGENDA

1. Welcome and Introductions

2. Update on NCSL Work in D.C.
   a. State and Local Legal Center Overview

3. Review Task Force Products
   a. SALT Task Force Model Legislation on Marketplace Facilitators

4. Review State-Federal Priorities

5. Other Business

6. Action Items and Timeline
2019 – 2020 Subcommittee on State/Federal Policy

**Jurisdiction:** NCSL works to enhance the role of states and state legislatures in the federal system. These state-federal activities encompass many approaches and are guided by policy directives and resolutions developed by NCSL’s standing committees with input from task forces and adopted by the full conference. The Subcommittee on State-Federal Policy will receive updates on NCSL’s federal work, review task force products and guide strategies to promote NCSL’s state-federal work.

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To: NCSL Executive Committee  
From: Molly Ramsdell, Director, Washington Office  
Date: January 18, 2020  
Subject: Update on State-Federal Activities  

NCSL in D.C. Successfully Worked to Restore $7.6 Billion for States in Federal Highway Funds
We are happy to report that a previously enacted $7.6 billion rescission in federal transportation funding, which would have impacted states starting in July 2020 (see attachment at end of this report), was repealed as part of the Nov. 21 continuing resolution. For the past year, NCSL in D.C. has been working in partnership with other state organizations, including the National Governors Association and the American Association of State Highway and Transportation Officials to repeal the rescission. More on the repealed rescission can be found in the NCSL Blog.

NCSL in D.C. Fly-ins:
NCSL hosted several fly-ins in October and November.

- NCSL State and Local Cybersecurity Day on the Hill (Oct. 23, 2019)
- NCSL Occupational Licensing Briefing on the Hill (Nov. 14, 2019)
- NCSL Offers Expertise on Immigration Reform in Washington, D.C. (Nov. 15, 2019)
- NCSL Cybersecurity Task Force Co-Chair Promotes Collaboration in D.C. (Nov. 15, 2019)

NCSL Testifies on Capitol Hill

Upcoming NCSL in D.C. Activities
Jan. 13, 2020: NCSL in D.C. has arranged for the U.S. Department of Agriculture to discuss the recently released SNAP rules impacting Able Bodied Adults without Dependents as part of a Jan. 13 Webinar.
Jan. 30-31, 2020: Representative Tom Oliverson (Texas) and Delegate Bonnie Cullison (Maryland) will be in D.C. to participate in an NCSL in D.C. event on prescription drug pricing. This will include a briefing for congressional staff and meetings on the hill.

Feb. 5, 2020: Representative Jeni Arndt (Colo.), co-chair of NCSL’s Executive Committee Task Force on Agriculture, will be in D.C. to participate in a hemp discussion, sponsored by the Foundation for Food and Agriculture Research, a U.S. Department of Agriculture funded research organization.

Letters and Comments to Congress and the Administration
Sept. 30 – Dec. 31, 2019

• NCSL letter to the Federal Emergency Management Agency (FEMA) requesting that the U.S. Department of Homeland Security and FEMA establish and maintain, prior to the proposal of any regulatory policies, a joint series of formal federalism consultants. (Dec. 19, 2019)
• NCSL letter to congressional leaders applauding the repeal of the $7.6 billion FAST Act Highway Rescission. (Dec. 6, 2019)
• NCSL letter to the Senate Energy and Natural Resources Committee regarding Land and Water Conservation Fund Permanent Funding Act. (Nov. 19, 2019)
• NCSL letter to the Senate Energy and Natural Resources Committee regarding Revenues from On-Shore and Outer Continental Shelf Drilling. (Nov. 19, 2019)
• Joint letter to the Senate Committee on Environment and Public Works regarding CWA Section 401. (Nov. 18, 2019)
• NCSL letter on White House National Drug Control Strategy. (Nov. 1, 2019)
• NCSL letter to Senator Gary Peters and Senator Rob Portman thanking them for their leadership in introducing S. 1846, the “State and Local Government Cybersecurity Act of 2019.” (Oct. 21, 2019)
• NCSL comments in response to the U.S. Environmental Protection Agency’s (EPA) proposed rule, Updating Regulations on Water Quality Certification, for inclusion in Docket ID No. EPA-HQ-OW-2019-0405. (Oct. 16, 2019)
• NCSL HHS Committee letter to congressional leadership on policy priorities and recommendations for pending reauthorization of the Older Americans Act. (Oct. 2, 2019)
• NCSL HHS Committee letter to congressional leadership on policies and resolutions passed at NCSL’s 2019 Legislative Summit including policy priorities for the NCSL HHS Committee for 2019-2020. (Oct. 2, 2019)
# Fiscal Year 2020 Distribution of the $7,569,000,000 Rescission Under the FAST Act

## Unobligated Balances Subject to Rescission (as of 9/30/19)

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<tr>
<th>State</th>
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<td>Arkansas</td>
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<td>Colorado</td>
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<td>Connecticut</td>
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<td>Delaware</td>
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<td>Florida</td>
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<td>Georgia</td>
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<td>Hawaii</td>
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<td>New Mexico</td>
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<td>Washington</td>
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<td>West Virginia</td>
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<td>Wisconsin</td>
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<tr>
<td>Wyoming</td>
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<td>87,712,872</td>
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</tbody>
</table>

**Total** | **100.00%** | **7,569,000,000**
Legislative Staff Coordinating Committee

Friday, January 17, 2020
2:00 p.m. – 4:00 p.m.
The Westin Austin Downtown – Continental III

AGENDA

1. Welcome and Introductions
2. NCSL Executive Director’s Report
3. Reports from LSCC Work Groups
   a. Professional Staff Association Officers
   b. Standing Committees
   c. Strategic Planning
   d. Certificate and Career Development
4. Reports from LSCC Subcommittees
   a. Legislative Institution
   b. Programs and Professional Development
      i. 2019 and 2020 Legislative Staff Management Institute Report
   c. Information Technology, Social Media, E-Learning and Outreach
5. Report of November 2019 “Get Ready for Session” week and update of May 2020 “Legislative Staff Week”
6. Other Business
## Legislative Staff Coordinating Committee
### 2019 - 2020
### Member Roster
(Last update January 6, 2020)

<table>
<thead>
<tr>
<th>EXECUTIVE COMMITTEE OFFICERS</th>
<th>AT LARGE MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Martha R. Wigton</strong></td>
<td><strong>Joe Ayala</strong></td>
</tr>
<tr>
<td>NCSL Staff Chair</td>
<td>Principal Deputy Legislative Counsel</td>
</tr>
<tr>
<td>Director – House Budget and</td>
<td>Office of Legislative Counsel</td>
</tr>
<tr>
<td>Research Office</td>
<td>California State Legislature</td>
</tr>
<tr>
<td>Georgia General Assembly</td>
<td>(916) 341-8246</td>
</tr>
<tr>
<td>(404) 656-5050</td>
<td><a href="mailto:joe.ayala@legislativecounsel.ca.gov">joe.ayala@legislativecounsel.ca.gov</a></td>
</tr>
<tr>
<td><a href="mailto:martha.wigton@house.ga.gov">martha.wigton@house.ga.gov</a></td>
<td>–Strategic Planning Work Group</td>
</tr>
<tr>
<td></td>
<td>–Information Technology, Social Media, E-Learning and Outreach Subcommittee</td>
</tr>
<tr>
<td><strong>Joseph James “J.J.” Gentry</strong></td>
<td><strong>Tim Bommel</strong></td>
</tr>
<tr>
<td>NCSL Staff Vice Chair</td>
<td>Photojournalist</td>
</tr>
<tr>
<td>Counsel, Ethics Committee –</td>
<td>House of Representatives</td>
</tr>
<tr>
<td>Senate South Carolina General Assembly</td>
<td>Missouri General Assembly</td>
</tr>
<tr>
<td>(803) 212-6306</td>
<td>(573) 751-4043</td>
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<td><a href="mailto:JJGentry@scsenate.gov">JJGentry@scsenate.gov</a></td>
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</tr>
<tr>
<td>–Strategic Planning Work Group, Chair</td>
<td>–Strategic Planning Work Group</td>
</tr>
<tr>
<td>–Information Technology, Social Media, E-Learning and Outreach Subcommittee</td>
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<tr>
<td><strong>Jon Heining</strong></td>
<td><strong>Jen Carlton</strong></td>
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<tr>
<td>NCSL Immediate Past Staff Chair</td>
<td>Deputy Chief of Staff</td>
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<tr>
<td>General Counsel</td>
<td>Senate Majority Caucus</td>
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<tr>
<td>Legislative Council</td>
<td>Indiana General Assembly</td>
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<tr>
<td>Texas Legislature</td>
<td>(317) 460-6204</td>
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<tr>
<td>(512) 463-1151</td>
<td><a href="mailto:jen.carlton@iga.in.gov">jen.carlton@iga.in.gov</a></td>
</tr>
<tr>
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<td>–Strategic Planning Work Group</td>
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<tr>
<td></td>
<td>–Information Technology, Social Media, E-Learning and Outreach Subcommittee</td>
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<tr>
<td><strong>Charlotte Carter-Yamauchi</strong></td>
<td><strong>Charlotte Carter-Yamauchi</strong></td>
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<tr>
<td>Director</td>
<td>Director</td>
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<tr>
<td>Legislative Reference Bureau</td>
<td>Legislative Reference Bureau</td>
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<tr>
<td>Hawaii State Legislature</td>
<td>Hawaii State Legislature</td>
</tr>
<tr>
<td>(808) 587-0666</td>
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<tr>
<td><a href="mailto:yamauchi@capitol.hawaii.gov">yamauchi@capitol.hawaii.gov</a></td>
<td><a href="mailto:yamauchi@capitol.hawaii.gov">yamauchi@capitol.hawaii.gov</a></td>
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<tr>
<td>–Certificate and Career Development Work Group</td>
<td>–Certificate and Career Development Work Group</td>
</tr>
<tr>
<td>–Legislative Institution Subcommittee, Vice Chair</td>
<td>–Legislative Institution Subcommittee, Vice Chair</td>
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### AT LARGE MEMBERS (CONTINUED)

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Organization</th>
<th>Contact Information</th>
<th>Work Group/Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matt Gehring</td>
<td>Staff Coordinator, House Research Department, Minnesota Legislature</td>
<td>(651) 296-5052, <a href="mailto:matt.gehring@house.mn">matt.gehring@house.mn</a></td>
<td>Certificate and Career Development Work Group, Programs and Professional Development Subcommittee</td>
</tr>
<tr>
<td>Othni J. Lathram</td>
<td>Director, Legislative Services Agency, Alabama Legislature</td>
<td>(334) 261-0690, <a href="mailto:olatram@lsa.state.al.us">olatram@lsa.state.al.us</a></td>
<td>Certificate and Career Development Work Group, Programs and Professional Development Subcommittee, Vice Chair</td>
</tr>
<tr>
<td>Aurora Hauke</td>
<td>Chief of Staff, Legislative Budget and Audit Committee, Alaska Legislature</td>
<td>(907) 465-5051, <a href="mailto:aurora.hauke@akleg.gov">aurora.hauke@akleg.gov</a></td>
<td>Certificate and Career Development Work Group, Programs and Professional Development Subcommittee</td>
</tr>
<tr>
<td>Sabrina Lewellen</td>
<td>Deputy Director – Senate, Arkansas General Assembly</td>
<td>(501) 682-5608, <a href="mailto:sabrina.lewellen@senate.ar.gov">sabrina.lewellen@senate.ar.gov</a></td>
<td>Certificate and Career Development Work Group, Programs and Professional Development Subcommittee, Chair</td>
</tr>
<tr>
<td>Jennifer Jackson</td>
<td>Legislative Counsel, Legislative Council, Texas Legislature</td>
<td>(512) 463-1155, <a href="mailto:jennifer.jackson@tlc.texas.gov">jennifer.jackson@tlc.texas.gov</a></td>
<td>Strategic Planning Work Group, Legislative Institution Subcommittee, Chair</td>
</tr>
<tr>
<td>Anthony “Steve” Pike</td>
<td>Chief of Police, Capitol Police, Virginia General Assembly</td>
<td>(804) 786-5035, <a href="mailto:spike@dcp.virginia.gov">spike@dcp.virginia.gov</a></td>
<td>Strategic Planning Work Group, Information Technology, Social Media, E-Learning and Outreach Subcommittee</td>
</tr>
<tr>
<td>Scott Kaiser</td>
<td>Assistant Secretary – Senate, Illinois General Assembly</td>
<td>(217) 782-5715, <a href="mailto:ScottK@ilga.gov">ScottK@ilga.gov</a></td>
<td>Strategic Planning Work Group, Legislative Institution Subcommittee</td>
</tr>
<tr>
<td>Connie Ridley</td>
<td>Director of Administration, Office of Legislative Administration</td>
<td>(615) 741-3569, <a href="mailto:connie.ridley@capitol.tn.gov">connie.ridley@capitol.tn.gov</a></td>
<td>Certificate and Career Development Work Group, Legislative Institution Subcommittee</td>
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<tr>
<td>Susan W. Kannarr</td>
<td>Chief Clerk, House of Representatives, Kansas Legislature</td>
<td>(785) 296-7633, <a href="mailto:susan.kannarr@house.ks.gov">susan.kannarr@house.ks.gov</a></td>
<td>Strategic Planning Work Group, Information Technology, Social Media, E-Learning and Outreach Subcommittee</td>
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<tr>
<td>Anne Sappenfield</td>
<td>Director, Legislative Council, Wisconsin Legislature</td>
<td>(608) 266-2818, <a href="mailto:Anne.sappenfield@legis.wisconsin.gov">Anne.sappenfield@legis.wisconsin.gov</a></td>
<td>Certificate and Career Development Work Group, Programs and Professional Development Subcommittee</td>
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<tr>
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<tr>
<td>John Snyder</td>
<td>Committee Staff Administrator</td>
<td>Legislative Research Commission</td>
<td>(502) 564-8100, Ext. 478</td>
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<tr>
<td>Linda Triplett</td>
<td>Performance Accountability Director</td>
<td>Legislative PEER Committee</td>
<td>(601) 359-1226</td>
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<tr>
<td>Miriam Fordham, Ph D</td>
<td>Legislative Fiscal Analyst</td>
<td>Legislative Research Commission</td>
<td>(502) 564-8100, Ext. 347</td>
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<tr>
<td>Rachel Gudgel</td>
<td>Director</td>
<td>Legislative Education Study Committee</td>
<td>New Mexico Legislature</td>
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<tr>
<td>Maryann Horch</td>
<td>Senior Systems Analyst</td>
<td>Senate of Virginia Clerk's Office</td>
<td>(804) 698-7476</td>
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<tr>
<td>Wendy Jackson</td>
<td>Administrative Services Manager</td>
<td>Legislative Reference Bureau</td>
<td>(608) 266-9983</td>
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<tr>
<td>Wayne Kidd</td>
<td>Audit Supervisor</td>
<td>Legislative Auditor General's Office</td>
<td>(801) 538-1033</td>
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<tr>
<td>Jackie Little</td>
<td>HR Director</td>
<td>Office of the Executive Director</td>
<td>(207) 287-1615</td>
</tr>
</tbody>
</table>
EX-OFFICIO MEMBERS

Lonnie Edgar
Staff Co-Chair, NCSL Standing Committees
Principal Analyst
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Mississippi Legislature
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lonnie.edgar@peer.ms.gov

- Standing Committees Work Group, Co-Chair
- Programs and Professional Development Subcommittee

Monique Appeaning
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- Standing Committees Work Group, Vice Chair
- Legislative Institution Subcommittee

John Bjornson
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Director
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North Dakota Legislative Assembly
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- Standing Committees Work Group, Vice Chair
- Legislative Institution Subcommittee

EX-OFFICIO MEMBERS (CONTINUED)

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- Standing Committees Work Group, Co-Chair
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- Standing Committees Work Group, Vice Chair
- Programs and Professional Development Subcommittee

Esther van Mourik
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- Standing Committees Work Group, Vice Chair
- Legislative Institution Subcommittee
American Society of Legislative Clerks and Secretaries (ASLCS)
NCSL Liaison: Holly South

Paul Smith
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Clerk of the House
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New Hampshire General Court
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–Professional Staff Association Officers Work Group
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–Professional Staff Association Officers Work Group
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Legislative Information and Communications Staff (LINCS)
NCSL Liaison: Holly South

Betsy Theroux
Chair, LINCS
Director, Media Services
House of Representatives
Georgia General Assembly
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–Professional Staff Association Officers Work Group, Vice Chair
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Vice-Chair, LINCS
Production Assistant
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–Professional Staff Association Officers Work Group
–Legislative Institution Subcommittee

Leadership Staff Section (LSS)
NCSL Liaison: Megan McClure

Sheron Violini
Chair, LSS
Deputy Secretary for Operations
Senate Rules Committee
California State Legislature
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–Professional Staff Association Officers Work Group
–Legislative Institution Subcommittee

Josh Nacey
First Vice-Chair, LSS
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Legislative Research Commission
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–Information Technology, Social Media, E-Learning and Outreach Subcommittee

Teresa Wilt
Chair, LRL
Legislative Librarian
Research Library
Legislative Counsel Bureau
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National Association of Legislative Fiscal Offices (NALFO)
NCSL Liaison: Erica MacKellar and Savannah Gilmore

Eric Nauman
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–Information Technology, Social Media, E-Learning and Outreach Subcommittee
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NCSL Liaison: Kae Warnock

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–Professional Staff Association Officers Work Group
–Programs and Professional Development Subcommittee
Welcome and Introductions

Martha Wigton, NCSL Staff Chair called the meeting to order. The following LSCC members were present:

J.J. Gentry, NCSL staff vice chair, South Carolina
Jon Heining, NCSL immediate past staff chair, Texas

Monique Appeaning, Louisiana
Joe Ayala, California
Martin Brock, North Carolina
Tim Bommel, Missouri
Jeff Ford, Indiana
Miriam Fordham, Kentucky
Matt Gehring, Minnesota
Rachel Gudgel, New Mexico
Aurora Hauke, Alaska
Maryann Horch, Virginia
Jennifer Jackson, Texas
Soren Jacobsen, Idaho

Jennifer Jones, Texas
Nandana Kalupahana, Hawaii
Susan Kannarr, Kansas
Jessica Karls-Ruplinger, Wisconsin
Wayne Kidd, Utah
Othni Lathram, Alabama
Sabrina Lewellen, Arkansas
Karen Mau, Hawaii
Tim Sekerak, Oregon
Betsy Theroux, Georgia
Linda Triplett, Mississippi
Sheron Violini, California
Brad Young, Ohio
NCSL Executive Director’s Report

NCSL Executive Director Tim Storey thanked everyone for making the trip out to Hawaii. He shared that the Fiscal Year (FY) 2019 budget finished with a slight deficit of $1,500 (on a budget of $19 million) and that FY 2020 is off to a fantastic start due to the success of the 2019 Legislative Summit. Storey also shared that the fall professional staff association meetings are doing well and while attendance isn’t at record highs, it’s the strongest attendance NCSL has seen at these meetings since 2008 and the Great Recession. Storey then shared that NCSL is engaging in a robust strategic planning process, which will start before the 2020 Winter Executive Committee/LSCC meeting in Austin, Texas. He encouraged staff to share big and small items to strengthen NCSL.

Storey closed by updating the committee on legislator officer vacancies, specifically that the vice president position will be filled at this meeting and that Senator Toi Hutchinson (D-Ill.), immediate past president, will be resigning from the legislature.

LSCC Workgroups Reports

Professional Staff Association Officers Workgroup

Vice Chair Martin Brock (N.C.) concurred with Executive Director Tim Storey’s statement about higher attendance at the staff association professional development seminar meetings. Brock also stated that most groups have a location for 2020 and some have locations finalized two years out. He shared that there are a few priorities for the group, including studying the feasibility of giving an award for the best webinar and developing a conference safety flyer that groups can provide to attendees at the PDS meetings. Vice Chair Betsy Theroux (Ga.) also shared that the workgroup will be reviewing the staff association overhead allocation formula. In addition, the workgroup discussed potentially developing a policy for staff association designees at the LSCC meetings to ensure the continuity of work and conversations.
Standing Committees Workgroup

Co-Chair Jennifer Jones (Texas) shared that most of the workgroup’s conversations and work will be focused on the continued evaluation and improvement of the policy working groups of the standing committees. This will be done through surveying policy working group members and evaluating those results. Jones also shared that the workgroup will also be discussing strategies for engaging legislative staff in the standing committees, including encouraging appointments by the staff directors and offering an orientation to the standing committees for appointed legislative staff. Jones also shared that the workgroup will be developing an “at-a-glance” guide about the standing committee process, including information about parliamentary procedures. The purpose of this document is to make sure both legislators and legislative staff are clear on standing committee procedures.

Strategic Planning Workgroup

Staff Vice Chair J.J. Gentry (S.C.) reported that his committee discussed the goals and ideas he presented to the legislative staff nominating committee when he ran for staff vice-chair. He reported that the workgroup will have monthly conference calls to further discuss his goal and fine tune his plans and goals during his year serving as staff chair. Gentry invited all committee members to engage in his planning process, even if they are not members of this workgroup.

Certificate and Career Development Workgroup

Co-Chair Wayne Kidd (Utah) shared the mission of this special workgroup: to focus on the implementation of the 2020 pilot legislative staff certificate program. This program will be a one-day pre-conference held on Oct. 6 prior to the start of the Super PDS in Atlanta. The program is intended for newer legislative staff, with three to five years of legislative experience. Kidd shared that one item up for consideration by the group was to use a third-party vendor to help implement this program. The workgroup decided to move forward without the vendor, acknowledging that NCSL is the expert in legislatures and legislative staffing and show be the one to solely administer this certificate program. Kidd explained that the group has a few action items and priorities moving forward, including finalizing the agenda, developing an application and selection process and develop a budget.
LSCC Subcommittee Reports

Legislative Institution Subcommittee

Chair Jennifer Jackson (Texas) shared that this subcommittee has a hefty workload for the conference year and members are engaged in a productive planning meeting to help accomplish the goals set for them. Jackson shared that the update to the Guide to Writing a Personnel Manual, which was started in the previous year, should be completed by late 2019/early 2020. She also shared that they have a tentative idea for the legislative staff success story video that is shown at the Legislative Summit every year, but also invited committee members to talk to her if they have an idea for showcasing a success story in their state.

Jackson also reported that a few working groups were established to work on the following issues: examining the issue of legislative staff retention, exploring the feasibility of creating a legislative staff exchange program (similar to a program the clerks and secretaries staff association hosts), strengthening the state liaison program and developing an oral history of NCSL and the LSCC with past staff chairs. She also shared that NCSL has an innovation column in State Legislatures magazine that highlights innovative strategies legislatures are undertaking to strengthen the institution. Finally, Jackson announced that the subcommittee has a few ideas for the 2020 Legislative Staff Week (May 3-9) that help raise awareness of the week, get states involved and build upon the success of the 2019 Legislative Staff Week.

Programs and Professional Development Subcommittee

Chair Sabrina Lewellen (Ark.) shared that the subcommittee reviewed their goals for the bylaws as well as seven goals that were given to them by the staff chair. Lewellen shared that the subcommittee received an update about the inaugural Senior Staff Leadership Development Program. Thirty-two applications were submitted for 18 spots and a preliminary cohort has been selected. The subcommittee will review the initial program report and evaluations at the Winter 2020 LSCC meeting in January. The subcommittee also discussed the evaluations and feedback from the staff sessions at the 2019 Legislative Summit (Legislative Staff University, Legislative Staff Breakfast, Salute to Legislative Staff Lunch, the staff directors’ workshop and the walking app). The reviews were above average to excellent. Lewellen then shared that the subcommittee also brainstormed and formulated strategies to tackle their goals this year. Most of the goals will be handled by the full subcommittee, however, they will have two subgroups which will conduct deep-dive conversations to provide feedback to the overall subcommittee. One subgroup will be exploring recommendations on the young and new professionals and the other will explore potentially expanding the Summit walking app and other fitness options at other NCSL meetings, including the Capitol Forum and the fall staff professional development seminars.
Information Technology, Social Media, E-Learning and Outreach Subcommittee

Vice Chair Linda Triplett (Miss.) reported that the subcommittee reviewed the work that was completed last year and what they plan to do this year. They created workgroups to address a number of items and have a variety of goals to accomplish, including a review of Fonteva (NCSL’s new association management software), provide feedback about the NCSL Events App and review the new format of the state engagement report, which provides an overview of NCSL’s activities in each state, updating the legislative staff nominating procedures and creating job descriptions for LSCC and staff at-large Executive Committee members. Triplett also shared that NCSL is developing a special six-series podcast, called Building Democracy, which explains the history of state legislatures. Finally, the subcommittee will advise in the creation of a communications and outreach calendar for legislative staff, including elevating and promoting the many staff awards that are given each year.

Adjournment

Chair Martha Wigton adjourned the meeting.
LSCC Professional Staff Association Officers Work Group
Friday, January 17, 2020
9:00 a.m. – 10:30 a.m.
The Westin Austin Downtown – Broken Spoke

AGENDA

1. Welcome and Introductions

2. Final updates of Fall 2019 Professional Development Seminars (final attendance, notable programming, specific challenges)

3. Updates for Fall 2020 Professional Development Seminars (dates and locations)

4. Discussion about reviewing NCSL professional staff association overhead allocation

5. Reports from various subgroups (webinar awards, conference safety guideline)

6. Review of staff association designee policies

7. Other Business

Members
Chair: Eric Nauman, Minnesota, NALFO
Vice Chair: Martin Brock, North Carolina, NLSSA
Vice Chair: Betsy Theroux, Georgia, LINCS
Jon Courtney, New Mexico, NLPES
Melody DeBussey, Georgia, NALFO
Jeff Ford, Indiana, NALIT
Eric Glover, Idaho, LRL
Tim Hay, Florida, NLSSA
Soren Jacobsen, Idaho, NALIT

Kiernan McGorty, North Carolina, NLPES
Fred Messerer, California, RELACS
Joshua Nacey, Kentucky, LSS
Jamie Shanks, Tennessee, RELACS
Paul Smith, New Hampshire, ASLCS
Will Tracey, Arkansas, LINCS
Sheron Violini, California, LSS
Teresa Wilt, Nevada, LRL
Brad Young, Ohio, ASLCS

NCSL Staff: Arturo Pérez and Mary Wild
LSCC Standing Committees Work Group

Friday, January 17, 2020
9:00 a.m. – 10:30 a.m.
The Westin Austin Downtown – Saxon

AGENDA

1. Welcome and Introductions
2. Review Staff Officer Survey and Debrief on Staff Officer Orientation
3. Review Job Descriptions and Policy Process One Pager
4. Update on New Staff Appointments
5. Review of 2019 NCSL Capitol Forum
6. Update from NCSL Internal Working Group on Standing Committee Restructure
7. Voting Board Update
8. Other Business
9. Action Items/Timeline

Members
Co-Chair: Lonnie Edgar, Mississippi
Co-Chair: Jennifer Jones, Texas
Vice Chair: Monique Appeaning, Louisiana
Vice Chair: John Bjornson, North Dakota
Vice Chair: K.C. Norwalk, Indiana
Vice Chair: Esther van Mourik, Colorado

NCSL Staff: Molly Ramsdell, Laura Tobler, Gene Rose
LSCC Strategic Planning Work Group

Friday, January 17, 2020
9:00 a.m. – 10:30 a.m.
The Westin Austin Downtown – Threadgill

AGENDA

1. Welcome and introductions
2. Overview from Chair on priority goals
3. Discussion of next steps on priority goals
4. Other business

Members:
Chair: J.J. Gentry, South Carolina
Joe Ayala, California
Tim Bommel, Missouri
Jen Carlton, Indiana
Rachel Gudgel, New Mexico

Jennifer Jackson, Texas
Scott Kaiser, Illinois
Susan Kannarr, Kansas
Steve Pike, Virginia

NCSL Staff: Stacy Householder, Victor Vialpando-Nuñez and Natalie Wood
LSCC Certificate and Career Development Work Group

Friday, January 17, 2020
9:00 a.m. – 10:30 a.m.
The Westin Austin Downtown – Joplin

AGENDA

1. Welcome and Introductions
2. Review of agenda and budget
3. Finalize application criteria and process for participating in the program
4. Discuss creation of the online application
5. Marketing plan
6. Faculty for each session
7. Other Business

Members
Co-Chair: Wendy Jackson, Wisconsin
Co-Chair: Wayne Kidd, Utah
Charlotte Carter-Yamauchi, Hawaii
Miriam Fordham, Kentucky
Matt Gehring, Minnesota
Aurora Hauke, Alaska
Maryann Horch, Virginia
Othni Lathram, Alabama
Sabrina Lewellen, Arkansas
Connie Ridley, Tennessee
Anne Sappenfield, Wisconsin
John Snyder, Kentucky
Linda Triplett, Mississippi

NCSL Staff: Angela Andrews
LSCC Legislative Institution Subcommittee

Friday, January 17, 2020
10:45 a.m. – 12:15 p.m.
The Westin Austin Downtown – Broken Spoke

AGENDA

1. Welcome and Introductions

2. Legislative Staff Exchange Program Workgroup

3. Legislative Staff Retention Workgroup

4. NCSL State Liaison Program Workgroup

5. Past Staff Chair Oral History Workgroup


7. Legislative Success Stories Video

8. Legislative Staff Week

9. Other Business

Members
Chair: Jennifer Jackson, Texas
Vice Chair: Charlotte Carter-Yamauchi, Hawaii
Monique Appeaning, Louisiana
John Bjornson, North Dakota
Martin Brock, North Carolina
Soren Jacobsen, Idaho
Scott Kaiser, Illinois
Eric Nauman, Minnesota

Connie Ridley, Tennessee
Jamie Shanks, Tennessee
Paul Smith, New Hampshire
Will Tracy, Arkansas
Esther van Mourik, Colorado
Sheron Violini, California
Teresa Wilt, Nevada

NCSL Staff: Natalie Wood, Mary Wild and Laura Tobler
LSCC Programs and Professional Development Subcommittee

Friday, January 17, 2020
10:45 a.m. – 12:15 p.m.
The Westin Austin Downtown – Joplin

AGENDA

1. Welcome and Introductions2019 and 2020 LSMI Overview
   a. Discussion of alternative location for 2022 LSMI

2. Review of Senior Staff Leadership Dev. Program (Dec 1-4, 2019)

3. Report from Young and New Professionals subgroup

4. Report from Staff Directors subgroup

5. Report from Fitness Expansion subgroup

6. Programming at the Legislative Summit

7. Other Business

Members
Chair: Sabrina Lewellen, Arkansas
Vice Chair: Othni Lathram, Alabama
Jon Courtney, New Mexico
Melody DeBussey, Georgia
Lonnie Edgar, Mississippi
Miriam Fordham, Kentucky
Matt Gehring, Minnesota
Rachel Gudgel, New Mexico

Aurora Hauke, Alaska
Maryann Horch, Virginia
Wendy Jackson, Wisconsin
Kiernan McGorty, North Carolina
Fred Messerer, California
K. C. Norwalk, Indiana
Anne Sappenfield, Wisconsin

NCSL Staff: Angela Andrews and Stacy Householder
LSCC Information Technology, Social Media, E-Learning and Outreach Subcommittee

Friday, January 17, 2020
10:45 a.m. – 12:15 p.m.
The Westin Austin Downtown – Threadgill

AGENDA

1. Welcome
2. Review 2019 Legislative Staff Outreach Calendar and Draft 2020 Calendar
3. Fonteva Launch Update and Discussion
4. Review of NCSL App Usage
5. Update on State Reports
6. Update on History of State Legislatures Podcast
7. Communications Plan for Staff Awards
9. Review Available NCSL Staff Position Job Descriptions

Members
Chair: John Snyder, Kentucky
Vice Chair: Linda Triplett, Mississippi
Joe Ayala, California
Tim Bommel, Missouri
Jen Carlton, Indiana
Jeff Ford, Indiana
Eric Glover, Idaho
Tim Hay, Florida

Jennifer Jones, Texas
Susan Kannarr, Kansas
Wayne Kidd, Utah
Joshua Nacey, Kentucky
Steve Pike, Virginia
Betsy Theroux, Georgia
Brad Young, Ohio

NCSL Staff: Arturo Pérez, Victor Vialpando-Nuñez, Molly Ramsdell and Gene Rose
MEMO TO:          NCSL EXECUTIVE COMMITTEE

FROM:              Speaker Robin Vos, NCSL President

SUBJECT:           Status Report as of January 6, 2020

DATE:              January 18, 2020

The Foundation's Revenues - FY 2020

The Foundation Board approved an ambitious unrestricted fundraising goal of $3,030,000 for fiscal year 2020. As of January 6, the Foundation has raised $1,082,500 in unrestricted giving. This amount compares to $1,020,000 in unrestricted contributions at the same time last year.

We are pleased to report that we have 46 platinum sponsors, up from 38 at this time last year. We have two new platinum sponsors—Southern California Edison and Verizon and two platinum upgrades—The Carpet & Rug Institute and Turo. Additionally, we have commitments from four other organizations to become Platinum sponsors—Google, Qualtrics, the State Government Affairs Council and Vistra Energy.
Since the beginning of FY2020, the NCSL Foundation welcomed four new gold sponsors—Altria, CVS Health, the Fox Cable Network and Pearson—and six new silver sponsors—BIO, Change Healthcare, the International Association of Amusement Parks, the International Bottled Water Association, Responsibility.org and TC Energy.

We have three new commitments: Amazon at the Gold level and the International Code Council and Tucson Energy at the silver level.

Thank you for acknowledging Foundation sponsors who attend our meetings and please thank these organizations for their support of NCSL.

### Fundraising Activities

The Foundation has continued to offer enhanced opportunities to bring in new sponsors and renew current sponsors. Efforts include:

- The Foundation has expanded its team. Please welcome Senior Development Specialist Nicole Bailey. Nicole is based in the NCSL D.C. office.
- NCSL Foundation new board directors met via conference call in November of 2019 for a board orientation.
- The Foundation convened a meeting of its private sector board directors in conjunction with the SGAC Leader’s Policy Conference on Saturday, Nov. 23, 2019 to discuss prospecting, retention, upgrades and a new sponsorship level.
- Dinner for all Foundation sponsors at the Capital Grille Scottsdale during the NCSL Capitol Forum in Phoenix, Ariz., December 2019. Over 175 Foundation sponsors, committee officers and NCSL officers were in attendance.

### Foundation Partnership

NCSL Foundation Public-Private Partnerships are helpful in engaging our sponsors in a meaningful way and recruiting and retaining new sponsors.

**Disaster Mitigation and Recovery Partnership**

The Foundation Partnership on Disaster Mitigation and Recovery’s second in-person convening took place on Friday, January 17 in Austin, Texas. Three main themes—interstate agreements, rebuilding and mitigation strategies and the federal/state funding nexus—have been identified as key areas of focus for the partnership. The steering committee also discussed the deliverables and goals of the partnership. Previously the partnership convened in-person on Aug. 4th in Nashville, Tenn. and held a series of conference call seminars exploring resources on the partnership’s focus areas.

Many thanks to our current partners: American Electric Power, the American Property Casualty Insurers Association, the American Society of Civil Engineers, Facebook, the International Code Council, the Pew Charitable Trusts and Wells Fargo.
Awards and Transfers to NCSL for FY 2020

Approved awards this fiscal year include:

- Center for Ethics in Government: $295,000
- Leaders’ Program: $250,000
- Legislator and Legislative Staff Engagement: $250,000
- Legislator and Legislative Staff Professional Development: $230,000
- Center for Legislative Strengthening: $225,000
- Quad Caucus & Women’s Legislative Network: $205,000
- Challenge Grants: $120,000
- Legislative Staff Services: $100,000
- NCSL Strategic Planning: $100,000
- Database and Research Development: $60,000
- Legislative Staff Management Institute: $55,000
- E-learning: $30,000
- Civics Education: $25,000
- Standing Committee Priority Setting: $20,000
- NCSL Professional Development: $20,000
- Young and New Legislative Professionals: $15,000
- KnowWho Database: $10,000

Total: $2,010,000

Since 1984, total awards and transfers from the Foundation to NCSL are over $24 million.

Foundation Operating Expenses for FY 2020

The Board of Directors approved an operating budget of $1,003,514 and $2,010,000 for awards to NCSL. Currently, our operating expenses are on track and within the approved budget.
To: Members of the NCSL Executive Committee

From: Tim Storey and Caroline Carlson

Date: January 18, 2020

Subject: NCSL Foundation Board vacancies

Pursuant to Article II, Section 3 of the NCSL Foundation Bylaws, the NCSL officers nominate Senator Jeremy Miller of Minnesota to fill the public sector-legislator vacancy. They also nominate Jennifer Jones of Texas to fill the vacancy of a public sector-staff vacancy the board.
Platinum Sponsors

$25,000

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Gold Sponsors continued on following page

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

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NATIONAL CONFERENCE OF STATE LEGISLATURES
BY-LAWS
Amended August 8, 2019

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.
NATIONAL CONFERENCE OF STATE LEGISLATURES
BY-LAWS
Amended August 8, 2019

(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.
NATIONAL CONFERENCE OF STATE LEGISLATURES
BY-LAWS
Amended August 8, 2019

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.

Colorado, July 26, 2002; Salt Lake City, Utah, July 23, 2004; Nashville, Tennessee, August 17, 2006; Louisville, Kentucky, July 28, 2010; San Antonio, Texas, August 11, 2011; Chicago, Illinois, August 9, 2012; Atlanta, Georgia, August 15, 2013; Minneapolis, Minnesota, August 22, 2014; Los Angeles, California, August 1, 2018; and Nashville, Tennessee, August 8, 2019.
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 Meeting. 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.
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.
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.