# Executive Committee Meeting Resources

## Agenda:
- Full Executive Committee
- Executive Committee
- Committee and Subcommittee Members
- Chief Executive Officer
- New Members
- Task Force Renewal

## Committee Meeting Resources:
- Subcommittee on Audit and Compliance
- NCSL Audit as of June 30, 2021
- Subcommittee on Bylaws
- Budget, Finance and Rules Committee
- FY2022 Budget Update
- FY2023-2024 Appropriations Schedules
- Committee on Outreach and Member Services
- Grant and Contract
- 2021 NCSL Summit Survey Overview
- NCSL Strategic Plan
- Outreach and Communications
- Subcommittee on State-Federal Policy
- State-Federal Activities
- Subcommittee on the Legislative Institution

## Foundation for State Legislatures:
- President’s Report
- Foundation Board of Directors
- Foundation for State Legislatures

## Legislative Staff Coordinating Committee Resources:
- Full Legislative Staff Coordinating Committee
- Legislative Staff Coordinating Committee
- August 2021 Meeting Minutes
- LSCC Work Group Agendas
- LSCC Subcommittee Agendas

## Appendix:
- Nov. 2021 Meeting Minutes
- Bylaws
- Rules of Procedure
**VIRTUAL MEETING SCHEDULE**

**Friday, Jan. 14, 2022**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
</tr>
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<tbody>
<tr>
<td>12-1:15 p.m. ET</td>
<td><strong>LSCC Work Groups</strong></td>
</tr>
<tr>
<td></td>
<td>Professional Staff Association Officers</td>
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<tr>
<td></td>
<td>Standing Committees</td>
</tr>
<tr>
<td></td>
<td>Strategic Planning</td>
</tr>
<tr>
<td></td>
<td>Legislative Operations and the Pandemic (Special Workgroup)</td>
</tr>
<tr>
<td>1:15-1:30 p.m. ET</td>
<td><strong>Break</strong></td>
</tr>
<tr>
<td>1:30-2:45 p.m. ET</td>
<td><strong>LSCC Subcommittees</strong></td>
</tr>
<tr>
<td></td>
<td>Legislative Institution</td>
</tr>
<tr>
<td></td>
<td>Information Technology, Social Media, E-Learning and Outreach</td>
</tr>
<tr>
<td></td>
<td>Programs and Professional Development</td>
</tr>
<tr>
<td>2:45-3 p.m. ET</td>
<td><strong>Break</strong></td>
</tr>
<tr>
<td>3-4:30 p.m. ET</td>
<td><strong>Full Legislative Staff Coordinating Committee Meeting</strong></td>
</tr>
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**Saturday, Jan. 15, 2022**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>10 – 11 a.m. ET</td>
<td><strong>Subcommittee on Audit and Compliance</strong></td>
</tr>
<tr>
<td></td>
<td>Subcommittee on Bylaws</td>
</tr>
<tr>
<td>11 a.m. – Noon</td>
<td><strong>Executive Committee Committees</strong></td>
</tr>
<tr>
<td></td>
<td>Committee on Outreach and Member Services</td>
</tr>
<tr>
<td></td>
<td>Budget, Finance and Rules Committee</td>
</tr>
<tr>
<td>Noon – 1 p.m.</td>
<td><strong>Executive Committee Subcommittees</strong></td>
</tr>
<tr>
<td></td>
<td>Subcommittee on State/Federal Policy</td>
</tr>
<tr>
<td></td>
<td>Subcommittee on the Legislative Institution</td>
</tr>
<tr>
<td>1 – 2 p.m. ET</td>
<td><strong>Full Executive Committee Meeting</strong></td>
</tr>
</tbody>
</table>
1. Call to Order
2. Approval of November 2021 Minutes
3. New Executive Committee Members
4. Task Force Renewal
5. Report by the NCSL Executive Director
6. Committee Reports
   a. Subcommittee on Audit and Compliance
   b. Subcommittee on Bylaws
   c. Budget, Finance and Rules Committee
   d. Committee on Outreach and Member Services
   e. Subcommittee on the Legislative Institution
   f. Subcommittee on State-Federal Policy
7. Legislative Staff Coordinating Committee Report
8. NCSL Foundation for State Legislatures Report
9. Closing Remarks
**EXECUTIVE COMMITTEE**

**ROSTER**

**EXECUTIVE COMMITTEE MEMBERS**

## NCSL OFFICERS

### President

**Speaker Scott Saiki**  
Speaker of the House  
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### Staff Chair

**Joseph James “J.J.” Gentry, Esq.**  
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### President-Elect

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### Staff Vice Chair

**Anne Sappenfield**  
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### Vice President

**Representative Brian Patrick Kennedy**  
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EXECUTIVE COMMITTEE

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## EX-OFFICIO MEMBERS

### Co-Chairs, NCSL Standing Committees

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senator Wayne Harper</td>
<td>Utah Legislature (801) 538-1035 <a href="mailto:wharper@le.utah.gov">wharper@le.utah.gov</a> Year 3</td>
</tr>
<tr>
<td>Senator Cristina Castro</td>
<td>Illinois General Assembly (217) 782-7746 <a href="mailto:senatorcastro@gmail.com">senatorcastro@gmail.com</a> Year 1</td>
</tr>
</tbody>
</table>

### Staff Co-Chairs, NCSL Standing Committees

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lonnie Edgar</td>
<td>Deputy Director – Legislative PEER Committee Mississippi Legislature (601) 359-1226 <a href="mailto:lonnie.edgar@peer.ms.gov">lonnie.edgar@peer.ms.gov</a> Year 2</td>
</tr>
<tr>
<td>K.C. Norwalk</td>
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</tr>
</tbody>
</table>

### Chair, Council of State Governments

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senator Sam Hunt</td>
<td>Washington Legislature (360) 786-7642 <a href="mailto:sam.hunt@leg.wa.gov">sam.hunt@leg.wa.gov</a> Year 1</td>
</tr>
</tbody>
</table>

### International Affiliate

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mathieu Lemay</td>
<td>Member of the National Assembly National Assembly of Québec (450) 966-0111 <a href="mailto:mathieu.lemay@assnat.qc.ca">mathieu.lemay@assnat.qc.ca</a> Year 3</td>
</tr>
</tbody>
</table>
## CSG REGIONAL MEMBERS

<table>
<thead>
<tr>
<th>Region</th>
<th>Representative/Member</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| **Eastern Region** | **Representative Ryan E. Mackenzie** | Pennsylvania General Assembly  
(717) 787-1000  
rmackenzie@pahousegop.com  
Year 2 |
| **Midwestern Region** | **Senator Joan Ballweg** | Wisconsin Legislature  
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Year 3 |
| **Southern Region** | **Speaker David Ralston** | Georgia General Assembly  
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Year 5 |
| **Western Region** | **Representative Debra Lekanoff** | Washington Legislature  
(360) 419-5266  
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Year 2 |
## NCSL ADVISORY COMMITTEE
(Past Officers Still in Legislative Service)

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Affiliation</th>
<th>Phone Number</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael P. Adams</td>
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</tr>
<tr>
<td>Senator Dan Blue</td>
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</tr>
<tr>
<td>Senator Curt Bramble</td>
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<td></td>
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</tr>
<tr>
<td>Senator Leroy Garcia</td>
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<td><a href="mailto:leroy.garcia.senate@state.co.us">leroy.garcia.senate@state.co.us</a></td>
</tr>
<tr>
<td>Representative John Martin</td>
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</tr>
<tr>
<td>Patrick J. O'Donnell</td>
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</tr>
<tr>
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</tr>
<tr>
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<td></td>
<td><a href="mailto:sschaar@senate.virginia.gov">sschaar@senate.virginia.gov</a></td>
</tr>
<tr>
<td>Raúl Burciaga</td>
<td>Director – Legislative Council Service, NM Legislature</td>
<td>(505) 986-4671</td>
<td><a href="mailto:raul.burciaga@nmlegis.gov">raul.burciaga@nmlegis.gov</a></td>
</tr>
<tr>
<td>Senator Leroy Garcia</td>
<td>Senate President, CO General Assembly</td>
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<td><a href="mailto:leroy.garcia.senate@state.co.us">leroy.garcia.senate@state.co.us</a></td>
</tr>
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</tr>
<tr>
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</tr>
<tr>
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</tr>
<tr>
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<td><a href="mailto:scrouchsteidel@house.virginia.gov">scrouchsteidel@house.virginia.gov</a></td>
</tr>
</tbody>
</table>
### BUDGET, FINANCE AND RULES COMMITTEE

#### OFFICERS

<table>
<thead>
<tr>
<th>Speaker Scott Bedke</th>
<th>Senator Bob Duff</th>
<th>J.J. Gentry</th>
<th>Anthony “Steve” Pike</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idaho</td>
<td>Connecticut</td>
<td>South Carolina</td>
<td>Virginia</td>
</tr>
<tr>
<td>Chair</td>
<td>Vice Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
</tr>
</tbody>
</table>

#### LEGISLATOR MEMBERS

- Representative Marvin Abney, Rhode Island
- Assemblymember Dr. Joaquin Arambula, California
- Representative Megan Blanksma, Idaho
- Representative Giovanni Capriglione, Texas
- Representative Kurt Daudt, Minnesota
- Senator Donna Frett-Gregory, USVI
- Senator Bill Hansell, Oregon
- Senator Briggs Hopson, Mississippi
- Senator Greg Leding, Arkansas
- MNA Mathieu Lemay, Québec
- Senator Eddie Melton, Indiana
- Senator Ann Millner, Utah
- Senator Sue Rezin, Illinois
- Senate President Karen Spilka, Massachusetts
- Speaker Robin Vos, Wisconsin

#### STAFF MEMBERS

- Kevin Drennan, New Jersey
- Matt Gehring, Minnesota
- Scott Kaiser, Illinois
- Susan Kannarr, Kansas
- Othni Lathram, Alabama
- Rich Olsen, West Virginia
- Jill Reinmuth, Washington
- Martha Wigton, Georgia

### COMMITTEE ON OUTREACH AND MEMBER SERVICES

#### OFFICERS

<table>
<thead>
<tr>
<th>Speaker Pro Tem Brian Patrick Kennedy</th>
<th>Senator Eric Bassler</th>
<th>Anne Sappenfield</th>
<th>Aurora Hauke</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rhode Island</td>
<td>Indiana</td>
<td>Wisconsin</td>
<td>Alaska</td>
</tr>
<tr>
<td>Chair</td>
<td>Vice Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
</tr>
</tbody>
</table>

#### LEGISLATOR MEMBERS

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

#### STAFF MEMBERS

- Tim Bommel, Missouri
- Martin Brock, North Carolina
- Jon Courtney, New Mexico
- Lonnie Edgar, Mississippi
- Sarah Elmore-Hernandez, Guam
- Sabrina Lewellen, Arkansas
- K.C. Norwalk, Indiana
- John Snyder, Kentucky
- Betsy Theroux, Georgia

---

14
# SUBCOMMITTEE ON STATE-FEDERAL POLICY

## OFFICERS

<table>
<thead>
<tr>
<th>Representative Barry Usher</th>
<th>Assemblymember Carol Murphy</th>
<th>Martha Wigton</th>
<th>Lonnie Edgar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montana</td>
<td>New Jersey</td>
<td>Georgia</td>
<td>Mississippi</td>
</tr>
<tr>
<td>Co-Chair</td>
<td>Co-Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
</tr>
</tbody>
</table>

## LEGISLATOR MEMBERS

- Representative Marvin Abney, Rhode Island
- Representative Megan Blanksma, Idaho
- Representative Ann Bolin, Michigan
- Representative Gilda Cobb-Hunter, South Carolina
- Senator Bob Duff, Connecticut
- Representative Marcus Evans, Illinois
- Representative Deborah Ferguson, Arkansas
- Senator Wayne Harper, Utah
- Senator Briggs Hopson, Mississippi
- Senator Jean Hunkhoff, South Dakota
- Senator Ron Kouchi, Hawaii
- Representative Ryan Mackenzie, Pennsylvania
- Senator Ann Millner, Utah
- Representative Angelo Puppolo, Massachusetts
- Speaker David Ralston, Georgia
- Senator Carmelo Rios Santiago, Puerto Rico
- Senator Trey Stewart, Maine

## STAFF MEMBERS

- Kevin Drennan, New Jersey
- Sarah Elmore-Hernandez, Guam
- Aurora Hauke, Alaska
- K.C. Norwalk, Indiana
- Othni Latham, Alabama
- Rich Olsen, West Virginia
- Jill Reinmuth, Washington
- John Snyder, Kentucky

---

# SUBCOMMITTEE ON THE LEGISLATIVE INSTITUTION

## OFFICERS

<table>
<thead>
<tr>
<th>Senate President Karen Spilka</th>
<th>Senator Sue Rezin</th>
<th>Sabrina Lewellen</th>
<th>Susan Kannarr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Massachusetts</td>
<td>Illinois</td>
<td>Arkansas</td>
<td>Kansas</td>
</tr>
<tr>
<td>Chair</td>
<td>Vice Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
</tr>
</tbody>
</table>

## LEGISLATOR MEMBERS

- Assemblymember Dr. Joaquin Arambula, California
- Senator Joan Ballweg, Wisconsin
- Senator Eric Bassler, Indiana
- Speaker Scott Bedke, Idaho
- Representative Giovanni Capriglione, Texas
- Representative Kurt Daudt, Minnesota
- Senator Donna Frett-Gregory
- Senator Bill Hansell, Oregon
- Senator Greg Leding, Arkansas
- Representative John Kavanagh, Arizona
- Representative Debra Lekanoff, Washington
- MNA Mathieu Lemay, Québec
- Senator Eddie Melton, Indiana
- Senator Robert Rodriguez, Colorado
- Assemblywoman Michaelle Solages, New York
- Speaker Robin Vos, Wisconsin

## STAFF MEMBERS

- Tim Bommel, Missouri
- Martin Brock, North Carolina
- Jon Courtney, New Mexico
- Matt Gehring, Minnesota
- Scott Kaiser, Illinois
- Anthony “Steve” Pike, Virginia
- Anne Sappenfield, Wisconsin
- Betsy Theroux, Georgia
### COMMITTEE AND SUBCOMMITTEE MEMBERS

**SUBCOMMITTEE ON AUDIT AND COMPLIANCE**

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<th>OFFICERS</th>
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**SUBCOMMITTEE ON BYLAWS**

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<td>Representative Barbara Ballard, Kansas&lt;br&gt;Representative Kurt Daudt, Minnesota&lt;br&gt;Senator Bob Duff, Connecticut&lt;br&gt;Senator Karen Kaiser, Washington&lt;br&gt;Senator Ann Millner, Utah&lt;br&gt;Representative Barry Usher, Montana</td>
<td><strong>Scott Kaiser</strong>, Illinois&lt;br&gt;Sabrina Lewellen, Arkansas</td>
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<td><strong>Senator Ralph Alvarado</strong> Kentucky&lt;br&gt;Vice Chair</td>
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**Committee and Subcommittee Members**
To: Members of the NCSL Executive Committee  
From: Tim Storey, NCSL Chief Executive Officer  
Date: Jan. 12, 2022  
Re: NCSL Update

Gathering online instead of in person in Washington, D.C. for this winter NCSL Executive Committee meeting was not how anyone wanted to start the year. Therefore, I begin with gratitude for you and your understanding of our need to turn on the proverbial dime and move the meeting to Zoom. I doubt any of you are thrilled about being in front of a screen for several hours on a Saturday (and Friday, too, for legislative staff committee members). I suspect a few of you might be tracking a football game or keeping an eye on your email in a separate computer window during our meetings, and that’s understandable. We are all “over” virtual meetings. For now, it’s a good substitute for not connecting at all, and I can’t wait to see everyone face to face in May. So, thank you very much for giving NCSL part of your weekend. I see lots of positive signs that this pandemic peak is passing and pray that the suffering will be minimal for those battling the virus.

LEGISLATIVE SUMMIT AND MEETINGS

Despite the unprecedented task of siting and hosting NCSL’s 2021 Legislative Summit in a mere six months, the Tampa meeting was very successful, exceeding expectations for both participation and revenue. The final registration number was close to 2,900, and the net revenue above our admittedly conservative budget surpassed $500,000. More importantly, the legislators, staff and others who participated gave the event high marks, even higher than the very popular 2019 Summit.

Post-Summit attendee survey responses (N=292) were almost universally positive. The best overall indicator of the success of the meeting is termed the “Net Promoter Score (NPS),” essentially a metric of how likely a customer (attendee) is to recommend the meeting to a friend or colleague. The Tampa NPS was 41, exceeding Nashville’s 38. An NPS of between 30 and 70 is considered “great.” The NPS for just legislative staff was especially strong at 51. For legislators, it was 32, and it was 38 for all others.

Ninety-five percent of respondents to the survey said they plan to attend a future Summit. Another important number to highlight is that 73 (40 Rs and 33 Ds) of the 79 legislators who replied said the sessions were balanced—always a major emphasis for NCSL. The only common complaint was the poor quality of food at the convention center. We will not be using the Tampa caterers for the 2022 Denver Summit. Because of the late dates for Tampa, we have a shorter time to plan Denver, but I am happy to report that our staff is off to a great start getting everything ready to announce and promote the event.

The past two months have been relatively quiet in terms of other meetings. NCSL brought together around 1,100 legislators and staff during 11 in-person and virtual meetings since the Summit. Four hundred and eighty-one of those folks were legislative staff who participated in the popular “Get Ready for Session Week” staged by the NCSL Staff Services Program. The training team at NCSL delivered 14 professional development sessions in six different states serving over 500 legislators and staff.

BUDGET

At the halfway point of the NCSL fiscal year, expenses are trending on target with one major exception—the Tampa Summit costs were substantially lower than projected. Tampa registration revenues appear to be on target, but the savings on the expense side will lead to a net surplus to the NCSL budget from the Summit exceeding $550,000. In other positive news, dues collections are very likely to surpass the budgeted collection rate of 92.6% and go over 94%, the highest collection rate since 2007. It is fully expected that we will receive dues from 49
legislatures, plus the five territories, D.C. and Quebec. The vast majority of members have already paid FY 22 dues at the fully invoiced amount; only a handful of payments are outstanding.

When we add in expected savings from not holding this Executive Committee meeting in person, additional revenue from the redistricting seminar, expected savings from the slow return of travel and other small net-positive budget developments, the year-end surplus should top $900,000. Inflation and pressure on our labor costs are exerting pressure on the budget, but as of now, we are in a very solid position.

The NCSL officers have directed that the bulk of the anticipated surplus, at least $800,000, be designated to supplement NCSL’s newly established reserve fund. We are awaiting the final results of a labor market analysis being conducted by Salary.com, a study we initiated because of emerging problems around hiring and retention. The preliminary analysis from the study indicates that we need to update pay ranges, and adjust some staff compensation. The officers have instructed that a relatively small portion of surplus funds be used for that purpose, to be supplemented by savings from FTE reallocations.

STRATEGIC PLAN

Implementation of NCSL’s strategic plan is well underway. NCSL funded more than one-third of the priorities in FY 22, totaling nearly $700,000. We intend to support additional initiatives in next year’s budget. Key priorities for FY 22 include expanding NCSL’s member communications, updating NCSL’s website platform and graphics, refreshing NCSL’s brand identity, focusing on civility in the legislative process and creating more programming for affinity groups. The strategic plan is proving to be a helpful guide as we emerge from the pandemic.

STAFF CHANGES

As I shared at the Executive Committee in November, NCSL’s CFO for the past 15 years, Mary Wild, is retiring and will start her exciting post-NCSL chapter of life in a few weeks. Mary is graciously staying with us for a few extra weeks to help transition her critical responsibilities to our next CFO, Alex Alavi. Alex officially started at NCSL this week. For the past seven years, he was the controller for Colorado-based Educause, a national association with many similarities to NCSL. Prior to that, Alex was in the auditing world for many years.

I share with mixed emotions that Luke Martel is leaving NCSL after 14 years. Luke is moving to Kentucky to join CSG as the organization’s deputy director of the Center of Innovation. I am sad to see Luke go, yet also very happy for him as he takes on a new challenge. I look forward to working with Luke on the many partnerships we have with CSG and expect that those will grow even stronger under Luke’s leadership.

CONCLUSION

I am pleased to conclude by saying that NCSL is in very good shape as 2022 roars in, and we are eager to do whatever we can to help you and your colleagues achieve success in your new sessions. Thank you very much for all you do to serve your states and the people of the United States.
To: Members of the NCSL Executive Committee
From: J.J. Gentry, Staff Chair
Subject: Executive Committee – Staff Vacancy

Pursuant to Article VIII, Section 2 of the NCSL Bylaws, I select Martin Brock, Chief of Police, North Carolina General Assembly, to fill the legislative staff vacancy on the NCSL Executive Committee and request your consent to this selection.
To: NCSL Executive Committee  
From: Speaker Scott Saiki  
Date: Jan. 15, 2022  
Re: Renewal of Executive Committee Task Forces

I recommend the renewal of the following NCSL Executive Committee Task Forces until the Legislative Summit 2022:

- Task Force on Agriculture
- Task Force on Cybersecurity
- Task Force on Energy Supply
- Task Force on Immigration and the States
- Task Force on Innovations in State Health Systems
- Task Force on Insurance
- Task Force on Military and Veterans Affairs
- Task Force on State and Local Taxation
1. Welcome and Introductions

   - Lisa Meacham, Partner, Plante Moran
   - Jeff Savage, Manager, Plante Moran
   - Jennifer LaPorte, Senior Assurance, Plante Moran

Audited Financial Statements as of June 30, 2021

Federal Awards Supplemental Information

Audit Committee Letter – Required Communication

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**OFFICERS**

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January 15, 2022

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, 2021 and have issued our report thereon dated January 15, 2022. Professional standards require that we provide you with the following information related to our audit.

**Our Responsibility Under U.S. Generally Accepted Auditing Standards**

As stated in our engagement letter dated August 12, 2021, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities. Our responsibility is to plan and perform the audit to obtain reasonable, but not absolute, assurance that the financial statements are free of material misstatement.

As part of our audit, we considered the internal control of the Conference. Such considerations were solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures specifically to identify such matters.

Our audit of the Conference’s financial statements has also been conducted in accordance with Government Auditing Standards, issued by the Comptroller General of the United States. Under Government Auditing Standards, we are obligated to communicate certain matters that come to our attention related to our audit to those responsible for the governance of the Conference, including compliance with certain provisions of laws, regulations, contracts, and grant agreements; certain instances of error or fraud; illegal acts applicable to government agencies; and significant deficiencies in internal control that we identify during our audit. Toward this end, we issued a separate letter dated January 15, 2022 regarding our consideration of the Conference’s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements.

**Planned Scope and Timing of the Audit**

We performed the audit according to the planned scope and timing previously communicated to you in our meeting about planning matters on August 12, 2021.

**Significant Audit Findings**

**Qualitative Aspects of Accounting Practices**

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the Conference are described in Note 2 to the financial statements.

As described in Note 2, the Conference adopted the provisions of Governmental Accounting Standards Board (GASB) Statement No. 84, *Fiduciary Activities*, which established criteria for identifying and reporting fiduciary activities. There was no impact as a result of implementing this standard on the financial statements of the Conference.
To the Executive Committee
National Conference of State Legislatures

January 15, 2022

We noted no transactions entered into by the Conference during the year for which there is a lack of authoritative guidance or consensus.

We noted no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management’s knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

There were no significant balances, amounts, or disclosures in the financial statements based on sensitive management estimates.

The disclosures in the financial statements are neutral, consistent, and clear. Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosure affecting the financial statements was the disclosure of COVID-19 impacts on the Conference during the year ended June 30, 2021 and subsequently through the date of the audit report in Note 15 to the financial statements. The information in this footnote was provided by management based on actual known and predictions of future events.

**Difficulties Encountered in Performing the Audit**

We encountered no significant difficulties in dealing with management in performing and completing our audit.

**Disagreements with Management**

For the purpose of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor’s report.

We are pleased to report that no such disagreements arose during the course of our audit.

**Corrected and Uncorrected Misstatements**

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management.

We did not detect any misstatements as a result of audit procedures.

**Significant Findings or Issues**

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, business conditions affecting the Conference, and business plans and strategies that may affect the risks of material misstatement, with management each year prior to our retention as the Conference’s auditors. However, these discussions occurred in the normal course of our professional relationship, and our responses were not a condition of our retention.

**Management Representations**

We have requested certain representations from management that are included in the management representation letter dated January 15, 2022.
To the Executive Committee
National Conference of State Legislatures

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a second opinion on certain situations. If a consultation involves application of an accounting principle to the Conference’s financial statements or a determination of the type of auditor’s opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

This information is intended solely for the use of the executive committee and management of the Conference and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

Plante & Moran, PLLC

Lisa Meacham, CPA
Partner
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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 years ended June 30, 2021 and 2020 and the related notes to the financial statements, which collectively comprise the Conference's basic financial statements, as listed in the table of contents.

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 audits. We conducted our audits 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 audits 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 financial statements referred to above present fairly, in all material respects, the financial position of National Conference of State Legislatures as of June 30, 2021 and 2020 and the changes in its financial position and its cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As described in Note 15 to the financial statements, the ongoing outbreak of the COVID-19 pandemic has had a significant impact on the Conference. The future impact of the pandemic on the Conference's net position, cash flows, and financial position is unknown. Our opinion is not modified with respect to this matter.
To the Executive Committee
National Conference of State Legislatures

Other Matters

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 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 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 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 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 is fairly stated in all material respects in relation to the basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated January 15, 2022 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.

January 15, 2022
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, 2021 and the related notes to the financial statements, which collectively comprise the Conference's basic financial statements, and have issued our report thereon dated January 15, 2022.

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.

January 15, 2022
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 as of and for the fiscal year ended June 30, 2021. 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 operating income.

Financial Information and Analysis

Financial Highlights

- NCSL completed the year ended June 30, 2021 with an increase in net position of $914,008 on total operating revenue of approximately $24,268,000. Operating revenue decreased approximately $10,857,000 or 31% from the prior year. The change in operating revenue include decreases in all operating revenue line items except state appropriations. Operating expense decreased by $10,684,000 or 31%. The decreases in operating revenue and expenses was primarily due to cancellation of in person meetings which reduced operating revenue, and the related freezes in non-essential spending to due to the ongoing COVID-19 pandemic.

- State appropriations revenue increased by approximately $207,000 from the prior year and reflects a collection rate of 91.1%, a slight increase compared to the 89.6% collection rate in fiscal year 2020 and 90.1% in fiscal year 2019. Due to the pandemic, NCSL’s Executive Committee directed staff to hold fiscal year 2021 dues at the fiscal year 2020 level and not implement a previously approved 3% increase to both factors of the appropriations formula. Thirteen states paid less than their full dues amount in fiscal year 2021 compared to nine states in fiscal year 2020, and sixteen states in fiscal year 2019.

- Total grant and contract revenue decreased by approximately $4,658,000 in fiscal year 2021 compared to 2020, driven by across-the-board cancellations of in-person meetings due to the COVID-19 pandemic. Policy briefing deliverables were in some cases fulfilled with webinars and virtual meetings, but many funders approved grant extensions to fiscal year 2022. Activity for federal cooperative agreements, grants and contracts decreased by 32% while private foundation revenue decreased by 25.7%.

- The fiscal year 2021 Legislative Summit, scheduled to be held in August 2020 in Indianapolis, Indiana, was cancelled in its entirety eliminating over $5,000,000 in registration, private contribution, and exhibit hall revenues. As reported in the fiscal year 2020 financial results, the Legislative Summit held in Nashville in August 2019 was exceptionally successful and attracted 6,550 attendees. The December 2020 Capitol Forum was also cancelled; revenue from the 2019 Capitol Forum totaled $212,000.

- The reductions in revenue were primarily offset through reductions in travel and conferences expense and consultants and contract services expense (reductions of approximately $5,755,000 and $4,050,000 respectively compared to the prior year). Salary expense plus related employee benefits and office expenses (reductions of approximately $495,000 and $275,000 respectively) also contributed to the expense decline due to a freeze in open positions at the beginning of the fiscal year due to the pandemic, coupled with reduced in person activity in the Conference’s two offices.
There were no bond principal or interest expense payments in fiscal year 2021 due to the defeasance of the Colorado Educational and Cultural Facilities Authority (National Conference of State Legislature Revenue Refunding Bonds) during the prior year. In June 2020, the Conference entered into certain agreements to defease existing bond obligations, originally used to fund the construction of the NCSL headquarters building. Using existing resources set aside for this purpose, the Conference transferred funds, as more fully described below, to an irrevocable trust whose purpose is to fund all future debt service payments. As a result of this transaction, the bonds are considered to be defeased and the liability and related balances for these bonds has been removed from the Conference’s statement of assets, liabilities, and net position. During the prior fiscal year, this transaction resulted in a net decrease of approximately $2,879,000 to the Conference’s total liabilities. Interest expense savings in fiscal year 2021 were approximately $200,000.

During the prior year, the Conference received a loan under the Paycheck Protection Program (PPP) with the intention of mitigating known losses in revenue in order to maintain its current workforce amid the ongoing economic uncertainty related to the COVID-19 pandemic. The loan received in April 2020 under the PPP was for $3,145,200. Subsequent to June 30, 2021, the Conference received notification from the SBA and their bank that the balance of the loan had been forgiven in its entirety. The amount of the loan will be recorded as cancellation of debt revenue as a component of nonoperating revenue during the year ending June 30, 2022.

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.

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

Statement of Net Position Overview

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 $5,127,000, $4,213,000, and $3,264,000, on June 30, 2021, 2020, and 2019, respectively.
As noted in Exhibit 1, NCSL’s total assets were approximately $21,221,000, $19,170,000, and $20,676,000 on June 30, 2021, 2020, and 2019. The largest portion of NCSL’s total assets was its investment in capital assets (net of accumulated depreciation), of approximately $7,943,000, $8,233,000, and $8,275,000 on June 30, 2021, 2020, and 2019, 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 $7,632,000, $7,834,000, and $8,037,000 on June 30, 2021, 2020 and 2019, respectively.

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

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<tr>
<th>June 30,</th>
<th>Increase/ (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Current assets</td>
<td>$13,278,197</td>
</tr>
<tr>
<td>Restricted cash held by trustee</td>
<td>-</td>
</tr>
<tr>
<td>Capital assets - Net</td>
<td>7,943,291</td>
</tr>
<tr>
<td>Total assets</td>
<td>21,221,488</td>
</tr>
<tr>
<td>Deferred outflows of resources - Amortization on refundings</td>
<td>-</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>12,949,579</td>
</tr>
<tr>
<td>Long-term debt outstanding - Net</td>
<td>3,145,200</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>16,094,779</td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>7,943,291</td>
</tr>
<tr>
<td>Restricted cash held by trustee</td>
<td>-</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(2,816,582)</td>
</tr>
<tr>
<td>Total net position</td>
<td>$5,126,709</td>
</tr>
</tbody>
</table>

**2021 Summary**

During the year ended June 30, 2021 total current assets increased by approximately $3,168,000. Major contributors to this change include an increase in cash and short-term investments of approximately $3,120,000, and prepaid expenses of $152,000 offset by a decrease in receivables of $234,000. Cash and short-term investments increased primarily due to reduced payments to suppliers and constituents related to the impact of COVID-19, which saw the cancellation of many in-person meetings and events that require capital outlays. The Conference additionally received less funding from grants and contracts, and private contributions, primarily those with in-person meetings and event objectives.

The Conference is affiliated with the NCSL Foundation for State Legislatures (the “Foundation), and provides certain management and administrative services to the Foundation, which includes holding cash on the Foundation’s behalf. As a result of this relationship, the Conference had an amount of approximately $104,000 due from the Foundation as of June 30, 2021.

Changes in non-current assets other than capital assets were minimal.
Current liabilities increased by approximately $1,964,000 compared to the previous year. Of this amount, $1,610,000 was due to an increase in revenue collected in advance, which included no cost extensions for certain private grants and contracts ($1,342,000) along with increases due to the return of the Legislative Summit and other meeting events that had been postponed to future years ($237,000), along with other miscellaneous increases. Other significant changes from the previous year included increases in accrued liabilities of approximately $283,000, as a hiring freeze in relation to the COVID-19 pandemic has been relaxed.

As previously mentioned, in April 2020 the Conference received $3,145,200 in funding under the PPP, and the full amount of these proceeds is included in current liabilities as of June 30, 2021. The proceeds of this loan were used to help sustain the normal course of business operations as allowable under the terms of the program. Under the provisions of the PPP, this loan was eligible for forgiveness up to the full principal amount. The Conference applied for and received forgiveness of the full amount of the loan subsequent to June 30, 2021.

2020 Summary

During the year ended June 30, 2020 total current assets increased by approximately $342,000. Major contributors to this change include an increase in cash, cash equivalents, and short-term investments of $2,767,600, offset by a decrease in accounts receivable $1,029,000, prepaid expenses $1,058,000, and deposits of $338,000. Cash, cash equivalents, and short-term investments increased due to larger appropriations receipts for fiscal year 2020 (an increase of $276,000 compared to 2019), improved collections on receivables, and decreases in prepaid expenses and deposits due to cancellation of the 2020 Legislative Summit. Proceeds from long-term debt under the PPP were offset by payments on bonds payable coming due. Offsetting these items was lower revenue collected in advance due to the cancellation of the August 2020 Indianapolis Legislative Summit.

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

During the year ended June 30, 2020, there was a write-off of deferred outflows related to the amortization on bond refundings due to bond defeasance transaction, as discussed further below.

Current liabilities decreased by $148,000 compared to the previous year, and while the overall change is minimal, there were significant changes in the individual components of this category. Accounts payable decreased by $1,828,000 due to the cancellation of all in person invitational meetings between April and June due to the COVID-19 pandemic. NCSL normally holds between 15 and 20 meetings in the fourth quarter of any given fiscal year, giving rise to more significant accounts payable balances as of June 30. Additionally, as previously discussed above, a significant portion of revenue collected in advance as of June 30 is typically related to the annual Legislative Summit held in August of each year, which was cancelled for August 2020 due to impacts of the pandemic.

The final component of significance in the current liability category is a reduction due to the defeasance of the existing bonds payable, as further described below, included in short-term debt in the prior year.

Long-term debt was reduced due to the defeasance of the existing bonds payable during June 2020. This transaction is discussed in further detail below. Additional changes in long-term liabilities were due to that, in April 2020, the Conference received $3,145,200 in funding under the PPP, and the full amount of these proceeds is included in current liabilities as of June 30. The proceeds of this loan are being used to help sustain the normal course of business operations as allowable under the terms of the program. Under the provisions of the PPP, this loan may be eligible for forgiveness up to the full principal amount. The Conference expects to apply for forgiveness of the full amount of the loan subsequent to June 30, 2020.
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 on 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.

Capital Assets

NCSL had approximately $7,943,000, $8,233,000, and $8,275,000 of capital assets, net of accumulated depreciation, invested in capital assets as detailed below on June 30, 2021, 2020 and 2019. Of that amount, the most significant capital asset is the headquarters building in Denver, Colorado. The detail of capital assets is included in Exhibit 2 below.

Exhibit 2: Capital Assets

Capital assets, net of related accumulated depreciation as of June 30, 2021 was:

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Accumulated Depreciation</th>
<th>Net Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building</td>
<td>$ 10,123,111</td>
<td>(3,895,986)</td>
<td>$ 6,227,125</td>
</tr>
<tr>
<td>Computers, software, and equipment</td>
<td>2,773,661</td>
<td>(2,773,661)</td>
<td>-</td>
</tr>
<tr>
<td>Office furniture and fixtures</td>
<td>1,691,618</td>
<td>(1,499,208)</td>
<td>192,410</td>
</tr>
<tr>
<td>Land</td>
<td>1,404,920</td>
<td>-</td>
<td>1,404,920</td>
</tr>
<tr>
<td>Other</td>
<td>1,094,116</td>
<td>(1,000,114)</td>
<td>94,002</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>168,585</td>
<td>(143,751)</td>
<td>24,834</td>
</tr>
<tr>
<td>Total Capital Assets</td>
<td>$ 17,256,011</td>
<td>(9,312,720)</td>
<td>$ 7,943,291</td>
</tr>
</tbody>
</table>
Capital assets, net of related accumulated depreciation as of June 30, 2020 was:

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Accumulated Depreciation</th>
<th>Net Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building</td>
<td>$10,123,111</td>
<td>$(3,693,888)</td>
<td>$6,429,223</td>
</tr>
<tr>
<td>Computers, software, and equipment</td>
<td>3,870,355</td>
<td>(3,863,304)</td>
<td>7,051</td>
</tr>
<tr>
<td>Office furniture and fixtures</td>
<td>1,691,618</td>
<td>(1,451,892)</td>
<td>239,726</td>
</tr>
<tr>
<td>Land</td>
<td>1,404,920</td>
<td>-</td>
<td>1,404,920</td>
</tr>
<tr>
<td>Other</td>
<td>1,082,065</td>
<td>(958,875)</td>
<td>123,190</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>569,495</td>
<td>(540,152)</td>
<td>29,343</td>
</tr>
<tr>
<td><strong>Total Capital Assets</strong></td>
<td><strong>$18,741,564</strong></td>
<td><strong>$(10,508,111)</strong></td>
<td><strong>$8,233,453</strong></td>
</tr>
</tbody>
</table>

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>Building</td>
<td>$10,123,111</td>
<td>$(3,491,070)</td>
<td>$6,632,041</td>
</tr>
<tr>
<td>Computers, software, and equipment</td>
<td>3,865,226</td>
<td>(3,825,745)</td>
<td>39,481</td>
</tr>
<tr>
<td>Office furniture and fixtures</td>
<td>1,632,374</td>
<td>(1,551,798)</td>
<td>80,576</td>
</tr>
<tr>
<td>Land</td>
<td>1,404,920</td>
<td>-</td>
<td>1,404,920</td>
</tr>
<tr>
<td>Other</td>
<td>1,030,736</td>
<td>(912,316)</td>
<td>118,420</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,935</td>
<td>(537,935)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Capital Assets</strong></td>
<td><strong>$18,594,302</strong></td>
<td><strong>$(10,318,864)</strong></td>
<td><strong>$8,275,438</strong></td>
</tr>
</tbody>
</table>

NCSL’s customized association management software which was placed in service in 2005 was replaced by a more robust cloud-based system in November 2019. The previous software is fully depreciated but still active until it was retired in December 2020. The Conference additionally retired certain assets related to leasehold improvements in its Washington, D.C. office. There were no other major purchases or disposals of capital equipment for the years ended June 30, 2021. Purchases of computer hardware and software during fiscal year 2020 included audio visual and related telecommunications equipment for the headquarters building’s main conference room, and software associated with the transition of payroll software and services to a new third-party service provider. Fully depreciated hardware was retired in the amount of $115,000. Additionally, lighting in the headquarters building was upgraded to more efficient fixtures and the overall costs were offset by rebates from the local utility. During the year ended June 30, 2019, office furniture and fixtures increased due to furniture purchases for the headquarters building.

Note Payable

The PPP was established by Congress as part of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), under which the Small Business Administration (SBA) was authorized to fund loans to qualifying entities to be used for coronavirus relief. The SBA will forgive up to the full amount of the loans issued if it deems certain employee retention and salary level criteria are met, and the funds are used for eligible expenses. In April 2020, the Conference utilized this loan program and received $3,145,200 in funding. The Conference recognized significant uncertainty at the time of the receipt of these funds, including, but not limited to known cancellation of the August 2020 Legislative Summit, expected cancellations of future 2020 and 2021 meetings, uncertainty surrounding the liquidity of the Conference’s state and local government member base, and expected decreases in grant and contract funding.
This loan bears interest at 1.00% per annum, and is due in monthly payments, irrespective of forgiveness, of principal and interest beginning in September 2021 in the estimated amount of $355,000. Under the provisions of the PPP, this loan may be eligible for forgiveness up to the full principal amount. The Conference utilized the funds received in accordance with all available provisions of the PPP, and applied for and received forgiveness of the full amount of the loan subsequent to the financial statement date.

Bonds Payable and Debt Administration

During June 2020, the Conference entered into certain agreements in order to defease all outstanding bonds payable. The outstanding bonds at time of defeasance were originally issued in 2001, which were subsequently refunded in 2010 through the issuance of revenue bonds by the Colorado Educational and Cultural Facilities Authority. The Conference utilized existing resources including established bond reserves and other cash and cash equivalents on hand to fully satisfy future obligations related to the existing bonds by placing these funds in an irrevocable trust to provide for all future debt service payments on the bond obligation. As a result of this defeasance transaction, the bonds are considered to be defeased, and the liability for the bonds, and all related balances, have been removed from the statement of net position as of June 30, 2020.

On June 30, 2019, NCSL had $2,810,000 in bonds payable. The Series 2010 bonds as of June 30, 2019 bore interest at face rates ranging from 3.0% to 5.0% with equivalent yields ranging from 1.0% to 3.7%. These rates were a significant decrease from those of the Series 2001 bonds (4.0% to 6.0%).

Prior to defeasance, Moody's and Standard & Poor's periodically rated the bonds. With the defeasance of the bonds on June 15, 2020, Moody's withdrew their rating in June 2020 and Standard & Poor's in September 2020. The rating of "A3 Stable" from Moody's was most recently affirmed in February 2020 and was in place prior to defeasance. Standard & Poor's performed a formal review of NCSL's financial condition in November 2019 and affirmed its rating of "A Stable" previously issued in August 2018, which is the rating in place prior to defeasance.
Management's Discussion and Analysis (Continued)

**Statement of Revenue, Expenses, and Changes in Net Position Overview**

As previously noted, the statement of revenue, expenses, and changes in net position measures operations over the year and can help determine whether NCSL has recovered all of its costs through its various revenue sources. NCSL does not endeavor to meet any specific targets in relation to its change in net position, rather focuses its effort on providing services to its members at a cost-efficient and fiscally responsible manner. For the years ended June 30, 2021, 2020, and 2019, the Conference had a change in net position of $914,008, $948,520, and ($1,414), respectively.

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

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>State appropriations</td>
<td>$10,807,150</td>
<td>44.5%</td>
<td>$10,600,618</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>11,758,076</td>
<td>48.5%</td>
<td>16,416,497</td>
</tr>
<tr>
<td>Meetings and conferences</td>
<td>396,612</td>
<td>1.6%</td>
<td>3,627,309</td>
</tr>
<tr>
<td>Private contributions</td>
<td>821,328</td>
<td>3.4%</td>
<td>3,373,713</td>
</tr>
<tr>
<td>Other</td>
<td>484,836</td>
<td>2.0%</td>
<td>1,106,605</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>$24,268,002</td>
<td>100.0%</td>
<td>$35,124,742</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>18,471,652</td>
<td>76.1%</td>
<td>18,966,596</td>
</tr>
<tr>
<td>Travel and conferences</td>
<td>464,608</td>
<td>1.9%</td>
<td>6,220,350</td>
</tr>
<tr>
<td>Consultants and contract services</td>
<td>1,389,000</td>
<td>5.7%</td>
<td>5,435,540</td>
</tr>
<tr>
<td>Occupancy</td>
<td>1,285,178</td>
<td>5.3%</td>
<td>1,367,257</td>
</tr>
<tr>
<td>Office expenses</td>
<td>274,157</td>
<td>1.1%</td>
<td>550,874</td>
</tr>
<tr>
<td>Other</td>
<td>1,474,840</td>
<td>6.1%</td>
<td>1,502,316</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$23,359,435</td>
<td>96.3%</td>
<td>$34,042,933</td>
</tr>
</tbody>
</table>

**Operating Income**

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>908,567</td>
<td>1,081,809</td>
<td>45,047</td>
</tr>
</tbody>
</table>

**Nonoperating Expense**

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,441</td>
<td>132,289</td>
<td>(46,461)</td>
</tr>
</tbody>
</table>

**Change in Net Position**

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>914,008</td>
<td>948,520</td>
<td>(1,414)</td>
</tr>
</tbody>
</table>

**Net Position - Beginning of year**

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,212,701</td>
<td>3,264,181</td>
<td>3,265,595</td>
</tr>
</tbody>
</table>

**Net Position - End of year**

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,126,709</td>
<td>$4,212,701</td>
<td>$3,264,181</td>
</tr>
</tbody>
</table>

**Operating 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 44.5% of NCSL's total revenue for the fiscal year ended June 30, 2021, 30.2% for the year ended June 30, 2020, and 30.1% for the year ended June 30, 2019. 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. As mentioned previously, due to the pandemic, NCSL’s Executive Committee directed staff to hold fiscal year 2021 dues at the fiscal year 2020 level and not implement a previously approved 3% increase to both factors of the appropriations formula. With this decision, scheduled dues were $11,830,000 for the years ended June 30, 2021 and 2020, and $11,444,600 for the year ended June 30, 2019. Actual dues revenue for fiscal year 2021 reflects a 90.1% collection rate for the current year, compared to 89.6% for the year ended June 30, 2020, and 90.1% for the year ended June 30, 2019.
Grants and Contracts

Total grant and contract revenue decreased by approximately $4,658,000 or 28%, in fiscal year 2021 compared to the prior year. During the years ended June 30, 2020 and 2019, grants and contract revenue increased by approximately $122,000, and $1,866,000. Grant and contract revenue comprised 48.5% of NCSL’s operating revenue in fiscal year 2021 compared to 46.7% in fiscal year 2020 and 47.6% in fiscal year 2019. 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 NCSL to host meetings of groups of legislators and legislative staff; and therefore, overall NCSL revenues and expenses associated with meetings, conferences, and travel tend to move with the level of grant and contract activity. This relationship is the primary factor in the Conference’s overall decrease in total operating revenues and expenses in the current year.

The Conference continues to recognize that many federal and private grants have had changing objectives, activities, reporting, and timeliness in situations where the COVID-19 pandemic impacted capabilities or priorities, and has assessed these impacts on a grant-by-grant basis to ensure compliance with the grant agreements.

Revenues from federal grant programs decreased by approximately $2,346,000, and increased by $254,000, and $783,000 during the years ended June 30, 2021, 2020, and 2019 compared to the previous year. During the 2021 fiscal year, the Department of Energy awards and cooperative agreements provided the largest revenue in the federal grants and contracts category with approximately $1,586,000 or 13.5% of such revenue. The overall increase in 2019 and 2018 is due to the higher level of effort associated with large awards from the Department of Labor and the Centers for Disease Control. In January 2019, in association with The Council of State Governments and the National Governors Association Center for Best Practices, NCSL was awarded $7,500,000 from the Department of Labor’s Employment and Training Administration to examine state occupational licensing laws over a three-year period. This award accounted for approximately $720,000, $2,300,000, and $2,500,000 of revenue for the years ended June 30, 2021, 2020, and 2019, respectively.

Revenue from private foundations for the year ended June 30, 2021 decreased approximately $2,312,000 compared to the year ended June 30, 2020 primarily due to the effect of the pandemic and timing of contributions. The NCSL Foundation for State Legislatures was the largest funder in fiscal years 2021, 2020, and 2019, followed by The Pew Charitable Trust in these years.

Revenue from private foundations for the year ended June 30, 2020 decreased approximately $132,000 compared to the year ended June 30, 2019 primarily due to normal fluctuations and timing of contributions, however the makeup of the Conferences grantors changed significantly. Notable increases in revenue include additions from NCSL Foundation for State Legislatures and the Tennessee Department of Economic & Community Development whose funding was directed to the Nashville Legislative Summit. Decreases in revenue occurred across several sponsors, including the W.K. Kellogg Foundation, The Pew Charitable Trust, and The MacArthur Foundation.

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

NCSL’s grant and contract revenue sources for the years ended June 30, 2021, 2020, and 2019 are detailed in Exhibit 4.
### Exhibit 4: Primary Grant and Contract Activity – Source of Funds

#### For the Years Ended June 30,

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Amount</th>
<th>Percentage</th>
<th>Amount</th>
<th>Percentage</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2021</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Energy (awards)</td>
<td>$1,586,031</td>
<td>13.5%</td>
<td>$2,127,920</td>
<td>13.0%</td>
<td>$1,860,518</td>
<td>11.4%</td>
</tr>
<tr>
<td>Department of Health and Human Services (awards)</td>
<td>1,082,776</td>
<td>9.2%</td>
<td>993,971</td>
<td>6.1%</td>
<td>1,029,211</td>
<td>6.3%</td>
</tr>
<tr>
<td>Centers for Disease Control and Prevention (awards)</td>
<td>996,634</td>
<td>8.5%</td>
<td>1,058,080</td>
<td>6.4%</td>
<td>725,224</td>
<td>4.5%</td>
</tr>
<tr>
<td>Department of Labor (awards)</td>
<td>720,080</td>
<td>6.1%</td>
<td>2,321,742</td>
<td>14.1%</td>
<td>2,538,882</td>
<td>15.6%</td>
</tr>
<tr>
<td>Department of Transportation (awards)</td>
<td>248,908</td>
<td>2.1%</td>
<td>250,000</td>
<td>1.5%</td>
<td>300,000</td>
<td>1.8%</td>
</tr>
<tr>
<td>Department of Defense (contracts)</td>
<td>188,133</td>
<td>1.6%</td>
<td>262,572</td>
<td>1.6%</td>
<td>210,908</td>
<td>1.3%</td>
</tr>
<tr>
<td>Department of Justice (awards)</td>
<td>71,510</td>
<td>0.6%</td>
<td>90,804</td>
<td>0.6%</td>
<td>95,834</td>
<td>0.6%</td>
</tr>
<tr>
<td>Department of Health and Human Services (contracts)</td>
<td>40,355</td>
<td>0.3%</td>
<td>40,532</td>
<td>0.2%</td>
<td>53,633</td>
<td>0.3%</td>
</tr>
<tr>
<td>Centers for Disease Control and Prevention (contracts)</td>
<td>5,752</td>
<td>0.0%</td>
<td>15,000</td>
<td>0.1%</td>
<td>19,030</td>
<td>0.1%</td>
</tr>
<tr>
<td>US Election Assistance Commission (contracts)</td>
<td>1,240</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Department of State (awards)</td>
<td>-</td>
<td>0.0%</td>
<td>54,150</td>
<td>0.3%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total - federal grants and contracts</strong></td>
<td>5,068,761</td>
<td>43.1%</td>
<td>7,414,841</td>
<td>45.2%</td>
<td>7,161,115</td>
<td>43.9%</td>
</tr>
<tr>
<td><strong>Foundations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NCSL Foundation for State Legislatures</td>
<td>2,161,845</td>
<td>18.4%</td>
<td>2,452,444</td>
<td>14.9%</td>
<td>1,911,065</td>
<td>11.7%</td>
</tr>
<tr>
<td>Miscellaneous foundations less than $100,000</td>
<td>875,923</td>
<td>7.4%</td>
<td>865,836</td>
<td>5.3%</td>
<td>528,551</td>
<td>3.2%</td>
</tr>
<tr>
<td>The Pew Charitable Trust</td>
<td>813,807</td>
<td>6.9%</td>
<td>1,142,011</td>
<td>7.0%</td>
<td>1,657,350</td>
<td>10.2%</td>
</tr>
<tr>
<td>John D. and Catherine T. MacArthur Foundation</td>
<td>400,396</td>
<td>3.4%</td>
<td>317,319</td>
<td>1.9%</td>
<td>534,757</td>
<td>3.3%</td>
</tr>
<tr>
<td>Laura and John Arnold Foundation</td>
<td>355,253</td>
<td>3.0%</td>
<td>536,561</td>
<td>3.3%</td>
<td>351,106</td>
<td>2.2%</td>
</tr>
<tr>
<td>Annie E. Casey Foundation</td>
<td>335,439</td>
<td>2.9%</td>
<td>588,336</td>
<td>3.4%</td>
<td>503,872</td>
<td>3.1%</td>
</tr>
<tr>
<td>Alliance for Early Success</td>
<td>301,785</td>
<td>2.6%</td>
<td>274,206</td>
<td>1.7%</td>
<td>298,905</td>
<td>1.8%</td>
</tr>
<tr>
<td>Learning Policy Institute</td>
<td>244,519</td>
<td>2.1%</td>
<td>203,607</td>
<td>1.2%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Charles Stewart Mott Foundation</td>
<td>235,639</td>
<td>2.0%</td>
<td>215,254</td>
<td>1.3%</td>
<td>254,375</td>
<td>1.6%</td>
</tr>
<tr>
<td>Lumina Foundation</td>
<td>205,956</td>
<td>1.8%</td>
<td>222,792</td>
<td>1.4%</td>
<td>226,678</td>
<td>1.4%</td>
</tr>
<tr>
<td>Heising-Simons Foundation</td>
<td>201,034</td>
<td>1.7%</td>
<td>209,596</td>
<td>1.3%</td>
<td>166,505</td>
<td>1.0%</td>
</tr>
<tr>
<td>Democracy Fund</td>
<td>180,686</td>
<td>1.5%</td>
<td>126,882</td>
<td>0.8%</td>
<td>143,950</td>
<td>0.9%</td>
</tr>
<tr>
<td>Casey Family Programs</td>
<td>147,365</td>
<td>1.3%</td>
<td>232,299</td>
<td>1.4%</td>
<td>136,683</td>
<td>0.8%</td>
</tr>
<tr>
<td>Wallace Foundation</td>
<td>118,967</td>
<td>1.0%</td>
<td>140,316</td>
<td>0.9%</td>
<td>255,408</td>
<td>1.6%</td>
</tr>
<tr>
<td>Bill and Melinda Gates Foundation</td>
<td>110,701</td>
<td>0.9%</td>
<td>117,302</td>
<td>0.7%</td>
<td>280,868</td>
<td>1.7%</td>
</tr>
<tr>
<td>Tennessee Department of Economic &amp; Community Development</td>
<td>-</td>
<td>0.0%</td>
<td>900,000</td>
<td>5.5%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Nellie Mae Education Foundation</td>
<td>-</td>
<td>0.0%</td>
<td>129,336</td>
<td>0.8%</td>
<td>244,971</td>
<td>1.5%</td>
</tr>
<tr>
<td>Commonwealth Fund</td>
<td>-</td>
<td>0.0%</td>
<td>122,770</td>
<td>0.7%</td>
<td>299,822</td>
<td>1.8%</td>
</tr>
<tr>
<td>Robert Wood Johnson Foundation</td>
<td>-</td>
<td>0.0%</td>
<td>122,496</td>
<td>0.7%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Carnegie Corporation of New York</td>
<td>-</td>
<td>0.0%</td>
<td>112,291</td>
<td>0.7%</td>
<td>148,336</td>
<td>0.9%</td>
</tr>
<tr>
<td>Pritzker Children’s Initiative</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>166,474</td>
<td>1.0%</td>
</tr>
<tr>
<td>The William and Flora Hewlett Foundation</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>160,588</td>
<td>1.0%</td>
</tr>
<tr>
<td>Ballmer Group</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>158,419</td>
<td>1.0%</td>
</tr>
<tr>
<td>New Venture Fund</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>100,935</td>
<td>0.6%</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>604,208</td>
<td>3.7%</td>
</tr>
<tr>
<td><strong>Total - foundations</strong></td>
<td>6,689,315</td>
<td>56.9%</td>
<td>9,001,656</td>
<td>54.8%</td>
<td>9,133,826</td>
<td>56.1%</td>
</tr>
<tr>
<td><strong>Total grants and contracts revenue</strong></td>
<td>$11,758,076</td>
<td>100.0%</td>
<td>$16,416,497</td>
<td>100.0%</td>
<td>$16,294,941</td>
<td>100.0%</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 1.6% of NCSL’s revenues in the year ended June 30, 2021, compared to 10.3% in 2020 and 7.5% in 2019. As previously mentioned, NCSL’s annual Legislative Summit, scheduled to be held in August 2020 was cancelled and no revenues were recorded for that event. Revenue associated with NCSL’s last annual Legislative Summit, held in Nashville in August 2019, was approximately $3,400,000 and had the second largest attendance in the history of the Conference with 6,500 attendees. The Legislative Summit held Los Angeles in August 2018 included 5,100 attendees with approximately $2,600,000 in revenue.

In addition, the Conference cancelled numerous meetings and conferences extending into 2021, as well as transitioning certain events to a virtual environment.

Publications and Exhibits

NCSL produces various publications about public policy both in written and electronic form. It publishes a periodic magazine that focuses on state legislatures and public policy. NCSL also generates revenues from exhibitors at the annual Legislative Summit. Revenues for the year ending June 30, 2021 were approximately $370,000 lower than the prior year due to the cancellation of the Legislative Summit in August 2020. Revenues for the year ending June 30, 2020 were approximately $26,000 lower than those in 2019 due to decreases in advertising revenues, primarily attributed to the cancellation of the August 2020 Legislative Summit. Revenues generated from publications and exhibits were consistent with 2019 and 2018.

Publications revenue for the year ended June 30, 2021 included $244,000 from the update of Mason's Manual of Legislative Procedure, the premier parliamentary authority for state legislatures. The original Mason’s Manual of Legislative Procedure was authored by Paul Mason in 1935, and he subsequently updated it six times. Now, the National Conference of State Legislatures holds the book's copyright. NCSL follows Paul Mason's tradition of updating and reprinting the book approximately every 10 years. The American Society of Legislative Clerks and Secretaries assists NCSL with its revisions.

Operating Budgets

NCSL’s activities are traditionally split between the General Fund and the Restricted Fund. The Restricted Fund is a composite of all individual grants and contracts. 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 and as allowed by grantor agreements, any overage or shortage is transferred to the corresponding general fund program.

Expenses

Salaries and Benefits

As a professional services organization, NCSL's primary resource is its employees. Salaries and benefits account for 79.1% of total operating costs in the year ended June 30, 2021, 55.7% in the year ended June 30, 2020, and 52.5% in the year ended June 30, 2019. The significant increase in the percent of total operating costs in fiscal year 2021 is due to the reduction in travel and conferences and consultants and contract services because of the cancellation of in person meetings for the year. The increase in salaries and benefits for the years ended June 30, 2020 and June 30, 2019 is primarily due to staff salary increases that are effective as of October 1. Salaries and benefits for the year ended June 30, 2021 for both grant and general fund staff increased by 2% versus the prior year. For 2020 and 2019, this category increased by approximately 6% and 4% annually, respectively. The lower rate of increase for 2021 is due to position and salary freezes put in place due to the pandemic.
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 2.0% of operating expenses this year compared to 18.3% in 2020 and 19.1% in 2019. During the year ended June 30, 2021, total travel and conference expenses decreased approximately $5,756,000 compared to the prior year, primarily due to impacts of the COVID-19 pandemic, and cancellations of meetings and conferences for the health and safety of the Conference’s constituents and staff, as well as due to state and local government restrictions.

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 5.9% of operating expenses in the year ended June 30, 2021, a decrease from 10.1% in 2021 and a decrease from 16.0% in 2020. Consultant and contract service costs decreased primarily because of the impact of in person meeting cancellations and related staffing freeze for 2021 due to the pandemic.

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 $82,000 in the year ended June 30, 2021 compared to 2020 due to reduced building operational expenses such as water and electricity in the Denver facility. In addition, the Conference leases space in Washington DC. In the year ended June 30, 2021 occupancy represents 5.5% of total expenses while 2020 was 4.0% and 2019 was 3.8%. The increase in percentage of total operating costs is again due to the extreme reduction in travel and conferences and consultant and contract services expenses due to the effects of the pandemic previously discussed.

Office Expense

NCSL maintains offices in Washington, D.C., and Denver, Colorado. Costs of operating these offices was 1.2%, 1.6%, and 1.7% of operating expenses on June 30, 2021, 2020 and 2019 and include items such as office equipment, supplies, postage & freight, maintenance of office equipment, and communications. The 2021 reduction of $277,000 reflects the impact of changes to the way work was completed during the pandemic where emphasis on printing, copying and other typical office expenses was significantly decreased.
Statement of Cash Flows Overview

As previously noted, 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. As of June 30, 2021, 2020, and 2019, the Conference held cash in the amount of $1,069,724, $882,289, and $2,018,858, respectively.

Exhibit 5: Summary of Cash Flows

<table>
<thead>
<tr>
<th>For the Years Ended June 30.</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided (used) by operating activities</td>
<td>$3,126,885</td>
<td>$1,739,192</td>
<td>$(716,022)</td>
</tr>
<tr>
<td>Net cash used in capital and related financing activities</td>
<td>(12,051)</td>
<td>(191,203)</td>
<td>(1,141,020)</td>
</tr>
<tr>
<td>Net cash (used) provided by investing activities</td>
<td>(2,927,399)</td>
<td>(2,684,558)</td>
<td>2,293,023</td>
</tr>
<tr>
<td></td>
<td>187,435</td>
<td>(1,136,569)</td>
<td>435,981</td>
</tr>
<tr>
<td>Cash - Beginning of year</td>
<td>882,289</td>
<td>2,018,858</td>
<td>1,582,877</td>
</tr>
<tr>
<td>Cash - End of year</td>
<td>$1,069,724</td>
<td>$ 882,289</td>
<td>$ 2,018,858</td>
</tr>
</tbody>
</table>

Net cash provided by operating activities for the year ended June 30, 2021 totaled approximately $3,126,885 compared to net cash provided by operating activities for the year ended June 30, 2020 of approximately $1,739,192, compared to net cash used by operating activities for the year ended June 30, 2019 of approximately $716,022. The increase in cash provided by operations during fiscal year 2021 was primarily due to reduced payments for employees and suppliers due to the cancellation of in person meetings in the fourth quarter of the year due to the impacts of COVID-19, and deposits not made due to the cancellation of in person meetings in the fourth quarter of the year due to the impacts of COVID-19, and deposits not made due to the cancellation of the August 2020 Indianapolis Legislative Summit. Dues collections in fiscal year 2021 were modestly higher than the prior year, but receipts for private contributions were significantly lower than the previous year. Components of the decrease in cash provided by operating activities during 2020 was primarily due to reduced payments for employees and suppliers due to the cancellation of in person meetings in the fourth quarter of the year due to the impacts of COVID-19, and deposits not made due to the cancellation of the August 2020 Indianapolis Legislative Summit. Dues collections in fiscal year 2020 were higher than the prior year, but receipts for private contributions were lower than the previous year. Components of the decrease in cash provided by operating activities during 2019 included a decrease in prepaid state dues and an increase in employee and supplier payments compared to 2018.

Cash used in capital and related financing activities consists of bond principal and interest payments of approximately $3,074,000 and $263,000 in the years ended June 30, 2020 and 2019. During the years ended June 30, 2021, 2020, and 2019, NCSL purchased and replaced capital assets through purchases in the amounts of approximately $12,000, $263,000, and $46,000. During the year ended June 30, 2020 the Conference received funds from the PPP as described above in the amount of $3,145,200.

Cash was used by investing activities in the amount of approximately $2,932,000 offset by the receipt of interest income in the amount of $5,000 during the year ended June 30, 2021. During the year ended June 30, 2020 cash was used by investing activities in the amount of $2,775,000 offset by the receipt of interest income in the amount of $92,000. During the year ended June 30, 2019 cash was provided by investing activities in the amount of $2,300,000 and interest income of $138,000 was earned. The Conference’s investing activity relates exclusively to its short-term investment portfolio.

In summary, the Conference’s cash and cash equivalents increased by approximately $187,000 for the year ended June 30, 2021, decreased by approximately $1,137,000 for the year ended June 30, 2020 and increased by approximately $436,000 for the year ended June 30, 2019.
Economic Factors

The Conference traditionally divides its operations into two budgetary units: the General Fund, which is funded by dues from the states, meeting registration fees, sales of publications, investment income, and other sources; and the Restricted Fund, which is comprised of grant and contract revenue that 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 NCSL 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.

The Conference relies on a significant portion of federal grants and contracts in order to support its members and carry out its objectives. 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.

COVID-19 Impacts and Economic Uncertainty

NCSL management continues to monitor the ongoing economic impacts of the COVID-19 pandemic, and their potential effects on operations. While the Conference recognizes the significant macro-economic risks that could impact the Conference, including recessions and other economic downturns, it believes the most significant risks are more isolated to specific areas of its operations. The most significant impacts to the Conference to date have been related to cancellations and transitions to virtual conferences and meetings. Additionally, the Conference has conservatively budgeted for the fiscal year 2022 in order to mitigate future cancellations and uncertainty. The Conference relies on appropriations from state governments, which are subject to approval by each state legislature. Due to the COVID-19 pandemic, the Conference continues to monitor and evaluate the liquidity of state and local governments to ensure minimal interruptions to its funding model. Lastly, the Conference recognizes that federal, state, and local government restrictions could have continuing impacts on the Conference’s ability to carry out its future programmatic goals. Management reviews, plans, and responds to these risks as they arise.

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: 303-856-1342
# Statement of Net Position

**June 30, 2021 and 2020**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$1,069,724</td>
<td>$882,289</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>10,660,922</td>
<td>7,728,082</td>
</tr>
<tr>
<td>Receivables:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables from grants and contracts - Net of allowance of $97,539 (2021 and 2020)</td>
<td>542,773</td>
<td>835,565</td>
</tr>
<tr>
<td>Appropriations receivable</td>
<td>235,212</td>
<td>87,182</td>
</tr>
<tr>
<td>Trade receivables - Net of allowance of $5,000 (2021 and 2020)</td>
<td>31,697</td>
<td>97,297</td>
</tr>
<tr>
<td>Other receivables</td>
<td>7,163</td>
<td>30,975</td>
</tr>
<tr>
<td>Due from NCSL Foundation for State Legislatures</td>
<td>104,130</td>
<td>-</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>530,777</td>
<td>378,632</td>
</tr>
<tr>
<td>Deposits</td>
<td>95,799</td>
<td>70,297</td>
</tr>
<tr>
<td>Total current assets</td>
<td>13,278,197</td>
<td>10,110,319</td>
</tr>
<tr>
<td>Noncurrent assets - Capital assets - Net</td>
<td>7,943,291</td>
<td>8,233,453</td>
</tr>
<tr>
<td>Total assets</td>
<td>21,221,488</td>
<td>18,343,772</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>308,270</td>
<td>239,517</td>
</tr>
<tr>
<td>Due to NCSL Foundation for State Legislatures</td>
<td>-</td>
<td>58,703</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>2,333,155</td>
<td>2,050,648</td>
</tr>
<tr>
<td>Revenue collected in advance</td>
<td>9,907,198</td>
<td>8,297,202</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>400,956</td>
<td>339,801</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>12,949,579</td>
<td>10,985,871</td>
</tr>
<tr>
<td>Noncurrent liabilities - Note payable</td>
<td>3,145,200</td>
<td>3,145,200</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>16,094,779</td>
<td>14,131,071</td>
</tr>
<tr>
<td><strong>Net Position</strong></td>
<td>$5,126,709</td>
<td>$4,212,701</td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>7,943,291</td>
<td>8,233,453</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(2,816,582)</td>
<td>(4,020,752)</td>
</tr>
<tr>
<td>Total net position</td>
<td>$5,126,709</td>
<td>$4,212,701</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, 2021 and 2020**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State appropriations</td>
<td>$10,807,150</td>
<td>$10,600,618</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>11,758,076</td>
<td>16,416,497</td>
</tr>
<tr>
<td>Annual meeting, seminar, and committee registration</td>
<td>396,612</td>
<td>3,627,309</td>
</tr>
<tr>
<td>Private contributions</td>
<td>821,328</td>
<td>3,373,713</td>
</tr>
<tr>
<td>Sales of publication and exhibits</td>
<td>378,951</td>
<td>749,156</td>
</tr>
<tr>
<td>Data processing services</td>
<td>84,109</td>
<td>112,031</td>
</tr>
<tr>
<td>Other</td>
<td>21,776</td>
<td>245,418</td>
</tr>
<tr>
<td><strong>Total operating revenue</strong></td>
<td>24,268,002</td>
<td>35,124,742</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>14,051,354</td>
<td>14,381,438</td>
</tr>
<tr>
<td>Travel and conferences</td>
<td>464,608</td>
<td>6,220,350</td>
</tr>
<tr>
<td>Consultants and contract services</td>
<td>1,389,000</td>
<td>5,435,540</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>4,420,298</td>
<td>4,585,158</td>
</tr>
<tr>
<td>Rent and property maintenance</td>
<td>1,285,178</td>
<td>1,367,257</td>
</tr>
<tr>
<td>Office expenses</td>
<td>274,157</td>
<td>550,874</td>
</tr>
<tr>
<td>Printing and publications</td>
<td>354,415</td>
<td>305,037</td>
</tr>
<tr>
<td>Information technology services</td>
<td>742,961</td>
<td>871,344</td>
</tr>
<tr>
<td>Depreciation</td>
<td>302,213</td>
<td>305,195</td>
</tr>
<tr>
<td>Other</td>
<td>75,251</td>
<td>20,740</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>23,359,435</td>
<td>34,042,933</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>908,567</td>
<td>1,081,809</td>
</tr>
<tr>
<td><strong>Nonoperating Revenue (Expense)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and dividend revenue</td>
<td>5,441</td>
<td>92,380</td>
</tr>
<tr>
<td>Interest expense</td>
<td>-</td>
<td>(225,669)</td>
</tr>
<tr>
<td><strong>Total nonoperating income (expense)</strong></td>
<td>5,441</td>
<td>(133,289)</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>4,212,701</td>
<td>3,264,181</td>
</tr>
<tr>
<td>Net Position - End of year</td>
<td>$5,126,709</td>
<td>$4,212,701</td>
</tr>
</tbody>
</table>

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

**Years Ended June 30, 2021 and 2020**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Flows from Operating Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash received from appropriations</td>
<td>$10,717,730</td>
<td>$10,961,043</td>
</tr>
<tr>
<td>Cash received from grants and contracts</td>
<td>10,510,517</td>
<td>13,454,646</td>
</tr>
<tr>
<td>Cash received from NCSL Foundation for State Legislatures</td>
<td>3,300,592</td>
<td>3,967,208</td>
</tr>
<tr>
<td>Cash received from contributions, commissions, honorariums, and customers</td>
<td>1,952,793</td>
<td>6,626,469</td>
</tr>
<tr>
<td>Payments to and for employees</td>
<td>(18,182,303)</td>
<td>(18,136,239)</td>
</tr>
<tr>
<td>Payments to suppliers</td>
<td>(5,171,857)</td>
<td>(15,133,441)</td>
</tr>
<tr>
<td>Other payments</td>
<td>(587)</td>
<td>(494)</td>
</tr>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td>3,126,885</td>
<td>1,739,192</td>
</tr>
</tbody>
</table>

| **Cash Flows from Capital and Related Financing Activities** |            |            |
| Purchases of capital assets | (12,051)   | (263,210)  |
| Proceeds from long-term debt | -          | 3,145,200  |
| Repayment of long-term debt | -          | (925,000)  |
| Cash flows required to service the defeased debt | -          | (1,976,246) |
| Interest payments | -          | (171,947)  |
| **Net cash used in capital and related financing activities** | (12,051)   | (191,203)  |

| **Cash Flows from Investing Activities** |            |            |
| Purchases of investments | (33,516,770) | (9,926,938) |
| Sales of investments | 30,583,930  | 7,150,000  |
| Interest and dividend income | 5,441      | 92,380     |
| **Net cash used in investing activities** | (2,927,399) | (2,684,558) |

| **Net Increase (Decrease) in Cash** |            |            |
| 187,435                                |            | (1,136,569) |

| **Cash - Beginning of year** | 882,289    | 2,018,858  |
| **Cash - End of year** | $1,069,724 | $882,289   |

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

<table>
<thead>
<tr>
<th>Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>$908,567</td>
<td>$1,081,809</td>
</tr>
<tr>
<td>Adjustments to reconcile operating income to net cash from operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>302,213</td>
<td>305,195</td>
</tr>
<tr>
<td>Changes in assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables from grants and contracts</td>
<td>292,792</td>
<td>887,298</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>65,600</td>
<td>51,754</td>
</tr>
<tr>
<td>Appropriations receivable</td>
<td>(148,030)</td>
<td>92,144</td>
</tr>
<tr>
<td>Other receivables</td>
<td>23,812</td>
<td>(2,366)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(152,145)</td>
<td>1,058,481</td>
</tr>
<tr>
<td>Deposits</td>
<td>(25,502)</td>
<td>337,780</td>
</tr>
<tr>
<td>Due to NCSL Foundation for State Legislatures</td>
<td>(162,833)</td>
<td>8,414</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>68,753</td>
<td>(1,827,722)</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>282,507</td>
<td>830,205</td>
</tr>
<tr>
<td>Revenue collected in advance</td>
<td>1,609,996</td>
<td>(1,101,773)</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>61,155</td>
<td>17,973</td>
</tr>
<tr>
<td><strong>Total adjustments</strong></td>
<td>2,218,318</td>
<td>657,383</td>
</tr>
</tbody>
</table>

Net cash and cash equivalents provided by operating activities

<table>
<thead>
<tr>
<th>Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$3,126,885</strong></td>
<td><strong>$1,739,192</strong></td>
</tr>
</tbody>
</table>
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), as 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. As of June 30, 2021 and 2020, the Conference did not hold any cash equivalents outside of the short-term investment portfolio. As of June 30, 2021, and periodically throughout the year, the Conference's cash balances exceeded FDIC limits.

Short-term Investments

The Conference adheres to an investment policy of purchasing federally secured or guaranteed obligation, including money market mutual funds that invest solely in federally secured or guaranteed obligations, that are rated in the top two grades of commercial paper by national rating services and are limited to maturities of no more than 270 days. Any other type of investment shall require the specific approval of the executive committee.

Short-term investments consisted of money market funds, commercial paper, U.S. government bonds, and certificates of deposit at June 30, 2021 and 2020, which are recorded at cost and approximate fair value due to their short-term maturities.

Receivables

Accounts receivable represent amounts due from grants and contracts and trade receivables from registrations and exhibits. Appropriations receivable represent annual dues expected to be collected from member legislatures. 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.
Note 2 - Significant Accounting Policies (Continued)

**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 Conference's building is depreciated over its estimated useful life of 50 years.

**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:

Net investment in capital assets consists of capital assets net of accumulated depreciation.

Unrestricted net position 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.
Note 2 - Significant Accounting Policies (Continued)

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, 2021 and 2020. The Conference has evaluated tax positions taken, and none are considered to be uncertain; therefore, no amounts have been recognized.

Adoption of New Accounting Pronouncement

During the current year, the Conference adopted Governmental Accounting Standards Board (GASB) Statement No. 84, Fiduciary Activities, which established criteria for identifying and reporting fiduciary activities. There was no impact as a result of implementing this standard on the accompanying financial statements of the Conference.

Upcoming Accounting Pronouncements

In June 2017, the GASB 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, 2022.

In May 2020, the GASB issued Statement No. 96, Subscription-Based Information Technology Arrangements (SBITAs), which defines SBITAs and provides accounting and financial reporting for SBITAs by governmental organizations. This statement requires such organizations to recognize a subscription liability and an intangible right-to-use subscription asset for SBITAs. 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, 2023.

In June 2020, the GASB issued Statement No. 97, Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans. While this standard had certain aspects impacting defined contribution pension and OPEB plans and other employee benefit plans that were effective immediately, it also clarifies when a 457 should be considered a pension plan or an other employee benefit plan to assist in the application of GASB Statement No. 84 to these types of plans. The Conference is currently evaluating the impact this standard will have on the financial statements when adopted. The provisions of this statement related to 457 plans are effective for the Conference’s financial statements for the year ending June 30, 2022.
Note 2 - Significant Accounting Policies (Continued)

Subsequent Events

The financial statements and related disclosures include evaluation of events up through and including January 15, 2022, 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, 2021 and 2020 were insured or collateralized with securities held by either the Conference or its agent in its name. The bank balance of deposits was $1,208,012 and $965,945 at June 30, 2021 and 2020, respectively.

### 2021

<table>
<thead>
<tr>
<th>Investments Category</th>
<th>Deposits</th>
<th>Investments</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,069,724</td>
<td></td>
<td>$1,069,724</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>$8,650,450</td>
<td>$2,010,472</td>
<td>$10,660,922</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9,720,174</strong></td>
<td><strong>$2,010,472</strong></td>
<td><strong>$11,730,646</strong></td>
</tr>
</tbody>
</table>

### 2020

<table>
<thead>
<tr>
<th>Investments Category</th>
<th>Deposits</th>
<th>Investments</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$882,289</td>
<td></td>
<td>$882,289</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>$7,728,082</td>
<td></td>
<td>$7,728,082</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$8,610,371</strong></td>
<td><strong>$-</strong></td>
<td><strong>$8,610,371</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Investment</th>
<th>Carrying Value</th>
<th>Rating/Organization</th>
<th>Carrying Value</th>
<th>Rating/Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money market funds</td>
<td>$1,154,676</td>
<td>Not Rated</td>
<td>$3,978,082</td>
<td>Not Rated</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>-</td>
<td>Not Rated</td>
<td>$3,750,000</td>
<td>Not Rated</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>$7,495,774</td>
<td>A1</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>U.S. government bonds</td>
<td>$2,010,472</td>
<td>AA+</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$10,660,922</strong></td>
<td><strong>AA+</strong></td>
<td><strong>$7,728,082</strong></td>
<td></td>
</tr>
</tbody>
</table>

The weighted-average maturity of the short-term investment portfolio, excluding money market funds, is 0.30 and 0.28 years as of June 30, 2021 and 2020, respectively.

Note 4 - Fair Value Measurements

The Conference categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the assets. Level 1 inputs are quoted prices in active markets for identical assets, Level 2 inputs are significant other observable inputs, and Level 3 inputs are significant unobservable inputs. Investments that are measured at fair value using net asset value per share (or its equivalent) as a practical expedient are not classified in the fair value hierarchy.

In instances where inputs used to measure fair value fall into different levels in the fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The Conference’s assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset.
Note 4 - Fair Value Measurements (Continued)

The Conference has the following recurring fair value measurements as of June 30, 2021:

<table>
<thead>
<tr>
<th>Assets Measured at Fair Value on a Recurring Basis at June 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quoted Prices in Active Markets for Identical Assets (Level 1)</td>
</tr>
<tr>
<td>Significant Other Observable Inputs (Level 2)</td>
</tr>
<tr>
<td>Significant Unobservable Inputs (Level 3)</td>
</tr>
<tr>
<td>Balance at June 30, 2021</td>
</tr>
<tr>
<td>U.S. government bonds</td>
</tr>
<tr>
<td>$ -</td>
</tr>
<tr>
<td>$ 2,010,472</td>
</tr>
<tr>
<td>$ -</td>
</tr>
<tr>
<td>$ 2,010,472</td>
</tr>
</tbody>
</table>

The Conference did not hold any assets subject to fair value disclosures as of June 30, 2020.

Money market funds, commercial paper, and certificates of deposit are considered cash equivalents, which are held at cost and are not subject to fair value disclosures and, therefore, are not included in the table above.

U.S. government bonds are valued using broker quotes that utilize observable market inputs and are, therefore, included as a Level 2 measurement above.

Note 5 - 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, 2021 and 2020. 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 did not expense any matching amounts during the year ended June 30, 2021. The Conference expensed $954 as matching amounts during the year ended June 30, 2020.
Note 6 - Capital Assets

Capital asset activity of the Conference was as follows:

<table>
<thead>
<tr>
<th></th>
<th>Balance July 1, 2020</th>
<th>Additions</th>
<th>Disposals and Adjustments</th>
<th>Balance June 30, 2021</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>$-</td>
<td>10,123,111</td>
</tr>
<tr>
<td>Office furniture and fixtures</td>
<td>1,691,618</td>
<td>$-</td>
<td>$-</td>
<td>1,691,618</td>
</tr>
<tr>
<td>Computers, software, and equipment</td>
<td>3,870,355</td>
<td>$-</td>
<td>(1,096,694)</td>
<td>2,773,661</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>569,495</td>
<td>$-</td>
<td>(400,910)</td>
<td>168,585</td>
</tr>
<tr>
<td>Other</td>
<td>1,082,065</td>
<td>12,051</td>
<td>$-</td>
<td>1,094,116</td>
</tr>
<tr>
<td>Subtotal</td>
<td>17,336,644</td>
<td>12,051</td>
<td>(1,497,604)</td>
<td>15,851,091</td>
</tr>
<tr>
<td>Accumulated depreciation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building</td>
<td>3,693,888</td>
<td>202,098</td>
<td>$-</td>
<td>3,895,986</td>
</tr>
<tr>
<td>Office furniture and fixtures</td>
<td>1,451,892</td>
<td>47,316</td>
<td>$-</td>
<td>1,499,208</td>
</tr>
<tr>
<td>Computers, software, and equipment</td>
<td>3,863,304</td>
<td>7,051</td>
<td>(1,096,694)</td>
<td>2,773,661</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>540,152</td>
<td>4,509</td>
<td>(400,910)</td>
<td>143,751</td>
</tr>
<tr>
<td>Other</td>
<td>958,875</td>
<td>41,239</td>
<td>$-</td>
<td>1,000,114</td>
</tr>
<tr>
<td>Subtotal</td>
<td>10,508,111</td>
<td>302,213</td>
<td>(1,497,604)</td>
<td>9,312,720</td>
</tr>
<tr>
<td>Net capital assets being depreciated</td>
<td>6,828,533</td>
<td>(290,162)</td>
<td>$-</td>
<td>6,538,371</td>
</tr>
<tr>
<td>Net capital assets</td>
<td>$8,233,453</td>
<td>(290,162)</td>
<td>$-</td>
<td>$7,943,291</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Balance July 1, 2019</th>
<th>Additions</th>
<th>Disposals and Adjustments</th>
<th>Balance June 30, 2020</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>$-</td>
<td>10,123,111</td>
</tr>
<tr>
<td>Office furniture and fixtures</td>
<td>1,691,618</td>
<td>173,999</td>
<td>(114,755)</td>
<td>1,691,618</td>
</tr>
<tr>
<td>Computers, software, and equipment</td>
<td>3,865,226</td>
<td>6,322</td>
<td>(1,193)</td>
<td>3,870,355</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,935</td>
<td>31,560</td>
<td>$-</td>
<td>569,495</td>
</tr>
<tr>
<td>Other</td>
<td>1,030,736</td>
<td>51,329</td>
<td>$-</td>
<td>1,082,065</td>
</tr>
<tr>
<td>Subtotal</td>
<td>17,189,382</td>
<td>263,210</td>
<td>(115,948)</td>
<td>17,336,644</td>
</tr>
<tr>
<td>Accumulated depreciation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building</td>
<td>3,491,070</td>
<td>202,818</td>
<td>$-</td>
<td>3,693,888</td>
</tr>
<tr>
<td>Office furniture and fixtures</td>
<td>1,551,798</td>
<td>14,849</td>
<td>(114,755)</td>
<td>1,451,892</td>
</tr>
<tr>
<td>Computers, software, and equipment</td>
<td>3,825,745</td>
<td>38,752</td>
<td>(1,193)</td>
<td>3,863,304</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>537,935</td>
<td>2,217</td>
<td>$-</td>
<td>540,152</td>
</tr>
<tr>
<td>Other</td>
<td>912,316</td>
<td>46,559</td>
<td>$-</td>
<td>958,875</td>
</tr>
<tr>
<td>Subtotal</td>
<td>10,318,864</td>
<td>305,195</td>
<td>(115,948)</td>
<td>10,508,111</td>
</tr>
<tr>
<td>Net capital assets being depreciated</td>
<td>6,870,518</td>
<td>(41,985)</td>
<td>$-</td>
<td>6,828,533</td>
</tr>
<tr>
<td>Net capital assets</td>
<td>$8,275,438</td>
<td>(41,985)</td>
<td>$-</td>
<td>$8,233,453</td>
</tr>
</tbody>
</table>
Note 7 - 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, 2022. No draws were made during the year, and no borrowings were outstanding at June 30, 2021 and 2020. Any borrowings under the agreement will bear interest at the lending bank’s prime rate (3.25 percent at June 30, 2021 and 2020).

Note 8 - Revenue Collected in Advance

Revenue collected in advance consists of the following:

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<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private grants paid in advance</td>
<td>$ 6,073,436</td>
<td>$ 5,678,872</td>
</tr>
<tr>
<td>Passed-through grants</td>
<td>2,728,142</td>
<td>1,773,696</td>
</tr>
<tr>
<td>State appropriations paid in advance</td>
<td>627,908</td>
<td>569,298</td>
</tr>
<tr>
<td>Advance registration fees</td>
<td>236,532</td>
<td>22,000</td>
</tr>
<tr>
<td>Advance exhibit fees</td>
<td>231,200</td>
<td>208,400</td>
</tr>
<tr>
<td>Other</td>
<td>9,980</td>
<td>38,050</td>
</tr>
<tr>
<td>Government awards/contracts paid in advance</td>
<td>-</td>
<td>6,886</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 9,907,198</strong></td>
<td><strong>$ 8,297,202</strong></td>
</tr>
</tbody>
</table>

Note 9 - Note Payable

Paycheck Protection Program

During the year ended June 30, 2020, the Conference received a Paycheck Protection Program (PPP) loan in the amount of $3,145,200. The PPP loan program was created under the Coronavirus Aid, Relief, and Economic Security (CARES) Act and is administered by the Small Business Administration (SBA). Under the terms of this program, the loan may be fully or partially forgiven if the loan proceeds are spent on qualifying expenses and if staffing level and salary maintenance requirements are met. The Conference may use the funds on qualifying expenses over a covered period of up to 24 weeks. At the conclusion of the covered period, any balance that is not forgiven by the SBA will be repaid over a period of two years, with interest accruing at a rate of 1 percent and monthly payments of principal and interest beginning 10 months after the conclusion of the covered period. Based on the loan amount, irrespective of any potential forgiveness that may be granted in the future, monthly principal payments would be approximately $131,000 during the repayment period.

Although management considers it probable that the Conference was initially eligible for the loan and subsequent forgiveness, the SBA has the ability to review the Conference’s loan file for a period subsequent to the date the loan was forgiven and could request additional documentation to support the Conference’s initial eligibility and need for the loan and request for loan forgiveness. In the event the SBA subsequently determines the Conference did not meet the initial eligibility requirements for the PPP loan, did not show sufficient need, or did not qualify for loan forgiveness, the SBA may pursue legal remedies at its discretion.

At June 30, 2021, the outstanding balance on the PPP loan is $3,145,200, which is classified as debt on the statement of net position.

The Conference applied for forgiveness during the year ended June 30, 2021 and, subsequent to June 30, 2021, received notification of forgiveness of the entire loan balance from the SBA. The amount of the loan forgiven will be recorded as cancellation of debt revenue as a component of nonoperating revenue during the year ending June 30, 2022.
Note 10 - Bonds Payable

Revenue Bonds

During 2010, the Conference refunded the Series 2001 bonds by issuing $9,175,000 in revenue bonds through the Colorado Educational and Cultural Facilities Authority through a direct borrowing instrument. The bonds matured at various dates through June 2021. The Conference's obligations under the bonds were secured by a mortgage on the land and building, including equipment therein, if any, purchased with the 2001 and 2010 bond proceeds and a pledge of all revenue. Upon completion of the bond defeasance transaction described below, the Conference was released from these obligations.

The 2010 refunding resulted in a difference between the reacquisition price and the net carrying amount of the debt of approximately $421,000. This difference, which was reported in the accompanying financial statements as deferred outflows of resources, was charged through fiscal year 2020 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.

Bond Defeasance

During June 2020, the Conference entered into certain agreements in order to defease the 2010 revenue bonds described above. The Conference utilized existing resources, including established bond reserve, repair and replacement, interest, and principal funds, as well as cash on hand in the amount of $1,993,247, to fully satisfy future obligations related to these bonds. These funds were used to advance refund $1,885,000 of outstanding revenue bonds with an average interest rate of 5.00 percent. The net cash of $1,993,247, less approximately $17,000 of funds used for legal and other costs related to the transaction, was used to purchase U.S. state and local government series securities. These securities were deposited in an irrevocable trust with an escrow agent to provide for all future debt service payments on the revenue bonds.

As a result of this transaction, the bonds are considered to be defeased, and the liability for the bonds has been removed from the statement of net position as of June 30, 2020. The Conference recorded a gain of $15,856 on the statement of revenue, expenses, and changes in net position for the year ended June 30, 2020 related to the transaction. As of June 30, 2020, approximately $1,885,000 of defeased debt remained outstanding and matured in June 2021. There was no activity related to these bonds recorded on the accompanying financial statements during the year ended June 30, 2021.

Note 11 - 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 14). The lease expires in December 2026. Rent expense, excluding separate annual charges, totaled $772,402 and $784,638 for the years ended June 30, 2021 and 2020, respectively.

During the year ended June 30, 2020, the Conference entered into a lease agreement for office equipment. The lease requires monthly payments of $1,461 and expires in June 2023. Rent expense totaled $17,532 for the years ended June 30, 2021 and 2020.
Note 11 - Leases (Continued)

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

<table>
<thead>
<tr>
<th>Years Ending June 30</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>$785,306</td>
</tr>
<tr>
<td>2023</td>
<td>802,581</td>
</tr>
<tr>
<td>2024</td>
<td>802,712</td>
</tr>
<tr>
<td>2025</td>
<td>855,837</td>
</tr>
<tr>
<td>2026</td>
<td>839,241</td>
</tr>
<tr>
<td>Thereafter</td>
<td>424,289</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,509,966</strong></td>
</tr>
</tbody>
</table>

Note 12 - 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 13 - 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, 2021 and 2020 for these management and administrative services. In addition, the Conference was reimbursed by the Foundation for personnel, office space, and facilities costs totaling $554,450 and $826,922 during the years ended June 30, 2021 and 2020, respectively. Such costs include salaries, employee benefits, office expenses, rent, and property maintenance.

The Foundation awarded contributions to the Conference in the amount of $2,427,950 and $2,050,000 and subcontracts in the amount of $454,526 and $1,273,537 during the years ended June 30, 2021 and 2020, respectively. Of these amounts, $2,728,142 and $1,773,696 have been reflected as revenue collected in advance at June 30, 2021 and 2020, respectively. In addition, as of June 30, 2021 and 2020, the Conference had a balance from (due to) the Foundation of $104,130 and $(58,703), 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 14 - 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.
Note 14 - Jointly Governed Organizations (Continued)

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, 2021 and 2020.

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, 2021 and 2020, rent and fees charged by SSO to the Conference were $827,125 and $821,595, respectively.

Note 15 - Contingencies

COVID-19 Impacts

On March 11, 2020, the World Health Organization declared the outbreak of a respiratory disease caused by a new coronavirus a pandemic. First identified in late 2019 and now known as COVID-19, the outbreak has impacted millions of individuals worldwide. In response, many countries, states, and localities have implemented measures to combat the outbreak that have impacted the global business operations.

Due to the coronavirus pandemic, the Conference has experienced a significant impact on its operations. The most significant impacts have been related to the cancellation of in-person conferences and other seminars. The most significant cancellation was related to the Conference's annual meeting in August 2020. Additionally, the Conference has shifted certain events to a virtual environment. The Conference has worked with its vendors and grantors to mitigate the financial impact of these cancellations but has experienced significant lost revenue through June 30, 2021 due to these cancellations. The Conference's lost revenue has materially been offset by reductions in the related costs to perform services. The Conference additionally generates a significant portion of its revenue from state appropriations, which have not been significantly impacted by the pandemic to Conference; however, the Conference continues to monitor the liquidity of the state governments it serves to ensure continued ability to collect.

The Conference generates a significant amount of its revenue and support from federal and private grants and contracts. The most significant impacts to the Conference's grants and contracts have been due to the cancellation of in-person meetings and events, as many of the Conference's awards had such components. The Conference recognizes that many federal and private grants may have changing objectives, activities, reporting, and timeliness in situations where the pandemic has impacted capabilities or priorities and has assessed these impacts on a grant-by-grant basis to ensure compliance with the grant agreements.

In order to continue operations, the Conference has adopted significant additional health and safety precautions for its staff, including work-from-home measures, and limitations on all nonessential travel. Further, as described in Note 9, the Conference received a loan during the year ended June 30, 2020 under the PPP in the amount of $3,145,200 in order to maintain current workforce and certain other allowable expenses under the terms of the program due to the negative impacts of the coronavirus pandemic.
Note 15 - Contingencies (Continued)

Management has assessed the impact the pandemic has had on operations during the period from July 1, 2020 to June 30, 2021 and through the date of issuance of the financial statements. No impairments were recorded as of the statement of net position date; however, due to significant uncertainty surrounding the situation, management's judgment regarding this could change in the future. In addition, while the Conference's results of operations, cash flows, and financial condition could be further negatively impacted by the pandemic in the future, the extent of any additional potential impact cannot be reasonably estimated at this time.

Contingencies in the Ordinary Course of Business

The Conference is subject to various legal proceedings and claims that arise in the ordinary course of its business. The Conference believes that the amount, if any, of ultimate liability with respect to legal actions will be insignificant or will be covered by insurance.
Other Supplemental Information
### Fiscal year 2021 appropriations received

<table>
<thead>
<tr>
<th>State</th>
<th>Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$200,924</td>
</tr>
<tr>
<td>Alaska</td>
<td>129,500</td>
</tr>
<tr>
<td>Arizona</td>
<td>237,914</td>
</tr>
<tr>
<td>Arkansas</td>
<td>168,615</td>
</tr>
<tr>
<td>California</td>
<td>525,000</td>
</tr>
<tr>
<td>Colorado</td>
<td>213,575</td>
</tr>
<tr>
<td>Connecticut</td>
<td>178,701</td>
</tr>
<tr>
<td>Delaware</td>
<td>133,337</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>128,709</td>
</tr>
<tr>
<td>Georgia</td>
<td>296,869</td>
</tr>
<tr>
<td>Guam</td>
<td>24,345</td>
</tr>
<tr>
<td>Hawaii</td>
<td>141,380</td>
</tr>
<tr>
<td>Idaho</td>
<td>146,379</td>
</tr>
<tr>
<td>Illinois</td>
<td>337,852</td>
</tr>
<tr>
<td>Indiana</td>
<td>231,878</td>
</tr>
<tr>
<td>Kansas</td>
<td>167,040</td>
</tr>
<tr>
<td>Kentucky</td>
<td>193,659</td>
</tr>
<tr>
<td>Louisiana</td>
<td>197,635</td>
</tr>
<tr>
<td>Maine</td>
<td>121,751</td>
</tr>
<tr>
<td>Maryland</td>
<td>221,262</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>235,212</td>
</tr>
<tr>
<td>Michigan</td>
<td>288,802</td>
</tr>
<tr>
<td>Minnesota</td>
<td>213,047</td>
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<tr>
<td>Mississippi</td>
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<tr>
<td>Missouri</td>
<td>222,321</td>
</tr>
<tr>
<td>Montana</td>
<td>134,867</td>
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<tr>
<td>Nebraska</td>
<td>149,887</td>
</tr>
<tr>
<td>Nevada</td>
<td>168,507</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>139,916</td>
</tr>
<tr>
<td>New Jersey</td>
<td>244,000</td>
</tr>
<tr>
<td>New Mexico</td>
<td>152,789</td>
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<td>Oregon</td>
<td>188,280</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>337,913</td>
</tr>
</tbody>
</table>

(Continued on the following page)
<table>
<thead>
<tr>
<th>State</th>
<th>Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quebec, Canada</td>
<td>37,892</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>135,025</td>
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<td>203,508</td>
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<td>131,743</td>
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<td>Tennessee</td>
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<td>Texas</td>
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<tr>
<td><strong>Total</strong></td>
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</tr>
</tbody>
</table>

Total fiscal year 2020 appropriations received in fiscal year 2021

<table>
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<tr>
<th>State</th>
<th>Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virgin Islands</td>
<td>27,856</td>
</tr>
</tbody>
</table>

Total fiscal year 2021 appropriations

<table>
<thead>
<tr>
<th>Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$10,807,150</strong></td>
</tr>
</tbody>
</table>
### Schedule of Appropriations by Entity

**Year Ended June 30, 2020**

<table>
<thead>
<tr>
<th>State</th>
<th>Appropriations Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$200,924</td>
</tr>
<tr>
<td>Alaska</td>
<td>129,410</td>
</tr>
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<td>Arizona</td>
<td>237,914</td>
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<td>168,615</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>District of Columbia</td>
<td>128,709</td>
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<tr>
<td>Florida</td>
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<tr>
<td>Georgia</td>
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<tr>
<td>Guam</td>
<td>24,345</td>
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<td>Hawaii</td>
<td>141,380</td>
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<td>Idaho</td>
<td>146,379</td>
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<tr>
<td>Oregon</td>
<td>188,280</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>337,913</td>
</tr>
</tbody>
</table>

(Continued on the following page)
### Schedule of Appropriations by Entity - Continued

**Year Ended June 30, 2020**

<table>
<thead>
<tr>
<th>Entity</th>
<th>Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Puerto Rico</td>
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<td>Quebec, Canada</td>
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<td>South Carolina</td>
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<tr>
<td>South Dakota</td>
<td>131,743</td>
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<td>Texas</td>
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<td>Utah</td>
<td>170,300</td>
</tr>
<tr>
<td>Vermont</td>
<td>127,494</td>
</tr>
<tr>
<td>Virgin Islands</td>
<td>90,679</td>
</tr>
<tr>
<td>Virginia</td>
<td>253,922</td>
</tr>
<tr>
<td>West Virginia</td>
<td>148,087</td>
</tr>
<tr>
<td>Washington</td>
<td>239,113</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>216,828</td>
</tr>
<tr>
<td>Wyoming</td>
<td>106,773</td>
</tr>
</tbody>
</table>

Total fiscal year 2020 appropriations: $10,600,618
National Conference of State Legislatures

Federal Awards Supplemental Information
June 30, 2021
Independent Auditor’s Reports

Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance 1

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 2

Report on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance 3-4

Schedule of Expenditures of Federal Awards 5-6

Notes to Schedule of Expenditures of Federal Awards 7

Schedule of Findings and Questioned Costs 8-9
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, 2021 and the related notes to the financial statements, which collectively comprise the Conference's basic financial statements. We issued our report thereon dated January 15, 2022, which contained an unmodified opinion on the basic financial statements. Our audit was conducted for the purpose of forming an opinion 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 January 15, 2022.

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 basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements 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 information is fairly stated in all material respects in relation to the basic financial statements as a whole.

January 15, 2022
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, 2021 and the related notes to the financial statements, which collectively comprise the Conference’s basic financial statements, and have issued our report thereon dated January 15, 2022.

Internal Control Over Financial Reporting

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

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 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 Conference’s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

January 15, 2022
Report on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance

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 each of the Conference’s major federal programs for the year ended June 30, 2021. The Conference’s major federal programs are 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 programs.

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, Conference complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of the major federal programs for the year ended June 30, 2021.

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.
To the Executive Committee  
National Conference of State Legislatures

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.

January 15, 2022
### National Conference of State Legislatures

**Schedule of Expenditures of Federal Awards**

**Year Ended June 30, 2021**

<table>
<thead>
<tr>
<th>Employment Services Cluster</th>
<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>Department of Labor</td>
<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>$ 152,554</td>
<td>$ 493,318</td>
</tr>
<tr>
<td></td>
<td>Occupational Licensing Review and Portability</td>
<td>17.207</td>
<td>MI-32221-18-69-A-8</td>
<td>$ 1,000,000</td>
<td>$ 22,861</td>
<td>$ 214,155</td>
</tr>
<tr>
<td></td>
<td>Passed through Council of State Governments: Improving State Policy and Practice</td>
<td>17.207</td>
<td>Mi-322227-18-16-A-21</td>
<td>$ 250,000</td>
<td>12,697</td>
<td>12,697</td>
</tr>
</tbody>
</table>

Total Employment Services Cluster 188,022 720,080

Other federal awards:

**Department of Energy**

- Information Sharing for Environmental and Energy Management, 61.065, DE-EM0005175, 4,287,411, -
- Total Information Sharing for Environmental and Energy Management -

- National Renewable Energy Laboratory: Energy Efficiency and Renewable Energy Information Dissemination, Outreach, Training and Technical Analysis/Assistance, 81.117, DE-EE0007524, 553,000, -
- Total Energy Efficiency and Renewable Energy Information Dissemination, Outreach, Training and Technical Analysis/Assistance, 81.122, DE-CE0008819, 1,947,033, 40,935

- Total Department of Energy - 40,935 1,586,031

**Department of Transportation**


Total Department of Transportation - 188,133

**Department of Health and Human Services**

- Health Resources and Services Administration - Material and Child Health Federal Consolidated Programs, 93.110, U1XMC31859, 1,600,000, -

Total Department of Health and Human Services - 263,799

See notes to schedule of expenditures of federal awards.
# Schedule of Expenditures of Federal Awards (Continued)

**Year Ended June 30, 2021**

<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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department of Health and Human Services - Continued</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Office of State and Local Officials</td>
<td>93.011</td>
<td>17UD3OA22853</td>
<td>$2,322,109</td>
</tr>
<tr>
<td>National Office of State and Local Officials</td>
<td>93.011</td>
<td>U2NOA39466</td>
<td>853,466</td>
</tr>
<tr>
<td><strong>Total National Office of State and Local Officials</strong></td>
<td></td>
<td></td>
<td>$325,819</td>
</tr>
<tr>
<td>Centers for Disease Control and Prevention - Strengthening Public Health Systems and Services</td>
<td>93.421</td>
<td>NU38OT00312</td>
<td>3,303,000</td>
</tr>
<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>NU50CE902567</td>
<td>564,000</td>
</tr>
<tr>
<td><strong>Total Department of Health and Human Services</strong></td>
<td></td>
<td></td>
<td>880,282</td>
</tr>
<tr>
<td><strong>Department of Justice</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through Council of State Governments:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office for Victims of Crime - Justice Reinvestment Initiative</td>
<td>18.527</td>
<td>2019-2B-BX-K005</td>
<td>84,500</td>
</tr>
<tr>
<td><strong>Total Department of Justice</strong></td>
<td></td>
<td></td>
<td>4,245</td>
</tr>
<tr>
<td><strong>Total Federal Awards</strong></td>
<td></td>
<td></td>
<td>13,740</td>
</tr>
</tbody>
</table>

-$264,056 $4,587,395

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

Notes to Schedule of Expenditures of Federal Awards

Year Ended June 30, 2021

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, 2021. 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

Year Ended June 30, 2021

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 X No
- Significant deficiency(ies) identified that are not considered to be material weaknesses? Yes X None reported
Noncompliance material to financial statements noted? Yes X None reported

Federal Awards
Internal control over major programs:
- Material weakness(es) identified? Yes X No
- Significant deficiency(ies) identified that are not considered to be material weaknesses? Yes X 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 X 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>81.104</td>
<td>Information Sharing for Environmental and Energy Management</td>
</tr>
<tr>
<td>93.011</td>
<td>National Office of State and Local Officials</td>
</tr>
<tr>
<td>93.421</td>
<td>Centers for Disease Control and Prevention - Strengthening Public Health Systems and Services</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 X No

Section II - Financial Statement Audit Findings

Reference Number Finding

Current Year None

Section III - Federal Program Audit Findings

Reference Number Finding Questioned Costs

Current Year None
1. Welcome and Introductions
2. Review Bylaw Changes Adopted at 2021 Legislative Summit
3. Identify Additional Areas for Potential Change
4. Develop Timeline and Action Items
5. Other Business

OFFICERS
Speaker Scott Saiki
Hawaii
Chair

Senator Ralph Alvarado
Kentucky
Vice Chair

LEGISLATOR MEMBERS
Representative Barbara Ballard, Kansas
Representative Kurt Daudt, Minnesota
Senator Bob Duff, Connecticut
Senator Karen Kaiser, Washington
Senator Ann Millner, Utah
Representative Barry Usher, Montana

STAFF MEMBERS
Scott Kaiser, Illinois
Sabrina Lewellen, Arkansas
1. Welcome and Introductions
2. Audit Committee Report
   a. Audited financial statements as of June 30, 2021
   b. Federal awards supplemental information
   c. Required communication from Plante Moran
3. FY 2022 Budget Update
   a. Revenues & Expenses by Conference Program as of Nov. 30, 2021
   b. FY2022 Appropriations update
   c. Comparative Statements of Revenues, Expenses & Changes in Net Position on Nov. 30, 2021
   d. Comparative Statements of Net Position on Nov. 30, 2021
4. FY 2023-2024 Appropriations schedules
5. Other Business
## NCSL General Fund
### Summary of Revenue and Expense
#### As of November 30, 2021

<table>
<thead>
<tr>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
<th>FY2022</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Actual</td>
<td>Approved</td>
<td>Actual Thru Nov'22</td>
<td>Projected</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriations</td>
<td>$10,600,618</td>
<td>$10,807,150</td>
<td>$11,037,263</td>
<td>$8,985,547</td>
</tr>
<tr>
<td>Legislative Summit</td>
<td>3,999,852</td>
<td>-</td>
<td>2,273,500</td>
<td>2,258,462</td>
</tr>
<tr>
<td>Base Camp</td>
<td>-</td>
<td>120,105</td>
<td>115,650</td>
<td>55,001</td>
</tr>
<tr>
<td>NCSL Capitol Forum</td>
<td>211,873</td>
<td>(400)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Professional Staff Association Seminars</td>
<td>467,122</td>
<td>-</td>
<td>138,530</td>
<td>220,773</td>
</tr>
<tr>
<td>Other Meetings</td>
<td>246,103</td>
<td>184,626</td>
<td>92,400</td>
<td>186,670</td>
</tr>
<tr>
<td>Publications and Magazine</td>
<td>165,292</td>
<td>350,078</td>
<td>200,000</td>
<td>71,652</td>
</tr>
<tr>
<td>Interest Income</td>
<td>90,113</td>
<td>5,046</td>
<td>10,000</td>
<td>3,629</td>
</tr>
<tr>
<td>Central Services</td>
<td>124,673</td>
<td>56,491</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Information Technology</td>
<td>1,933,783</td>
<td>1,812,445</td>
<td>1,885,685</td>
<td>623,651</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>1,560,874</td>
<td>1,393,152</td>
<td>1,692,400</td>
<td>698,066</td>
</tr>
<tr>
<td>Occupancy Cost Allocation</td>
<td>1,119,166</td>
<td>927,854</td>
<td>1,004,292</td>
<td>419,812</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>124,913</td>
<td>522,351</td>
<td>302,866</td>
<td>242,714</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$20,644,382</td>
<td>$16,178,734</td>
<td>$18,752,587</td>
<td>$13,765,977</td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Policy Research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children and Families</td>
<td>209,435</td>
<td>92,775</td>
<td>117,867</td>
<td>66,539</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>180,831</td>
<td>145,414</td>
<td>166,598</td>
<td>66,047</td>
</tr>
<tr>
<td>Environment, Energy and Transportation</td>
<td>188,875</td>
<td>277,200</td>
<td>183,331</td>
<td>89,958</td>
</tr>
<tr>
<td>Education</td>
<td>177,592</td>
<td>137,933</td>
<td>110,242</td>
<td>60,424</td>
</tr>
<tr>
<td>Health Services</td>
<td>77,073</td>
<td>69,495</td>
<td>128,527</td>
<td>3,193</td>
</tr>
<tr>
<td>Employment Labor and Retirement</td>
<td>109,275</td>
<td>110,504</td>
<td>149,749</td>
<td>38,389</td>
</tr>
<tr>
<td>Elections and Redistricting</td>
<td>194,809</td>
<td>144,196</td>
<td>166,713</td>
<td>64,807</td>
</tr>
<tr>
<td>Director of State Policy Research</td>
<td>340,195</td>
<td>320,881</td>
<td>302,866</td>
<td>134,085</td>
</tr>
<tr>
<td><strong>Division Total</strong></td>
<td>$1,478,085</td>
<td>$1,298,398</td>
<td>$1,347,854</td>
<td>$523,442</td>
</tr>
<tr>
<td>State Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiscal Affairs</td>
<td>594,225</td>
<td>567,496</td>
<td>574,579</td>
<td>238,129</td>
</tr>
<tr>
<td>Legislative Staff Services</td>
<td>675,810</td>
<td>618,556</td>
<td>635,494</td>
<td>296,865</td>
</tr>
<tr>
<td>Professional Staff Association Seminars</td>
<td>467,122</td>
<td>-</td>
<td>138,530</td>
<td>149,584</td>
</tr>
<tr>
<td>Center for Legislative Strengthening</td>
<td>334,970</td>
<td>295,699</td>
<td>405,644</td>
<td>168,109</td>
</tr>
<tr>
<td>Director of State Services</td>
<td>335,964</td>
<td>327,841</td>
<td>314,363</td>
<td>142,585</td>
</tr>
<tr>
<td><strong>Division Total</strong></td>
<td>$2,408,091</td>
<td>$1,809,592</td>
<td>$2,068,610</td>
<td>$995,272</td>
</tr>
</tbody>
</table>
## NCSL General Fund
### Summary of Revenue and Expense
#### As of November 30, 2021

<table>
<thead>
<tr>
<th>Division</th>
<th>FY2020 Actual</th>
<th>FY2021 Actual</th>
<th>FY2022 Approved</th>
<th>FY2022 Actual Thru Nov’22</th>
<th>FY2022 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communications</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outreach &amp; Engagement</td>
<td>561,265</td>
<td>817,735</td>
<td>1,062,017</td>
<td>412,948</td>
<td>1,128,909</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>430,576</td>
<td>549,580</td>
<td>344,531</td>
<td>141,257</td>
<td>363,336</td>
</tr>
<tr>
<td>Stipends/Strategic Initiatives</td>
<td>118,570</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Legislative Summit</td>
<td>2,458,983</td>
<td>244,628</td>
<td>2,154,774</td>
<td>1,160,607</td>
<td>1,523,678</td>
</tr>
<tr>
<td>Base Camp</td>
<td>-</td>
<td>154,215</td>
<td>79,500</td>
<td>14,528</td>
<td>9,179</td>
</tr>
<tr>
<td>NCSL Capitol Forum</td>
<td>193,316</td>
<td>13</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Meetings</td>
<td>320,599</td>
<td>325,026</td>
<td>459,066</td>
<td>332,961</td>
<td>637,056</td>
</tr>
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<td>726,586</td>
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<td><strong>Division Total</strong></td>
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<td><strong>3,330,762</strong></td>
<td><strong>5,516,139</strong></td>
<td><strong>2,685,306</strong></td>
<td><strong>5,127,476</strong></td>
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<tr>
<td><strong>Leadership and International</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Leaders Services and Legislative Training</td>
<td>387,737</td>
<td>437,644</td>
<td>438,462</td>
<td>192,489</td>
<td>457,883</td>
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<td>International</td>
<td>423,081</td>
<td>-</td>
<td>20,000</td>
<td>26,568</td>
<td>151,742</td>
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<tr>
<td><strong>Division Total</strong></td>
<td><strong>810,818</strong></td>
<td><strong>437,644</strong></td>
<td><strong>458,462</strong></td>
<td><strong>219,057</strong></td>
<td><strong>609,625</strong></td>
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<tr>
<td><strong>Executive Management</strong></td>
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</tr>
<tr>
<td>Officers and Executive Committee</td>
<td>199,798</td>
<td>66,256</td>
<td>301,000</td>
<td>24,303</td>
<td>240,000</td>
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<td>684,403</td>
<td>537,204</td>
<td>678,037</td>
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<td>667,075</td>
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<td><strong>603,460</strong></td>
<td><strong>979,037</strong></td>
<td><strong>236,778</strong></td>
<td><strong>907,075</strong></td>
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<td><strong>Operations</strong></td>
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<td>Professional Development &amp; Travel</td>
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<td>645</td>
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<td>770,312</td>
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<td><strong>Division Total</strong></td>
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<td><strong>1,403,946</strong></td>
<td><strong>3,656,697</strong></td>
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### NCSL GENERAL FUND

**SUMMARY OF REVENUE AND EXPENSE**

**AS OF NOVEMBER 30, 2021**

<table>
<thead>
<tr>
<th></th>
<th>FY2020 ACTUAL</th>
<th>FY2021 ACTUAL</th>
<th>FY2022 APPROVED</th>
<th>FY2022 ACTUAL THRU NOV'22</th>
<th>FY2022 PROJECTED</th>
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</thead>
<tbody>
<tr>
<td>Finance &amp; Accounting</td>
<td>1,312,542 $</td>
<td>1,162,851 $</td>
<td>1,239,945 $</td>
<td>487,544 $</td>
<td>1,300,975 $</td>
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<tr>
<td>Division Total</td>
<td>$1,312,542</td>
<td>$1,162,851</td>
<td>$1,239,945</td>
<td>$487,544</td>
<td>$1,300,975</td>
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<tr>
<td>State Federal Relations</td>
<td>3,007,832</td>
<td>2,628,040</td>
<td>2,938,040</td>
<td>1,124,814</td>
<td>2,849,001</td>
</tr>
<tr>
<td>Director of State-Federal Relations</td>
<td>2,628,040</td>
<td>2,938,040</td>
<td>1,124,814</td>
<td>2,849,001</td>
<td></td>
</tr>
<tr>
<td>Division Total</td>
<td>$3,007,832</td>
<td>$2,628,040</td>
<td>$2,938,040</td>
<td>$1,124,814</td>
<td>$2,849,001</td>
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<tr>
<td>Total Expense before Adjustments</td>
<td>19,695,856</td>
<td>14,868,783</td>
<td>18,231,419</td>
<td>7,676,159</td>
<td>18,039,824</td>
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<tr>
<td>Revenue over Expense before Adjustments</td>
<td>$948,526</td>
<td>$1,309,951</td>
<td>$521,168</td>
<td>$6,089,818</td>
<td>$999,784</td>
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<td>Cost of Living Adjustment</td>
<td>395,942</td>
<td>214,267</td>
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<td>Range Adjustments + Promotions</td>
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<td>Designated Reserve Fund</td>
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<td>PPP Loan Forgiveness</td>
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<td>(3,145,200)</td>
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<td>Total General Fund Expense</td>
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<td>15,264,725</td>
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<td>4,530,959</td>
<td>15,894,408</td>
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<td>Revenue over Expense - General Fund</td>
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<td>$914,009</td>
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<td>$9,235,018</td>
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<td>State</td>
<td>Scheduled / Billed</td>
<td>FY22 YTD Receipts</td>
<td>Remaining</td>
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<tr>
<td>---------------</td>
<td>--------------------</td>
<td>-------------------</td>
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<td>Alabama</td>
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<td>$203,486</td>
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<td>Nevada</td>
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<tr>
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<tr>
<td>North Carolina</td>
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<td>297,004</td>
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<tr>
<td>North Dakota</td>
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<td>130,175</td>
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<td>Ohio</td>
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<tr>
<td>Oklahoma</td>
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<td>184,620</td>
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<td>Oregon</td>
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<tr>
<td>Pennsylvania</td>
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<td>341,267</td>
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<tr>
<td>Puerto Rico</td>
<td>173,454</td>
<td>68,718</td>
<td>104,736</td>
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</table>
## National Conference of State Legislatures
### Appropriations Schedule
#### FY2022

As of January 12, 2022

<table>
<thead>
<tr>
<th>State</th>
<th>Scheduled / Billed</th>
<th>FY22 YTD Receipts</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rhode Island</td>
<td>135,667</td>
<td>135,667</td>
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<tr>
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<td>205,110</td>
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</tr>
<tr>
<td>South Dakota</td>
<td>132,023</td>
<td>132,023</td>
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</tr>
<tr>
<td>Tennessee</td>
<td>236,058</td>
<td>236,058</td>
<td>-</td>
</tr>
<tr>
<td>Texas</td>
<td>620,056</td>
<td>620,056</td>
<td>-</td>
</tr>
<tr>
<td>Utah</td>
<td>173,212</td>
<td>173,212</td>
<td>-</td>
</tr>
<tr>
<td>Vermont</td>
<td>127,827</td>
<td>127,827</td>
<td>-</td>
</tr>
<tr>
<td>Virgin Islands</td>
<td>118,829</td>
<td>3,566</td>
<td>115,263</td>
</tr>
<tr>
<td>Virginia</td>
<td>265,779</td>
<td>265,779</td>
<td>-</td>
</tr>
<tr>
<td>Washington</td>
<td>249,787</td>
<td>50,000</td>
<td>199,787</td>
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</tr>
<tr>
<td>Wyoming</td>
<td>126,670</td>
<td>114,003</td>
<td>12,667</td>
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<td>American Samoa</td>
<td>22,617</td>
<td>22,617</td>
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<tr>
<td>Guam</td>
<td>24,345</td>
<td>24,345</td>
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</tr>
<tr>
<td>Commonwealth of the Northern Marianas</td>
<td>22,534</td>
<td>22,534</td>
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<tr>
<td>Quebec</td>
<td>37,892</td>
<td>37,892</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td>11,926,623</td>
<td>10,101,985</td>
<td>1,824,638</td>
</tr>
</tbody>
</table>

**per cent of total Billed**

<table>
<thead>
<tr>
<th></th>
<th>Scheduled / Billed</th>
<th>FY22 YTD Receipts</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Puerto Rico FY21</td>
<td>100.0%</td>
<td>84.7%</td>
<td>15.3%</td>
</tr>
<tr>
<td>Grand Total with Prior Year Payments</td>
<td>$12,013,805</td>
<td>$10,189,168</td>
<td>$1,824,638</td>
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### Comparative Statement of Revenues, Expenses and Change in Net Position

**National Conference of State Legislatures**

#### November 30, 2021 (unaudited)  
**Operating Revenue:**

<table>
<thead>
<tr>
<th>Description</th>
<th>November 30, 2021</th>
<th>June 30, 2021</th>
<th>June 30, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriations</td>
<td>$8,985,547</td>
<td>$10,807,150</td>
<td>$10,600,618</td>
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<tr>
<td>Grants and contracts</td>
<td>5,419,938</td>
<td>11,758,076</td>
<td>16,312,694</td>
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<td>Meeting registration fees</td>
<td>1,815,528</td>
<td>396,612</td>
<td>3,627,309</td>
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<tr>
<td>Private contributions</td>
<td>1,762,095</td>
<td>821,328</td>
<td>3,373,714</td>
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<tr>
<td>Sales of publications and exhibits</td>
<td>360,793</td>
<td>378,951</td>
<td>749,156</td>
</tr>
<tr>
<td>NCSL Foundation service fees</td>
<td>23,594</td>
<td>84,109</td>
<td>112,031</td>
</tr>
<tr>
<td>Other revenue</td>
<td>4,040</td>
<td>21,776</td>
<td>349,219</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>18,371,535</strong></td>
<td><strong>24,268,001</strong></td>
<td><strong>35,124,742</strong></td>
</tr>
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</table>

#### Operating Expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>November 30, 2021</th>
<th>June 30, 2021</th>
<th>June 30, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>5,801,884</td>
<td>14,051,354</td>
<td>14,381,438</td>
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<tr>
<td>Travel and conferences</td>
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<td>469,408</td>
<td>6,220,350</td>
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<tr>
<td>Employee benefits</td>
<td>1,769,690</td>
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<td>4,585,158</td>
</tr>
<tr>
<td>Consultants and contract services</td>
<td>1,381,472</td>
<td>1,388,999</td>
<td>5,435,540</td>
</tr>
<tr>
<td>Rent and property maintenance</td>
<td>527,709</td>
<td>1,250,492</td>
<td>1,367,257</td>
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<tr>
<td>Office expenses</td>
<td>291,758</td>
<td>459,324</td>
<td>550,874</td>
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<tr>
<td>Printing, publications and film</td>
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<td>199,130</td>
<td>305,037</td>
</tr>
<tr>
<td>Information technology services</td>
<td>219,026</td>
<td>742,964</td>
<td>871,341</td>
</tr>
<tr>
<td>Depreciation</td>
<td>125,584</td>
<td>302,213</td>
<td>305,198</td>
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<tr>
<td>Other</td>
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<td>51,025</td>
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</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>12,274,126</strong></td>
<td><strong>23,335,208</strong></td>
<td><strong>34,042,933</strong></td>
</tr>
</tbody>
</table>

**Operating Income**

<table>
<thead>
<tr>
<th>November 30, 2021</th>
<th>June 30, 2021</th>
<th>June 30, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,097,409</td>
<td>932,794</td>
<td>$1,081,809</td>
</tr>
</tbody>
</table>

#### Non-operating Income and Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>November 30, 2021</th>
<th>June 30, 2021</th>
<th>June 30, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividend income</td>
<td>3,637</td>
<td>5,441</td>
<td>92,380</td>
</tr>
<tr>
<td>Interest expense</td>
<td>11,228</td>
<td>24,226</td>
<td>225,669</td>
</tr>
<tr>
<td>Other income - PPP loan forgiveness</td>
<td>3,145,200</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Non-operating Income and Expenses</strong></td>
<td><strong>3,137,609</strong></td>
<td><strong>(18,785)</strong></td>
<td><strong>(133,290)</strong></td>
</tr>
</tbody>
</table>

**Increase in Net Assets**

<table>
<thead>
<tr>
<th>November 30, 2021</th>
<th>June 30, 2021</th>
<th>June 30, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,235,018</td>
<td>914,009</td>
<td>948,520</td>
</tr>
</tbody>
</table>

**Total Net Assets, beginning of period**

<table>
<thead>
<tr>
<th>November 30, 2021</th>
<th>June 30, 2021</th>
<th>June 30, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,126,710</td>
<td>4,212,701</td>
<td>3,264,181</td>
</tr>
</tbody>
</table>

**Total Net Assets, end of period**

<table>
<thead>
<tr>
<th>November 30, 2021</th>
<th>June 30, 2021</th>
<th>June 30, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14,361,729</td>
<td>$5,126,710</td>
<td>$4,212,701</td>
</tr>
</tbody>
</table>
### National Conference of State Legislatures

**Comparative Statements of Net Position**

#### November 30, 2021 (unaudited)  | June 30, 2021 (unaudited)  | June 30, 2020 (Audited)
--- | --- | ---
**Assets**
Cash and cash equivalents | $2,066,933 | $1,069,725 | $882,289
Short-term investments | 13,812,835 | 10,660,922 | 7,728,082
Receivables from grants and contracts, net | 542,773 | 542,773 | 835,565
Trade receivables, net | 1,033,716 | 31,697 | 97,297
Appropriations receivable | - | 235,212 | 87,182
Due from the NCSL Foundation | 1,285,069 | 104,131 | -
Other receivables | 62,868 | 7,163 | 30,975
Prepaid expenses | 420,264 | 530,775 | 378,631
Deposits | 69,790 | 95,799 | 70,297
**Total current assets** | 19,294,249 | 13,278,197 | 10,110,319
Capital assets, net | 7,817,708 | 7,943,292 | 8,233,453
**Total non-current assets** | 7,817,708 | 7,943,292 | 8,233,453
**Total Assets** | $27,111,957 | $21,221,489 | $18,343,772

#### Liabilities
Accounts payable | 575,515 | 377,970 | 239,517
Accrued liabilities | 1,997,219 | 2,644,359 | 2,050,648
Deferred revenue | 9,649,228 | 9,907,198 | 8,297,202
Other current liabilities | 528,266 | 20,052 | 339,801
Due to the NCSL Foundation | - | - | 58,703
Short term debt | - | 3,145,200 | 3,145,200
**Total current liabilities** | 12,750,228 | 16,094,779 | 14,131,071
**Total liabilities** | 12,750,228 | 16,094,779 | 14,131,071

#### Net assets
Invested in capital assets, net of related debt | 7,817,705 | 7,943,289 | 8,233,453
Unrestricted | 6,544,023 | (2,816,580) | (4,020,752)
**Total net assets** | 14,361,729 | 5,126,710 | 4,212,701

**Total Liabilities and Net Assets** | $27,111,957 | $21,221,489 | $18,343,772
National Conference of State Legislatures
Dues Proposal

FY23: 4% increase to base fee and population factor  
FY24: 4% increase to base fee and population factor

<table>
<thead>
<tr>
<th>STATES</th>
<th>FY2022 Current Dues</th>
<th>FY2023 Dues</th>
<th>FY2024 Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$203,486</td>
<td>$211,622</td>
<td>$220,095</td>
</tr>
<tr>
<td>Alaska</td>
<td>129,381</td>
<td>134,556</td>
<td>139,939</td>
</tr>
<tr>
<td>Arizona</td>
<td>240,219</td>
<td>249,823</td>
<td>259,828</td>
</tr>
<tr>
<td>Arkansas</td>
<td>168,722</td>
<td>175,469</td>
<td>182,492</td>
</tr>
<tr>
<td>California</td>
<td>650,000</td>
<td>650,000</td>
<td>650,000</td>
</tr>
<tr>
<td>Colorado</td>
<td>216,421</td>
<td>225,074</td>
<td>234,087</td>
</tr>
<tr>
<td>Connecticut</td>
<td>178,980</td>
<td>186,137</td>
<td>193,588</td>
</tr>
<tr>
<td>Delaware</td>
<td>133,802</td>
<td>139,153</td>
<td>144,722</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>128,621</td>
<td>133,765</td>
<td>139,118</td>
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<tr>
<td>Florida</td>
<td>488,213</td>
<td>508,213</td>
<td>528,577</td>
</tr>
<tr>
<td>Georgia</td>
<td>301,701</td>
<td>313,761</td>
<td>326,328</td>
</tr>
<tr>
<td>Hawaii</td>
<td>141,850</td>
<td>147,523</td>
<td>153,426</td>
</tr>
<tr>
<td>Idaho</td>
<td>148,481</td>
<td>154,419</td>
<td>160,600</td>
</tr>
<tr>
<td>Illinois</td>
<td>337,985</td>
<td>351,495</td>
<td>365,575</td>
</tr>
<tr>
<td>Indiana</td>
<td>233,899</td>
<td>243,250</td>
<td>252,991</td>
</tr>
<tr>
<td>Iowa</td>
<td>171,813</td>
<td>178,683</td>
<td>181,110</td>
</tr>
<tr>
<td>Kansas</td>
<td>167,444</td>
<td>174,140</td>
<td>181,110</td>
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<tr>
<td>Kentucky</td>
<td>194,523</td>
<td>202,031</td>
<td>210,400</td>
</tr>
<tr>
<td>Louisiana</td>
<td>197,148</td>
<td>205,031</td>
<td>213,240</td>
</tr>
<tr>
<td>Maine</td>
<td>140,244</td>
<td>145,853</td>
<td>151,689</td>
</tr>
<tr>
<td>Maryland</td>
<td>223,399</td>
<td>232,330</td>
<td>241,633</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>238,113</td>
<td>247,632</td>
<td>257,549</td>
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<tr>
<td>Michigan</td>
<td>290,752</td>
<td>302,374</td>
<td>314,485</td>
</tr>
<tr>
<td>Minnesota</td>
<td>215,265</td>
<td>223,871</td>
<td>232,835</td>
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<td>Mississippi</td>
<td>167,858</td>
<td>174,571</td>
<td>181,558</td>
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<tr>
<td>Missouri</td>
<td>223,002</td>
<td>231,917</td>
<td>241,204</td>
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<tr>
<td>Montana</td>
<td>135,443</td>
<td>140,860</td>
<td>146,496</td>
</tr>
<tr>
<td>Nebraska</td>
<td>150,588</td>
<td>156,611</td>
<td>162,878</td>
</tr>
<tr>
<td>Nevada</td>
<td>170,328</td>
<td>177,129</td>
<td>184,230</td>
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<tr>
<td>New Hampshire</td>
<td>140,503</td>
<td>146,122</td>
<td>151,969</td>
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<tr>
<td>New Jersey</td>
<td>277,126</td>
<td>288,203</td>
<td>299,747</td>
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<tr>
<td>New Mexico</td>
<td>153,283</td>
<td>159,412</td>
<td>165,793</td>
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<tr>
<td>New York</td>
<td>465,593</td>
<td>484,201</td>
<td>503,602</td>
</tr>
<tr>
<td>North Carolina</td>
<td>297,004</td>
<td>308,875</td>
<td>321,248</td>
</tr>
<tr>
<td>North Dakota</td>
<td>130,175</td>
<td>135,382</td>
<td>140,799</td>
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<tr>
<td>Ohio</td>
<td>320,491</td>
<td>333,301</td>
<td>346,652</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>186,895</td>
<td>192,495</td>
<td>200,201</td>
</tr>
<tr>
<td>Oregon</td>
<td>241,267</td>
<td>254,907</td>
<td>269,124</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>173,454</td>
<td>180,390</td>
<td>187,611</td>
</tr>
<tr>
<td>Puerto Rico</td>
<td>135,676</td>
<td>141,093</td>
<td>146,739</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>205,110</td>
<td>213,310</td>
<td>221,851</td>
</tr>
<tr>
<td>South Carolina</td>
<td>132,023</td>
<td>137,304</td>
<td>142,797</td>
</tr>
<tr>
<td>South Dakota</td>
<td>236,058</td>
<td>245,495</td>
<td>255,326</td>
</tr>
<tr>
<td>Texas</td>
<td>620,056</td>
<td>644,835</td>
<td>650,000</td>
</tr>
<tr>
<td>Utah</td>
<td>173,212</td>
<td>180,138</td>
<td>187,349</td>
</tr>
<tr>
<td>Vermont</td>
<td>127,827</td>
<td>132,939</td>
<td>138,258</td>
</tr>
<tr>
<td>Virgin Islands</td>
<td>118,829</td>
<td>123,582</td>
<td>128,526</td>
</tr>
<tr>
<td>Virginia</td>
<td>265,779</td>
<td>276,404</td>
<td>287,474</td>
</tr>
<tr>
<td>Washington</td>
<td>249,787</td>
<td>259,773</td>
<td>270,176</td>
</tr>
<tr>
<td>West Virginia</td>
<td>147,687</td>
<td>153,933</td>
<td>159,740</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>218,494</td>
<td>227,229</td>
<td>236,328</td>
</tr>
<tr>
<td>Wyoming</td>
<td>126,670</td>
<td>131,736</td>
<td>137,007</td>
</tr>
<tr>
<td><strong>Total: State Formula</strong></td>
<td><strong>11,819,234</strong></td>
<td><strong>12,265,776</strong></td>
<td><strong>12,710,223</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>States</th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Samoa</td>
<td>22,617</td>
<td>23,522</td>
<td>24,463</td>
</tr>
<tr>
<td>Guam</td>
<td>24,345</td>
<td>25,319</td>
<td>26,331</td>
</tr>
<tr>
<td>North Marianas</td>
<td>22,534</td>
<td>23,435</td>
<td>24,372</td>
</tr>
<tr>
<td>Quebec</td>
<td>37,892</td>
<td>39,407</td>
<td>40,984</td>
</tr>
<tr>
<td><strong>Total: Other</strong></td>
<td>107,387</td>
<td>111,683</td>
<td>116,150</td>
</tr>
</tbody>
</table>

| **Grand Total** | $11,926,622 | $12,377,459 | $12,826,373 |
1. Welcome and Introductions
2. Contract and Grant Proposals
3. 2021 Legislative Summit Review
4. 2022 Legislative Summit Preview
5. NCSL Strategic Plan
6. Outreach Communication Report
7. Podcasts and Social Media
8. Other Business
1. NCSL’s primary objective in fundraising is to pursue grants on issues that are important to legislators and staff. Among the measures of importance are information requests, requests for technical assistance, currently filed legislation, a federal initiative to which states must respond, priorities set by the Executive Committee, or a topic that NCSL staff foresee coming to center stage.

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

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

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

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

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

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

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

1. Strengthening Legislative Capacity Around Health Care Costs
   Source: Arnold Ventures
   Amount: $145,000
   Direct/Indirect Costs: $120,833 – Direct Costs; $24,167 – Indirect Costs (@ 20% of direct costs)
   Description: This project will provide NCSL’s members with nonpartisan, evidence-informed resources relating to commercial health care prices. Project activities include a combination of educational opportunities, policy publications, web-based resources and technical assistance.
   Time Period: February 1, 2022 to January 31, 2023
   Deliverables: 1 meeting, 1 webinar, publications
   Submitted to EC: January 15, 2022

2. Work Group on Portable Benefits for Independent Contract Workers
   Source: Amazon
   Amount: $140,258
   Direct/Indirect Costs: $127,507 – Direct Costs; $12,751 – Indirect Costs (@ 10% of direct costs)
   Description: New business models and technological innovation are transforming the way Americans work and making it easier for many to work for themselves. By some estimates, nearly one-third of U.S. workers now participate in alternative work arrangements, with most classified as independent contractors. Policymakers, industry innovators and other thought leaders are exploring the potential of portable benefits, or benefits that are linked to individuals rather than employers, as a way to expand worker financial security and drive broader economic prosperity. NCSL will assemble a Work Group of legislators to meet three times over the course of 12 months to develop a document titled “Principles for Portable Benefits for Independent Contracts.”
   Time Period: February 1, 2022 to January 31, 2023
   Deliverables: 1 meeting, 1 webinar, publications
   Submitted to EC: January 15, 2022

3. State Resilience Policy Options & Practices
   Source: Environmental Defense Fund
   Amount: $128,865 – FUNDED AT $155,852
   Direct/Indirect Costs: $121,278 – Direct Costs; $7,587 – Indirect Costs (@ 10% of salaries+benefits)
   Description: Create a cohort of legislators and legislative staff to explore and document state policy options and best practices and resources in support of state resilience efforts.
   Time Period: September 15, 2021 to September 14, 2022
   Deliverables: 2 meetings, 1 webinar, 1 database
   Submitted to EC: November 2, 2021

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

3. State Resilience Policy Options & Practices
   Source: Environmental Defense Fund
   Amount: $128,865 – FUNDED AT $155,852
   Direct/Indirect Costs: $121,278 – Direct Costs; $7,587 – Indirect Costs (@ 10% of salaries+benefits)
   Description: Create a cohort of legislators and legislative staff to explore and document state policy options and best practices and resources in support of state resilience efforts.
   Time Period: September 15, 2021 to September 14, 2022
   Deliverables: 2 meetings, 1 webinar, 1 database
   Submitted to EC: November 2, 2021
4. **Educating Legislators About Today’s Students, Affordability and Non-Tuition Costs in Higher Education**

Source: The ECMC Foundation

Amount: \$190,000 - STILL IN NEGOTIATIONS

Direct/Indirect Costs: \$172,765– Direct Costs; \$17,276– Indirect Costs (@ 10% of direct costs)

Description: Educate and engage legislators and legislative staff on issues related to post-secondary education affordability and barriers to completion.

Time Period: November 1, 2021 to June 30, 2023

Deliverables: Meeting sessions, web resources, legislative tracking and a webinar

Submitted to EC: November 2, 2021

5. **Ranked Choice Voting Study**

Source: Arnold Ventures

Amount: \$130,000 – FUNDED AT \$130,000

Direct/Indirect Costs: \$108,334– Direct Costs; \$21,667– Indirect Costs (@ 20% of direct costs)

Description: NCSL will provide legislators and other policymakers, legislative staff, and election officials answers to the many questions that underlie the broad question, "How practical is RCV?"

Time Period: October 1, 2021 to September 30, 2022

Deliverables: Updating resources, create advisory group, 1 report, 2 webinars/podcast

Submitted to EC: November 2, 2021

6. **Supporting the Center for Excellence in Project Finance (Transportation)**

Source: Federal Highway Administration

Amount: \$120,000 - DECISION DELAYED UNTIL SPRING 2022

Direct/Indirect Costs: \$93,371– Direct Costs; \$26,269– Indirect Costs (@ 44.94% of salaries)

Description: Develop materials and share information on public sector capacity building in the analysis, understanding and use of transportation project finance techniques. This project is a collaboration with the American Association of State Highway and Transportation Officials and other national organizations.

Time Period: December 1, 2021 to December 1, 2026

Deliverables: Strategic plan

Submitted to EC: November 2, 2021

7. **Preparing State Legislatures to Lead the New Higher Education Landscape**

Source: Kresge Foundation

Amount: \$100,000 – FUNDED AT \$100,000 BUT AS A SUBCONTRACT WITH THE STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

Direct/Indirect Costs: \$90,909 – Direct Costs; \$9,091 – Indirect Costs (@10% of direct costs)

Description: With increasing activity related to making community college tuition-free through a federal-state partnership, this project seeks to bring state legislators into these conversations now so that they can make choices about their own efforts, as well as inform the state-federal conversation.

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

Reported to EC: November 2, 2021
8. **Informing Justice Policy - The Safety and Justice Challenge (SJC) Initiative**

   **Source:** The John D. and Catherine T. MacArthur Foundation  
   **Amount:** $1,250,000 – **BOARD APPROVED, AWAITING CONTRACT COMPLETION**  
   **Direct/Indirect Costs:** $1,059,322 – Direct Costs; $190,678 – Indirect Costs (@ 18% of direct costs)  
   **Description:** Project will provide information and assistance to state legislators on policies focused on the front-end of the criminal justice system, with an emphasis on state-local justice collaborations. NCSL publications and meetings will highlight information, legislation and research to inform state efforts.  
   **Time Period:** January 1, 2022 to December 31, 2024  
   **Deliverables:** 3 Model site visits, 3 policy forums, 3 Summit sessions, 5 publications/web resources  
   **Submitted to EC:** November 2, 2021

9. **Annie E. Casey Foundation 2021-2022 Project**

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

10. **Building Legislative Knowledge and Awareness of Research to Support Effective School Leadership**

    **Source:** Wallace Foundation  
    **Amount:** $200,000 - **VERBAL APPROVAL, AWAITING CONTRACT COMPLETION**  
    **Direct/Indirect Costs:** $181,819 – Direct Costs; $18,181 – Indirect Costs (@ 10% of direct costs)  
    **Description:** Educate legislators and legislative staff on policy options and initiatives to support preparing, placing and supporting effective school principals.  
    **Time Period:** January 1, 2022 to December 31, 2022  
    **Deliverables:** 4 meetings, 1 bootcamp, 1 publication, 4 blogs/articles  
    **Submitted to EC:** November 2, 2021
11. Strengthening the Legislative Role in Shaping Prescription Drug Policy
Source: Arnold Ventures
Amount: $170,000—**BOARD APPROVED, AWAITING CONTRACT COMPLETION**
Direct/Indirect Costs: $141,667—Direct Costs; $28,333—Indirect Costs (@ 20% of direct costs)
Description: Provide educational and networking opportunities for state legislators and legislative staff about prescription drug policy issues. The project will provide NCSL’s members with nonpartisan, evidence-based resources on legislative activity, information about new and promising state strategies, and opportunities for learning and collaboration.
Time Period: September 1, 2021 to August 31, 2022
Deliverables: 5 publications, 4 Q&A/podcasts, 4 policy snapshots, 1 database
Submitted to EC: November 2, 2021

12. Contextualizing Campaign Finance: New Mexico Compared to Other States
Source: Thornburg Foundation
Amount: $35,000—**FUNDED AT $35,000**
Description: NCSL will research 13 data points on campaign finance and will publish it online, modeled after a similar report for New Mexico completed in 2020.
Time Period: February 1, 2022 to May 31, 2022
Reported to EC: January 15, 2022

13. Addressing Health Disparities
Source: Amgen
Amount: $18,000—**FUNDED AT $18,000**
Description: This project will focus on state action to address health disparities, with legislative tracking, information and resources for state legislators and staff.
Time Period: January 1, 2022 to December 31, 2022
Reported to EC: January 15, 2022

14. Cancer Care
Source: Amgen
Amount: $25,000—**FUNDED AT $25,000**
Description: This project will provide legislators and staff with information about cancer care, including state policy tracking and education activities related to precision medicine in cancer care.
Time Period: January 1, 2022 to December 31, 2022
Reported to EC: January 15, 2022
More than 12 percent of our attendees responded to the survey, including 86 legislators and 108 legislative staff. Of the legislators that responded, 45 were Republican and 34 were Democrat. Here’s what they had to say.

**Highlights**

Even though the meeting was shorter in length and later in the year, attendees were generally positive about the meeting. This was reflected in their high ratings for the quality of the speakers and programming; the utility of what they learned; the app feature’s ease of use; the high Net Promoter Score (see below for definition of Net Promoter Score); as well as the open-ended narrative comments. In fact, the Net Promoter Score was 41, exceeding Nashville’s score of 38. The poor quality of the food was a consistent negative theme of the open-ended responses.

**Numbers of Note**

- 95% of respondents said they plan to attend another Summit in the future.
- 73 of the 79 legislators (40 Rs and 33 Ds) who replied said the sessions were balanced.
- A great number of both legislators (71%) and legislative staff (76%) said they plan to use learned skills or techniques and discovered new ideas from other states because of attending Summit.
- For all groups, program content and networking were the top two reasons for attending Summit.
- 86% indicated that the app had all the information attendees needed, and 75% rated the app as “very easy” or “easy” to use.

**General Sessions**

- The “Brain Rules” general session was the most popular among legislators and legislative staff with 51% rating it as “Excellent” and 26% rating it as “Good.”
- The “Honoring All Who Served” session was also popular among legislators and legislative staff with 35% rating it as “Excellent” and 22% rating it as “good.”
- The “Supply Chain” session was the least attended with 17% rating it as “Excellent” and 23% rating it as “Good.” Fifty-eight percent did not attend the session. Many of the open-ended responses indicated the timing of the Friday session was not convenient because of travel logistics.

**The Net Promoter Score**

The overall Net Promoter Score for the event was 41, which is three points higher than that of the 2019 Nashville Summit. Legislators gave the event a score of 32. Legislative staff gave the event a higher score of 51. And general attendees gave a score of 38. Across the board, our attendees rated the Summit as “Great.” Here’s
how each audience group responded:

All respondents:

<table>
<thead>
<tr>
<th>DETRACTORS (0-6)</th>
<th>PASSIVES (7-8)</th>
<th>PROMOTERS (9-10)</th>
<th>NET PROMOTER® SCORE</th>
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</thead>
<tbody>
<tr>
<td>14%</td>
<td>30%</td>
<td>56%</td>
<td>41</td>
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<td>35</td>
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Legislators only:

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<tr>
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<td>29%</td>
<td>52%</td>
<td>32</td>
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Legislative staff only:

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<tr>
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<td>27%</td>
<td>62%</td>
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<td>10</td>
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General attendee only:

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<th>PROMOTERS (9-10)</th>
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<tr>
<td>14%</td>
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<td>52%</td>
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<tr>
<td>10</td>
<td>26</td>
<td>36</td>
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</table>

A Note About the Net Promoter Score:
A net promoter score is a method of using a single survey question to gauge customer satisfaction— “On a scale of 0 to 10, how likely are you to recommend [our product or company]?”. It is considered the gold standard of customer experience metrics and allows for measuring improvement year-over-year. It is calculated by subtracting the percentage of detractors from the percentage of promotors. Following is the scale of how to interpret the score. Our product, the Summit, is solidly considered “Great” in terms of quality.
Themes From Open-Ended Comments

Here are some of the themes that emerged from the 123 individuals who provided open-ended feedback:

- More than 15 individuals expressed an appreciation for networking. Respondents also commented positively on the location and the facilities, though there were a few that noted the size of the facility was small.
- Multiple references that the food, especially the boxed lunches, left something to be desired.
- A few people (1 legislator, 5 legislative staff) commented that they disliked the truncated time, while a few (2 legislative staff and one general attendee) expressed appreciation for the shorter time frame.
- While many people found the sessions to be educational and inspiring, several (predominantly legislative staff) commented that they found them to be lacking in terms of presenters’ level of expertise or the general depth of information provided.
- Friday sessions were difficult to attend with travel schedules.
- A handful of respondents wished there were more family-friendly options available.

Comments of Note:

“What I liked most were the positive general sessions that left attendees with better skills for dealing with the public.”

“This was my first time attending and I really enjoyed the opportunities to network with fellow legislators at the general sessions and the social gatherings. Great job!”

“Connections, NCSL staff overall help & information, content were all awesome Did not like the 1 day shorter this time, seemed rushed.”

“Trimming a day should be the norm going forward. While maybe there were less overall sessions, it was more manageable. Avoiding weekend travel was nice too.”

“Excellent venue, so convenient from several hotels to a really fine convention center! Also, the
“Program content was excellent!”

“I hope future summits include a Q&A with our speakers as we all have individual concerns.”

“The sessions were not as in depth as I had hoped. In the future, it may be useful to have more experts on the panels to speak on issues. It could also be helpful to have a basic and advanced session to provide the ability to dive deeper into the policy issues.”

“Please never do a box lunch again as I do not like cold, wet sandwiches.”

“Very cool to have balance between attendees from both parties.”

“I loved being an equal stakeholder at the event working with colleagues who typically outrank me in my role. NCSL throws everyone in together and creates an environment where guests can be vulnerable and learn from everyone. Invaluable confidence boost!”

“Many can’t stay the morning after the closing event due to state travel requirements and flight schedules.”

“The app was excellent! Kudos to the developers/creators of it! The conference was extremely well organized! A very professional experience.”

“I was very impressed by this year even after the change in locations a few times and given we just had the craziest two years during a pandemic. The turnout was better than expected, the content was great and we really enjoyed the event. I have attended the last 6 or so I believe and we are looking forward to getting more involved.”

“Your speakers were wonderful and the knowledge and insight they were able to share with us was wonderful. I can’t wait to see what you have in store for next year’s conference.”
<table>
<thead>
<tr>
<th>SUNDAY 7-31</th>
<th>MONDAY 8-1</th>
<th>TUESDAY 8-2</th>
<th>WEDNESDAY 8-3</th>
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<tbody>
<tr>
<td>8 a.m.-5 p.m. Pre-Conferences NCSL Task Forces</td>
<td>7:30-8:45 a.m. New Attendee Orientation Ancillary Groups</td>
<td>7:30-8:45 a.m. Breakfasts Ancillary Groups</td>
<td>7:30-8:45 a.m. Party Breakfasts Salute to Legislative Staff Breakfast Business/Association Breakfast Ancillary Groups</td>
</tr>
<tr>
<td>8:30 a.m.-1 p.m. Legislative Staff Coordinating Committee</td>
<td>8:45-10:15 a.m. General Session State Meet and Greet</td>
<td>9-10:15 a.m. Sessions</td>
<td>9-10:15 a.m. Business Meeting</td>
</tr>
<tr>
<td>9 a.m.-1 p.m. Ancillary Groups</td>
<td>10:30 a.m.-11:45 a.m. Sessions</td>
<td>10:30-11:45 a.m. General Session</td>
<td>10:30-11:45 a.m. Sessions</td>
</tr>
<tr>
<td>1-3:15 p.m. Executive Committee Subcommittee Meetings</td>
<td>11:45 a.m.-1:15 p.m. Lunch</td>
<td>11:30 a.m.-1 p.m. Exhibit Hall Lunch</td>
<td>10:30-11:45 a.m. Sessions</td>
</tr>
<tr>
<td>3:30-5:30 p.m. Full Executive Committee</td>
<td>1:15-2:30 p.m. Sessions</td>
<td>1-2:15 p.m. Sessions</td>
<td>Noon-1:30 p.m. General Session Lunch</td>
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<tr>
<td></td>
<td>2:45-3:45 p.m. Sessions</td>
<td>2:30-4 p.m. Sessions</td>
<td>1:45-5 p.m. Sessions/On-Site Workshops</td>
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<td>4-5 p.m. General Session</td>
<td>Legislative Staff University</td>
<td>6-8 p.m. Social Event</td>
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<td>5:15-7 p.m. Opening Reception</td>
<td>4:00-5:00 p.m. Sessions</td>
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<td>5:15-7 p.m. Opening Reception</td>
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<td>OPENING RECEPTION</td>
<td>STATES’ NIGHT</td>
<td>SOCIAL EVENT</td>
<td>6-8 p.m. Social Event</td>
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NCSL Strategic Plan 2021–25

Overview

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

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

01 IMPROVE

Improve member engagement and participation.

02 IDENTIFY

Identify alternate revenue streams.

03 PROMOTE

Promote the legislative institution and NCSL’s brand.

04 ELEVATE

Elevate national bipartisan conversations.
Expectation: Through effective communication techniques and focused outreach, more state legislators and staff will be connected and interact with NCSL.

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

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

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

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

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

The 2021-25 strategic plan sets a vision for NCSL’s future while also providing a framework to guide organizational discussions and budget decisions.
Expectation: By identifying and establishing new, ongoing funding sources, NCSL can increase its revenues and reduce its dependence on state dues.

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

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

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

---

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

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

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

**OBJECTIVE 3C**
*Pursue partnerships for legislative strengthening by joining other organizations in promoting the legislative institution. (FY 24)*
Expectation: NCSL will empower and equip legislators and staff with tools to promote legislatures as the preeminent branch of governance, as well as elevate NCSL’s brand and profile.

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

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

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

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

Questions or comments are always welcome. Email NCSL at getinvolved@ncsl.org.
MEMBER OUTREACH

- **New Legislator Onboarding:** New Jersey and Virginia held legislative elections in November 2021, resulting in 35 new legislators. NCSL developed a comprehensive plan to welcome the new members consisting of an email campaign (79% open rate) linking to a new legislator website, outreach from state liaisons and state coordinators and a welcome kit mailing.

- **2022 NCSL Calendar:** The 2022 calendar features images of capitol buildings from every state and U.S. territory. The calendar is being mailed with the winter 2022 edition of State Legislatures magazine.

- **Legislative Video Resource Center (VRC):** The VRC features hundreds of recorded NCSL policy and professional development webinars and content is easily searchable by topic or key words.

- **Legislative Staff Week:** The Communications division partnered with Legislative Staff Services to host “Legislative Staff Get Ready for Session Week” in December 2021. The week featured two staff-focused webinars and several State Legislatures News articles. The Legislative Staff Coordinating Committee debuted “Excel with NCSL,” a new resource outlining how legislative staff can navigate opportunities and advance their careers.

STATE LEGISLATURES MAGAZINE

The winter 2022 edition of State Legislatures magazine is slated to hit mailboxes in mid-January. Themed “The Money Issue,” it delves into how states are strategizing spending solutions for historic relief funds, ways in which the pandemic exposed longstanding troubles in childcare and how states handled education spending when the pandemic hit. Also in the issue: cutting criminal justice budgets without sacrificing safety, the cost of elections, cannabis cash and banking, a look at cryptocurrencies and much more. Read the digital version.

MEETINGS AND WEBINARS

Meetings: NCSL hosted the following in-person meetings, which drew nearly 250 attendees.

- Nov. 15-17 | Tax Incentive Evaluators Roundtable, Washington, D.C.
- Dec. 6-7 | Fines and Fees Data Roundtable, Denver
- Dec. 6-8 | Emerging Leaders, Alexandria, Va.
- Dec. 7 | Education Finance Chairs, Las Vegas
- Dec. 8 | Education Chairs, Las Vegas
- Dec. 9-10 | Jobs Summit, Las Vegas
Webinars: NCSL conducted the following webinars, attended by 817 participants.

- Dec. 3 | Redistricting Roundup
- Dec. 7 | Coordinating Prenatal-to-Three Polices at State, County and City Levels
- Dec. 7 | Get Ready for Session: Answering the Research Question: How Do We Add Value?
- Dec. 9 | Get Ready for Session: Presentation Skills
- Dec. 16 | 2021 Legislative Action on Elections

TECHNICAL ASSISTANCE

NCSL made connections with 213 legislators and legislative staff during 11 virtual and in-state training, policy assistance or relationship-building meetings. NCSL’s training team served more than 500 legislators and staff with 14 professional development sessions in six different states.

RESEARCH REQUESTS

During this reporting time, NCSL staff completed 294 research requests for legislators and legislative staff. The topics ranged from health care and criminal justice to elections and redistricting.

REPORTS & DATABASES

New reports and databases of note released on ncsl.org since November 2021 include:

- State and Federal Efforts to Address Lead in Drinking Water
- Higher Education Legislation in 2021
- State Public Health Legislation Database
- Electricity Markets: A Primer for State Legislators
- Economic Mobility Enacted Legislation Database
- EMS Legislative Database

MEDIA

NCSL continues to position itself as a valued source for local and national media. More than 8,100 media mentions occurred during this time and covered areas including elections, redistricting, vaccine mandates and federal funding. More than 60 reporters attended an online media availability with Tim Storey about the top legislative issues of 2022, resulting in numerous stories mentioning information presented at the briefing.

SOCIAL MEDIA

NCSL uses four main platforms (Twitter, Facebook, Instagram and LinkedIn). During this short reporting period, we gained more than 700 new followers across our platforms, giving us a total of more than 51,000 followers. Engagement Rate (per impression) is the number of times during the reporting period that users engaged with our posts. The total engagement of 13,144 indicates how engaged people are with our brand.
PODCASTS

The NCSL podcast series “Our American States,” along with our newest addition, “Legislatures: The Inside Storey” hosted by Chief Executive Officer Tim Storey, continue to be integral parts of the organization’s Communications portfolio. During the reporting period, NCSL produced seven weekly podcasts with an average of more than 800 downloads, which we estimate accounts for only 40% of actual reach. We are also excited to shift our podcasts to a new hosting platform that will allow for better metrics and improve our positioning on the various podcast-downloading services.
AGENDA

SUBCOMMITTEE ON
STATE/FEDERAL POLICY

JAN. 15, 2022 | NOON – 1 P.M. ET | ZOOM

1. Welcome and Introductions
2. Report on NCSL’s Work in D.C.
3. Create Workgroup to Explore Voting in Virtual NCSL Standing Committee Meetings
4. Discuss Hosting Virtual Meeting with State Federalism Committee Chairs
5. Discussion with U.S. Treasury Official on State and Local Fiscal Recovery Funds Program Final Rule
6. Open Microphone

OFFICERS

<table>
<thead>
<tr>
<th>Representative Barry Usher</th>
<th>Assemblymember Carol Murphy</th>
<th>Martha Wigton</th>
<th>Lonnie Edgar</th>
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<tr>
<td>Montana</td>
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<tr>
<td>Co-Chair</td>
<td>Co-Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
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</table>

LEGISLATOR MEMBERS

| Representative Marvin Abney, Rhode Island | Speaker David Ralston, Georgia |
| Representative Megan Blanksma, Idaho   | Senator Carmelo Rios Santiago, Puerto Rico |
| Representative Ann Bollin, Michigan    | Senator Trey Stewart, Maine |
| Representative Gilda Cobb-Hunter, South Carolina | Representative Barry Usher, Montana |
| Senator Bob Duff, Connecticut          |                                  |
| Representative Marcus Evans, Illinois  | Kevin Drennan, New Jersey       |
| Representative Deborah Ferguson, Arkansas | Sarah Elmore-Hernandez, Guam |
| Senator Wayne Harper, Utah             | Aurora Hauke, Alaska            |
| Senator Briggs Hopson, Mississippi     | Othni Latham, Alabama           |
| Senator Jean Hunhoff, South Dakota     | K.C. Norwalk, Indiana           |
| Senator Ron Kouchi, Hawaii             | Rich Olsen, West Virginia       |
| Representative Ryan Mackenzie, Pennsylvania | Jill Reinmuth, Washington |
| Senator Ann Millner, Utah              | John Snyder, Georgia            |
| Representative Angelo Puppolo, Massachusetts |                         |
To: NCSL Executive Committee  
From: Molly Ramsdell, Director, Washington Office  
Date: Jan. 15, 2022  
Subject: Update on State-Federal Activities

This report provides highlights of NCSL activities in Washington, D.C., since the Nov. 2, 2021, Executive Committee meeting in Tampa, Fla.

**INFRASTRUCTURE INVESTMENT AND JOBS ACT**

The [Infrastructure Investment and Jobs Act](https://www.whitehouse.gov/infrastructure) (IIJA), signed into law in mid-November, included a number of NCSL’s infrastructure priorities—from 90% of highway funding being provided directly to states via core formula programs, to the significant increases in funding for clean and safe drinking water through state revolving funds, and the large investments in the nation’s electric grid, cybersecurity and broadband.

Utah Senator Wayne Harper (R), Kansas Representative Barbara Ballard (R) and Illinois Senator Sue Rezin (D) attended the bill-signing at the White House on behalf of NCSL.

Soon after the bill was signed into law, NCSL provided the first in a series of briefings for legislators, staff and NCSL Foundation Sponsors exploring the $1.2 trillion bipartisan bill. The first discussion, attended by over 400 participants—legislators and staff from 49 states and the District of Columbia and NCSL Foundation Sponsors—focused on the five broad areas of the bill that will have the biggest impacts on states, including transportation, broadband, drinking water, energy, and disaster mitigation. You can watch the briefing [here](https://www.nationalconference.org/infrastructure-briefing).

The following week, NCSL co-hosted a joint listening session with the National Governors Association, the National Association of State Information Officers, the National Emergency Management Association and the Governors Homeland Security Advisors Council to inform our members on the content of the $1 billion cybersecurity grant in IIJA and to address questions and concerns regarding this new grant program in order to help inform the Department of Homeland Security’s implementation of the program. Over 250 members from the organizations participated in the listening session. You can watch the session [here](https://www.nationalconference.org/cybersecurity-grant-listening-session). (Legislators and staff must login to your NCSL account to view.)

The groups have since submitted formal recommendations and close to six pages of follow-up questions surrounding the interpretation of the statute, applicability of funds and timing of the notice of funding opportunity, guidance and grant performance evaluation, the cybersecurity planning committee, and annual reporting. A follow-up discussion was scheduled for Jan, 7.

Link to NCSL’s Summary of IIJA [here](https://www.nationalconference.org/infrastructure-briefing).
NCSL provided briefings on IIJA for several legislatures and has others scheduled this month, including a briefing for the National Black Caucus of State Legislators’ Business and Economic Development Committee, whose co-chairs are New York Senator James Sanders (D) and Arizona Representative Reginald Bolding (D).

Pictured left: NCSL staffer Ben Husch presenting to both the Minnesota House Transportation Finance and Policy Committee and Capital Investment Committee on the transportation provisions of the new Infrastructure Investment and Jobs Act (IIJA).

The next NCSL member briefing is tentative scheduled for Friday, January 21, at 3 PM ET, with Wendi Wilkes, manager of state partnerships, and/or Bruno Pigott, deputy assistant administrator for regulatory affairs, from the Environmental Protection Agency’s Office of Water. NCSL will share registration information as it becomes available.

Finally, NCSL will launch an IIJA implementation page later this month.

FEDERAL COVID-19 AID FLEXIBILITY

NCSL, along with its partners in the Big 7, continued in December to advocate for passage of HR 5735, the State, Local, Tribal, and Territorial Fiscal Recovery, Infrastructure, and Disaster Relief Flexibility Act. This strongly bipartisan bill would provide new flexibilities to states to spend the federal COVID-19 funds received under the American Rescue Plan Act (ARPA) on surface transportation infrastructure, disaster mitigation, and emergency response. Currently, allowable uses of the Coronavirus State and Local Relief Fund limit states to water, sewer and broadband infrastructure. The companion bill S 3011 previously passed the U.S. Senate on unanimous consent, also showing strong bipartisan support. It is uncertain if the House bill will move.

FEDERAL AGENCY DISCUSSIONS

During the months of November and December, NCSL staff participated in several high-level meetings with federal agency officials. Below are select highlights.

Department of Labor: NCSL participated in a discussion hosted by the U.S. Department of Labor’s (DOL) Employment and Training Administration. Leadership in department’s Women’s Bureau, Veterans’ Employment and Training Administration, and Office of Disability Employment Policy also joined the discussion on how the department is prioritizing equity in its work, opportunities available in IIJA and the potential upcoming passage of the Build Back Better Act. The DOL also utilized the meeting to hear from stakeholder organizations about their respective equity work. NSCL shared information on its work
surrounding Native American and Native Alaskan tribal governments, workforce reports such as State Exchange on Employment and Disabilities (SEED) and the Women’s Legislative Network. NCSL staff also stressed that the organization’s role was not to specifically tell their members what to do surrounding equity in the workforce but rather provide resources for state legislatures that are engaging with and legislating with these policies in mind.

NCSL staff had an additional meeting with leadership from the DOL’s Women’s Bureau to discuss how they can partner to build on the momentum from the Legislative Summit Women in Workforce breakfast session, where Wendy Chun-Hoon, director of the bureau, highlighted the crucial need for more regional cooperation and alignment so that legislatures can share best practices and establish effective frameworks for spending ARPA and CARES Act dollars on certain priorities like childcare and housing assistance programs. Outcomes of the discussions include a potential joint event in February or March and potential ‘Lunch and Learn’ opportunities for the Women’s Bureau to participate with the Women’s Legislative Network.

Department of Homeland Security: NCSL’s Task Force on Immigration and the States joined with the National Association of Counties, National League of Cities, United States Conference of Mayors and the International City/County Management Association to participate in a roundtable discussion on immigration issues lead and moderated by principals of the Department of Homeland Security and Customs and Border Protection. Discussions focused on humane border management, communications issues between federal, state, and local governments on pressing immigration concerns, federal border protocols, workforce issues and fiscal year 2022 funding requests.

Office of United States Trade Representative (USTR): NCSL staff participated in a special briefing with the Office of United States Trade Representative on the steel and aluminum 232 tariff agreement between the United States and European Union, along with updates pertaining to ongoing negotiations in Asia (with China and Japan). NCSL staff Jon Jukuri has a seat on the USTR Intergovernmental Policy Advisory Committee.

RECENT LETTERS, STATEMENTS, COMMENTS

- NCSL’s Statement on the Bipartisan Infrastructure Investment and Jobs Act (Nov. 15, 2021)
- NCSL Joint Letter urging passage of the "State, Local, Tribal, and Territorial Fiscal Recovery, Infrastructure, and Disaster Relief Flexibility Act" (S. 3011). (Nov. 8, 2021)
- NCSL Joint Letter Commending House Infrastructure Vote (Nov. 6, 2021)
1. Welcome and Introductions
2. 2022 NCSL Research and Products supporting the Legislative Institution
   a. Discussion about start of session, institutional bipartisan traditions and civility
3. LSCC Legislative Institution Priorities
4. Programming for 2022 Legislative Summit
5. Other Business

OFFICERS

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<tr>
<th>Senate President Karen Spilka (Massachusetts)</th>
<th>Senator Sue Rezin (Illinois)</th>
<th>Sabrina Lewellen (Arkansas)</th>
<th>Susan Kannarr (Kansas)</th>
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<tr>
<td>Chair</td>
<td>Vice Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
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LEGISLATOR MEMBERS

- Assemblymember Dr. Joaquin Arambula, California
- Senator Joan Ballweg, Wisconsin
- Senator Eric Bassler, Indiana
- Speaker Scott Bedke, Idaho
- Representative Giovanni Capriglione, Texas
- Representative Kurt Daudt, Minnesota
- Senator Donna Frett-Gregory
- Senator Bill Hansell, Oregon
- Senator Greg Leding, Arkansas
- Representative John Kavanagh, Arizona
- Representative Debra Lekanoff, Washington
- MNA Mathieu Lemay, Québec
- Senator Eddie Melton, Indiana
- Senator Robert Rodriguez, Colorado
- Assemblywoman Michaelle Solages, New York
- Speaker Robin Vos, Wisconsin
- Tim Bommel, Missouri
- Martin Brock, North Carolina
- Jon Courtney, New Mexico
- Matt Gehring, Minnesota
- Scott Kaiser, Illinois
- Anthony “Steve” Pike, Virginia
- Anne Sappenfield, Wisconsin
- Betsy Theroux, Georgia
MEMO TO: NCSL FOUNDATION BOARD OF DIRECTORS
FROM: Speaker Robin Vos, NCSL Foundation President
SUBJECT: Status Report as of Jan. 7, 2022
DATE: Jan. 15, 2022

The Foundation’s Revenues - FY 2022

The Foundation Board approved an unrestricted fundraising goal of $3,250,000 for fiscal year 2022. Considering a banner FY21, this goal is the highest in Foundation history. As of Jan. 7, the Foundation has raised $1,511,500 in unrestricted giving, up from $940,000 at the same time last year. Increased fundraising is attributed to two sources—$649,000 from new sponsors and $202,500 from the dues increase.

We are pleased to report that we have ten sponsors at the new Capitol Circle ($50,000) level.

Amazon
American Kratom Association
AT&T
Cisco Systems, Inc.
CSL Behring
Esri
Everytown for Gun Safety
Intuit
Nuclear Energy Institute
Walmart

We have 60 platinum sponsors and, combined with the Capitol Circle level, we have 70 top sponsors, which is up from 47 at this time last year. To date in FY 2022, we have recruited five new Capitol Circle sponsors—the American Kratom Association, Cisco Systems, Inc., CSL Behring, ESRI and Everytown for Gun Safety—and 11 new platinum sponsors—listed in bold below.

1-800 CONTACTS
Airbnb Inc.
America’s Credit Unions
American Academy of Physician Assistants
Ancestry
Apple
Biogen
The Carpet and Rug Institute
Charter Communications
Coca-Cola
Comcast Cable Communications
Cruise, LLC
Curriculum Associates
DoorDash
Entertainment Software Association
Fresenius Medical Care
Genentech
Gilead Sciences
GlaxoSmithKline Consumer Healthcare
Google
HCA Healthcare
Heartland Forward
HP Inc.
Institute of Scrap Recycling Industries, Inc.
JP Morgan Chase & Co.
Juul Labs
Live Nation
MAXIMUS
The Mentor Network
National Beer Wholesalers Association
NCTA – The Internet & Television Association
Netflix
Novartis
Online Lenders Alliance
OpenRoad Foundation
OppFi
Otsuka
PepsiCo
PhRMA
Qualtrics
RELX
To date in FY 2022, the NCSL Foundation has welcomed 10 new gold sponsors and 14 new silver sponsors.

<table>
<thead>
<tr>
<th>Gold</th>
<th>Silver</th>
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<tr>
<td>American Airlines</td>
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<td>Block, Inc.</td>
<td>American College of Rheumatology</td>
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<td>Expedia</td>
<td>AmerisourceBergen</td>
</tr>
<tr>
<td>Lyft, Inc.</td>
<td>Chamber of Progress</td>
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<td>NRG Energy Inc.</td>
<td>Council on State Taxation (COST)</td>
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<td>Path to Reform</td>
<td>CropLife America</td>
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<td>Project Lead the Way</td>
<td>Dexcom</td>
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<td>Zillow</td>
<td>Gener8tor</td>
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<td>Lexmark</td>
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<td></td>
<td>LPL Financial</td>
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<td></td>
<td>National Association of Home Builders</td>
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<td></td>
<td>NC-Sara</td>
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</tbody>
</table>

**Fundraising and Outreach Activities**

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

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

**NCSL Foundation Board Meeting, Tampa, Nov. 2**
The Foundation directors met in person in Tampa to receive an update on Foundation activities for FY 22 and to approve the FY21 audit. The group welcomed four new directors that were appointed by the nominating committee at the NCSL Executive Committee meeting in November 2021.

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

**NCSL Standing Committee Policy Week, Virtual, Sept. 20-25**
Foundation sponsors were invited as observers to Zoom meetings of each NCSL Standing Committee’s pre-Legislative Summit policy discussion. The policies and processes discussed on the calls will be debated and voted upon during the 2021 NCSL Legislative Summit.
NCSL International Leaders Symposium, Dublin, Ireland, Oct. 10-14
Capitol Circle and Platinum sponsors were invited to attend NCSL’s international legislative exchange and symposium. The Leaders Symposium brought together more than 50 state legislative leaders from across the country to learn from each other and their Irish counterparts.

NCSL Foundation Dues Increase, FY 2022
Under direction of the Foundation Board of Directors, Foundation staff implemented the dues increase approved at the January 2020 board meeting. This is the first dues increase for the Foundation since 2008. The new schedule is:
- Silver—$10,000 (up from $7,500)
- Gold—$15,000 (up from $12,500)
- Platinum—$30,000 (up from $25,000)
- Capitol Circle—$50,000 (up from $45,000)

After a pause in implementation due to COVID, new sponsors are being recruited at these new levels and renewing sponsors are asked to adopt the new dues schedule as well. To date in FY 2022, 81% of renewing sponsors have paid the new higher rate.

Task Force Engagement and Foundation Streamlining
Foundation staff have implemented a new policy requiring task force sponsors to first join the NCSL Foundation before giving funding to the relevant task force. This new requirement will ensure all private sector partners are supporting NCSL as a whole in addition to their support of the task forces’ policy work. At least six new sponsors have joined the Foundation due to this policy change since Q4 of FY 2021.
Recycling Partnership
NCSL and the Foundation kicked off a new public-private partnership focused on recycling in the United States. The partnership hosted its first video call in December and is planning to host an in-person meeting later this year. The partnership focuses on the life cycle of products, policy initiatives and innovative strategies as recycling undergoes massive changes in response to economic shifts, cultural attitudes and trade policies. This partnership will provide stakeholders an opportunity to develop meaningful relationships with lawmakers, share information on industry issues and approaches, and work towards expanding expertise surrounding the recycling industry and developing best practices for states to consider.

Committed partners include ACC, Amazon, Google, International Paper, ISRI, PepsiCo and Waste Management.

Foundation Operating Expenses for FY 2022

The Board of Directors approved an operating budget of $989,970 and $2,191,200 for awards to NCSL, up from $628,000 and $1,422,000 in FY 2021.
Board of Directors 2021

President
The Honorable Robin Vos
Speaker of the Assembly
Madison, Wisconsin

Vice President
Ms. Christine Cziesmadia
Nuclear Energy Institute
Washington, D.C.

Secretary/Treasurer
Ms. Martha Wigton
House Budget and Research Office
Atlanta, Georgia

At-Large Members

The Honorable Ralph Alvarado
State Senator
Frankfort, Kentucky

Ron Barnes
Google
Washington D.C.

The Honorable Scott Bedke
Speaker of the House
Boise, Idaho

The Honorable Dan Blue
Senate Democratic Leader
Raleigh, North Carolina

The Honorable Elaine Bowers
State Senator
Topeka, Kansas

Mr. Raúl Burciaga
Legislative Council Service
Santa Fe, New Mexico

Mr. Jon Burton
RELEX Inc.
Alpharetta, Georgia

Mr. David Casey
MAXIMUS
Reston, Virginia

Mr. David Christman
National Beer Wholesalers Association
Alexandria, Virginia

Mr. Rick Cimerman
NCTA – The Internet & Television Association
Washington, D.C.

The Honorable Bill Cowsert
State Senator
Atlanta, Georgia

The Honorable Kurt Daudt
House Minority Leader
St. Paul, Minnesota

The Honorable Bob Duff
Senate Majority Leader
Hartford, Connecticut

Mr. Tom Foulkes
BSA | The Software Alliance
Washington, D.C.

The Honorable Leroy Garcia
Senate President
Denver, Colorado

Mr. J.J. Gentry
South Carolina General Assembly
Columbia, South Carolina

Mr. Mark Giuffre
UPS
New York City, New York

Anika Hagenson
Intuit
Minneapolis, Minnesota

The Honorable Bill Hansell
State Senator
Salem, Oregon

Mr. Jon Heining
Texas Legislative Council
Austin, Texas

Mr. Dave Howell
Wells Fargo
Phoenix, Arizona

Ms. Jennifer Jones
Sunset Advisory Commission
Austin, Texas

The Honorable Brian Patrick Kennedy
House Speaker Pro Tempore
Providence, Rhode Island

The Honorable Greg Leding
State Senator
Little Rock, Arkansas

Brian McAndrews
TIAA
San Francisco, California

The Honorable Jeremy Miller
Senate President
St. Paul, Minnesota

Michelle Peacock
Waymo
Mountain View, California

Mr. Anthony “Steve” Pike
Virginia Capitol Police
Richmond, Virginia

The Honorable Angelo Puppolo
State Representative
Boston, Massachusetts

Mr. Chris Riley
Archer Daniels Midland (ADM)
Decatur, Illinois

Ms. Chris Runge-Chacko
American Federation of Teachers
Washington, D.C.

Anne Sappenfield
Director, Legislative Council
Madison, Wisconsin

The Honorable Scott Saiki
Speaker of the House
Honolulu, Hawaii

Ms. Jenn Stowe
The Carpet & Rug Institute
Arlington, Virginia

Mr. Joe Testa
American Express
Washington, D.C.

Mr. Jeff Thiebert
The Pew Charitable Trusts
Washington, D.C.

Kevin Thompson
Walmart
Rogers, Arkansas

Ms. Danielle Waterfield
Institute of Scrap Recycling Industries, Inc.
Washington, D.C.

Angela Williams
Stride
Hermndon, Virginia

Ethan Wilson
Catalyst
Incline Village, Nevada

Fred Zeytoonjian
Apple, Inc.
Washington D.C.
### Capitol Circle Sponsors

<table>
<thead>
<tr>
<th>Sponsors</th>
<th>Sponsorship Level</th>
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<tbody>
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<td>Amazon</td>
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<tr>
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### Platinum Sponsors

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<tr>
<td>Airbnb</td>
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<td>America’s Credit Unions</td>
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<td>American Academy of Physician Assistants</td>
<td>$30,000</td>
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<td>Ancestry</td>
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<td>Apple</td>
<td>$30,000</td>
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<tr>
<td>Biogen</td>
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<td>The Carpet &amp; Rug Institute</td>
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<td>Charter Communications</td>
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<td>The Coca-Cola Company</td>
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<td>JPMorgan Chase</td>
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<td>MAXIMUS</td>
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<td>The Mentor Network</td>
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<td>National Beer Wholesalers Association</td>
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<td>State &amp; Federal Communications, Inc.</td>
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<tr>
<td>Western Governors University</td>
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### Gold Sponsors

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<td>The Advocacy Group (TAG)/FOCUS, a Leonine Business*</td>
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<td>American Federation of State, County &amp; Municipal Employees</td>
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<tr>
<td>American Fuel &amp; Petrochemical Manufacturers</td>
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<tr>
<td>Information Technology Industry Council (ITI)*</td>
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</table>

*Level based on total contributions—unrestricted and restricted  **In-kind contribution
Gold Sponsors (continued)

- International Code Council*
- International Paper
- Johnson & Johnson
- Kimberly-Clark
- The Leukemia & Lymphoma Society
- LexisNexis State Net**
- Lyft
- Mallinckrodt Pharmaceuticals
- Management & Training Corporation
- MasterCard Worldwide
- McKesson Specialty Health
- Merck
- Metrc
- Microsoft
- MultiState Associates
- National Association of State Procurement Officials
- NEC Corporation of America
- NRG Energy
- NWEA
- Orchard Therapeutics
- Path to Reform
- PayPal
- Pearson
- The Pew Charitable Trusts
- Pharmaceutical Care Management Association (PCMA)
- Project Lead The Way
- Rare Access Action Project
- Reason Foundation
- Red Bull
- Sage Therapeutics
- SAIM Coalition
- Salesforce
- Salt River Project
- Sanofi
- SAS Institute
- Security Finance
- Share Our Strength
- Siemens
- Society for Human Resource Management
- Sodexo
- Sourcewell
- Stateside
- T-Mobile
- Target
- TikTok, Inc.
- Ultradeignyx
- UPS
- Waste Management*
- Waymo
- Weedmaps
- Wells Fargo
- West, A Thomson Reuters Business**
- Zillow Group

Silver Sponsors

- AAA
- ACT | The App Association
- Advantage Capital
- Affirm, Inc.
- Air-Conditioning, Heating, and Refrigeration Institute
- America’s Health Insurance Plans
- American Chemistry Council
- American Clean Power Association
- American College of Rheumatology
- American Electric Power
- American Financial Services Association
- American Heart Association
- American Hospital Association
- American Hotel & Lodging Association
- AmerisourceBergen
- Aqua America
- Association of Unmanned Vehicle Systems International (AUVSI)
- Association of American Railroads
- BlueCross BlueShield Association
- BOMA International
- Boston Scientific
- BSA | The Software Alliance
- Campaign for Transformative Therapies
- CEDIA
- Chamber of Progress
- Change Healthcare
- Consumer Healthcare Products Association
- Corteva
- Council On State Taxation
- CropLife America
- Cummins
- Dexcom
- Diageo
- Dominion Energy, Inc.
eBay Inc.
- Educational Testing Service
- Enterprise Holdings
- Equifax, Inc.
- Ernst & Young
- ExxonMobil
- Gener8tor
- GoodRx
- Gulfstream Aerospace Corporation
- H&R Block
- Hallmark Cards
- Helicopter Association International
- Horizon Therapeutics
- The Humane Society of the United States
- International Association of Amusement Parks
- Johnson Controls
- Lexmark
- LPL Financial LLC
- MAGNA International
- McGuireWoods Consulting
- McLane Company, Inc.
- Molina Healthcare
- Motorola Solutions
- National Association of Home Builders
- National Council for State Authorization Reciprocity Agreements
- National Marine Manufacturers Association
- National Retail Federation
- New York Life Insurance Company
- Nike
- Northrop Grumman
- Novo Nordisk
- Nutrien
- Philips Healthcare
- Responsibility.org
- Satellite Broadcasting and Communications Association
- Schneider Electric
- Securities Industry and Financial Markets Association
- Service Employees International Union
- TC Energy
- Tucson Electric Power
- University of Phoenix
- U.S. Tire Manufacturers Association

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

Updated 1/12/2022
1. Welcome and Introductions

2. NCSL Executive Director’s Report

3. Reports from LSCC Subcommittees
   a. Programs and Professional Development
      • 2021 and 2022 Legislative Staff Management Institute Report
   b. Information Technology, Social Media, E-Learning and Outreach
   c. Legislative Institution

4. Reports from LSCC Work Groups
   a. Professional Staff Association Officers
   b. Standing Committees
   c. Legislative Operations and the Pandemic (special work group)
   d. Strategic Planning

5. Other Business
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The following officers and members were present:

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

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**LSCC MEMBERS**

Monique Appeaning, Louisiana  
John Bjornson, North Dakota  
Martin Brock, North Carolina  
Tim Bommel, Missouri  
Charlotte Carter-Yamauchi, Hawaii  
Jon Courtney, New Mexico  
Melody DeBussey, Georgia  
Lonnie Edgar, Jr., Mississippi  
Miriam Fordham, Kentucky  
Matt Gehring, Minnesota  
Aurora Hauke, Alaska  
Ingrid Hernquist, New Jersey  
Maryann Horch, Virginia  
Jennifer Jackson, Texas  
Wendy Jackson, Wisconsin  
Soren Jacobsen, Idaho  
Jennifer Jones, Texas  
Scott Kaiser, Illinois  
Susan Kannarr, Kansas  
Othni Lathram, Alabama  
Sabrina Lewellen, Arkansas  
Jackie Little, Maine  
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Natalie Mullis, Colorado  
K.C. Norwalk, Indiana  
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Anthony “Steve” Pike, Virginia  
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Anne Sappenfield, Wisconsin  
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Jamie Shanks, Tennessee  
Paul Smith, New Hampshire  
John Snyder, Kentucky  
Betsy Theroux, Georgia  
Eric Thomas, Washington  
Will Tracy, Arkansas  
Richard Webb, South Carolina

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**WELCOME AND INTRODUCTIONS**

Martha Wigton, NCSL staff chair, called the meeting to order.

**EXECUTIVE DIRECTOR UPDATE**

NCSL Executive Director Tim Storey welcomed LSCC members to Tampa and reflected that it’s been two years since NCSL last held the Legislative Summit, and this one will be considerably smaller than in previous years with only about 2,800 to 3,000 people in attendance and shorter, from four days to three days. He previewed some of the items the Executive Committee will consider later today, including a full discussion on the NCSL budget as well as changes to NCSL’s by-laws. Storey finished his report by congratulating Martha Wigton (Ga.) for serving as NCSL’s Staff Chair for the past two years and mentioned that this meeting was her final time presiding over the LSCC.
INTRODUCTION OF 2021 LEGISLATIVE STAFF NOMINATING COMMITTEE AND STAFF OFFICER AND EXECUTIVE COMMITTEE CANDIDATES

Staff Chair Wigton introduced members of the 2021 Legislative Staff Nominating Committee and thanked them for agreeing to serve on the nominating committee. The members of the nominating committee are:

- Patrick O’Donnell, Nebraska, Chair
- Jonathan Ball, Utah
- Stephanie Barrett, Vermont
- Miriam Fordham, Kentucky
- Jennifer Jones, Texas
- Kathy Schill, Minnesota
- Chuck Williams, South Carolina
- Jackie Little, Maine, 1st Alternate

Staff Chair Wigton also announced the candidates for staff vice chair and staff at-large members of the Executive Committee:

Staff Vice Chair Candidates

- Anthony “Steve” Pike, Virginia
- Anne Sappenfield, Wisconsin

Staff At-Large Candidates

- Kevin Drennan, New Jersey
- Sarah Elmore-Hernandez, Guam
- Claudia Mendez, Puerto Rico
- Jill Reinmuth, Washington

LSCC SUBCOMMITTEE REPORTS

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

Chair John Snyder (Ky.) reported that Megan McClure of NCSL gave a wrap-up of the Building Democracy podcast. The last episode of the series premiered in September 2021. The number of downloads for the whole series at the time of this meeting was 18,000. The subcommittee is projecting that number to go up to 20,000. Snyder said this series has become NCSL’s most popular podcast. The next step for the six episodes is to market them to high schools and colleges to use as part of their civics education curriculum. They are also going to try to use the series as part of both legislator and legislative staff orientations in every state.
Snyder then shared that the subcommittee received an update on the 2021 Base Camp. The overall attendance was down from 1,200 participants last year to 925 participants this year and the majority of attendees were legislative staff. NCSL is going to figure out how to keep this meeting in the rotation of organization-wide meetings and may consider doing it every other year, but don’t want to compete with other staff programming, such as the Staff Hub ATL meeting happening in 2022. There will be more discussions around this in the future. The subcommittee also discussed the LSCC annual report, and they will be working on this later in November. Snyder then talked about NCSL’s Get Ready for Session Week which will take place the first week of December. There are a few goals of Staff Chair Wigton that NCSL staff will monitor, including continuing to work on the state engagement reports and make those a good piece of correspondence with legislators and staff, the video preference center and updating membership lists. Snyder liked the idea of having the twice-a-year orientation for staff. He thanked NCSL staff for all of their work with the subcommittee. He also thanked Betsy Theroux for serving as vice chair and all of the members of the subcommittee.

**PROGRAMS AND PROFESSIONAL DEVELOPMENT SUBCOMMITTEE**

Chair Sabrina Lewellen (Ark.) shared that the Legislative Staff Management Institute (LSMI) was held in August, in-person in Sacramento, Calif. Over 80 applications were received for the program and 56 individuals were selected to participate across two cohorts. The program had to end the in-person meeting early due to a positive COVID case, however, the team transitioned the remainder of the program online including the graduation. The subcommittee will receive a full report on LSMI at the winter LSCC meeting. There will be a networking reception for LSMI alumni on Nov. 4.

Lewellen shared the programming for the 2021 Legislative Summit that will take place this week. For staff directors, she shared that Summit programming will include a lunch and a conversation about legislative staff retention and recruitment. After the Legislative Summit, there will be a Zoom roundtable discussion for staff directors who were unable to attend the Summit.

Lewellen then reported the deputy director subgroup had a robust conversation in the summer where they shared some great topics and ideas, and the subcommittee will keep those in mind for future programming. The YNP subgroup gave their final report, and it outlines a prioritized roadmap of general recommendation for future work with immediate goals and long-term development goals. They also identified their top priorities and long-range goals in areas of connection, career development and credit for YNPers. Regarding the fitness expansion subgroup, the American Heart Association deferred its sponsorship of the “Heka Walk” app from this year’s Summit to the 2022 Legislative Summit in Denver and in lieu of this app, there is information in the “Get Moving” section of the Legislative Summit Event App. Lewellen thanked each member of the subcommittee as well as Aurora Hauke (Alaska), Matt Gehring (Minn.), and Lonnie Edgar (Miss.) for their leadership, creativity and commitment while serving as subgroup leaders. She also thanked Jackie Little (Maine) and Othni Lathram (Ala.) for serving as Vice Chairs during her tenure.

**LEGISLATIVE INSTITUTION SUBCOMMITTEE**

Chair Jennifer Jackson (Texas) started the report by thanking Charlotte Carter-Yamauchi (Hawaii) for serving as vice chair and the NCSL staff that helped the subcommittee stay on track. She summarized
some the accomplishments of the subcommittee, including the NCSL 2020 Guide to Writing a State Legislative Personnel Manual, guidelines for operating a legislative staff exchange program and guiding NCSL in the development of a survey about staff recruitment, retention and turnover. The subcommittee will continue to lead the development of an oral history project with the former NCSL staff chairs. Once enough people have been interviewed, Will Tracy (Ark.) will be able to put together a base video. Finally, she shared there will be a legislative institution track at the Legislative Summit and will include sessions on civility, technology in legislatures and legislative oversight during emergency situations.

LSCC WORK GROUP REPORTS

PROFESSIONAL STAFF LSCC ASSOCIATION OFFICERS WORK GROUP
Vice chair Fred Messerer (Calif.) reported that the six goals LSCC Staff Chair Martha Wigton tasked them with have all been completed. The one project that has been spearheaded by Chief Martin Brock (N.C.) was putting together tips for personal safety at meetings. This information will be featured on the NCSL Event App for this Legislative Summit and future staff professional development seminars.

STANDING COMMITTEE WORKGROUP
Co-chair Jennifer Jones (Texas) reported that the work group accomplished a lot over the last year. In today’s meeting, the group mostly discussed what accomplishments should be included in the LSCC Annual Report. Members agreed the job descriptions for the overall standing committee staff officers, co-chairs and vice-chairs should be included.

Jones then shared that over the past year, the officers of the standing committees have been updated on the work of the LSCC and convened for networking opportunities with each other. Officers will be offered a professional development opportunity on the topic of leadership and there is a plan to survey them in order to gain insights about their overall experience serving in this role.

The work group also received an update on how the inaugural Policy Week went. Jones reported the number of participants registered was higher than the number that attended and overall there were good discussions around policy topics, the resolutions, the directives and any changes that were going to be taking place. This was the first time NCSL had put together a Policy Week and the work group hopes it will continue in the future.

Before ending her report, Jones shared one recommendation the work group is giving to incoming Staff Chair, J.J. Gentry (S.C.). With the turnover and staff changes taking place in legislative offices, it would be good if NCSL would provide an NCSL orientation to legislative staff twice a year. In some legislative offices, NCSL gets mentioned in the onboarding process but with everything that new legislative staff have to learn, the information on NCSL doesn’t resonate as much as it could. The thought is NCSL could create an orientation, record it and give the recording to legislative offices to use whenever it is convenient.

CERTIFICATE AND CAREER LSCC DEVELOPMENT WORK GROUP
Co-chair Aurora Hauke (Alaska) reported the second year of the Legislative Staff Certificate Program had
just ended at the time of the meeting and 104 legislative staff, representing 39 states, Washington D.C. and American Samoa participated in the program. NCSL staffers Angela Andrews and Taylor Dybdahl hosted two cohorts with about 50 legislative staff in each cohort. This year, in addition to the five subject area modules, they were given the opportunity to participate in an optional networking event which was very successful. The graduation ceremonies will be held Nov. 12. The oversight of the Legislative Staff Certificate Program will be reabsorbed in the Programs and Professional Development Subcommittee moving forward. The work group discussed considerations and recommendations for the future, such as stackable credits, maybe developing a part two of the program, online versus in-person programming, and developing a “best practices” manual that the professional staff associations could use if they wanted to offer a certificate.

Hauke then reported the work group reviewed the newest, and final, version of the career development infographic, *Excel with NCSL* and the group discussed the different ways it could be used. In addition to being a paper handout, the group would like to see it be available online and interactive so when someone clicks on a particular part it would go to the relevant information. For example, if someone wanted information on the Young and New Professional program, that piece would link to the YNP webpage. They also discussed maybe a physical representation of it so someone could actually walk the different paths, potentially at the next Legislative Summit. Hauke then thanked Amy Skinner, NCSL’s director of outreach and engagement, who helped create the infographic.

**STRATEGIC PLANNING WORK GROUP**

Staff Vice Chair J.J. Gentry (S.C.) stated that there were draft copies of his goals and priorities as Staff Chair on every table at the meeting. He summarized his goals (and can be found online [here](#)).

Gentry then welcomed and introduced the professional staff associations officers that were elected in summer and fall 2021 and will serve on the 2021-2022 Legislative Staff Coordinating Committee:

- Justin Cajindos, vice-chair of LSPA, Oklahoma
- Jessica Lundgren, vice-chair of LRL, Maine
- Michell O’Brien, vice-president of NLSSA, Idaho
- Aundrea Peterson, vice-chair of LINCS, Utah
- Branden Pursinger, chair of LSPA, Oregon
- Nate Rohan, vice-chair of NALIT, Wisconsin
- Tim Sekerak, president-elect of ASLCS, Oregon
- Amy Skei, vice-president of NALFO, Washington
- Eric Thomas, vice-chair of NLPES, Washington
- Erica Warren, vice-chair of RELACS, Kentucky
OTHER BUSINESS
Before adjourning the final meeting of the 2020-2021 LSCC, Staff Chair Wigton thanked the outgoing LSCC members for their many contributions in supporting legislative staff and legislatures, and NCSL. They are:

- Martin Brock, North Carolina
- Charlotte Carter-Yamauchi, Hawaii
- Jeff Ford, Indiana
- Miriam Fordham, Kentucky
- Eric Glover, Idaho
- Jon Heining, Texas
- Maryann Horch, Virginia
- Jackie Little, Maine
- Jennifer Jones, Texas
- Jennifer Jackson, Texas
- Wendy Jackson, Wisconsin
- Kiernan McGorty, North Carolina
- Natalie Mullis, Colorado
- Eric Nauman, Minnesota
- Jill Reinmuth, Washington
- Jamie Shanks, Tennessee
- Paul Smith, New Hampshire

She then thanked her LSCC committee chairs, and members and chairs were presented with certificates of appreciation and a small gift.

ADJOURNMENT
Staff Chair Wigton adjourned the meeting.
JAN. 14, 2022 | NOON – 1:15 P.M. ET | ZOOM

1. Welcome and Introductions
2. Review Work Group charge and goals
3. Review NCSL’s work on this topic
4. Discuss gaps and enhancements to research to date

**MEMBERS**

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<tr>
<th>Paul Smith, New Hampshire, Co-Chair</th>
<th>Betsy Theroux, Georgia, Co-Chair</th>
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<td>Tim Bommel, Missouri</td>
<td>Anthony &quot;Steve&quot; Pike, Virginia</td>
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<td>Doug Himes, Tennessee</td>
<td>Jill Reinmuth, Washington</td>
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<td>Scott Kaiser, Illinois</td>
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<td>Susan Kannarr, Kansas</td>
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<td>Claudia Mendez, Puerto Rico</td>
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<td>Natalie Mullis, Colorado</td>
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<td>Rich Olsen, West Virginia</td>
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<td>NCSL STAFF</td>
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1. Welcome and Introductions
2. Update on 2022 staff association programming and other initiatives
3. Review of Staff Chair goals for 2021-2022
4. Establish next steps and work plan for 2021-2022
5. Other Business
AGENDA

STANDING COMMITTEES
WORK GROUP

JAN. 14, 2022 | NOON – 1: 15 P.M. ET | ZOOM

1. Welcome and Introductions
2. Review Standing Committee Staff Officer Survey Results
3. Discuss Plans for Standing Committee Staff Officer Orientation and Training
4. Discuss Staff Chair’s 2021-2022 Goals
5. Other Business

MEMBERS

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<tr>
<th>lonnie Edgar, Mississippi, Co-Chair</th>
<th>K.C. Norwalk, Indiana, Co-Chair</th>
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<tr>
<td>Monique Appeaning, Louisiana, Vice Chair</td>
<td>NCSL STAFF</td>
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<td>John Bjornson, North Dakota, Vice Chair</td>
<td>Molly Ramsdell</td>
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<tr>
<td>Michelle Davis, Maryland, Vice Chair</td>
<td>Laura Tobler</td>
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<td>Miriam Fordham, Kentucky, Vice Chair</td>
<td>Gene Rose</td>
</tr>
<tr>
<td>Jeff Wice, New York, Vice Chair</td>
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</tbody>
</table>
1. Welcome and Introductions
2. Vision setting by Staff Vice Chair
3. Review of current Staff Chair goals
4. Initial planning of future goals and ideas from the committee
5. Other business

MEMBERS

Anne Sappenfield, Wisconsin, Chair
Martin Brock, North Carolina
Jon Courtney, New Mexico
Kevin Drennan, New Jersey
Sarah Elmore-Hernandez, Guam
Matt Gehring, Minnesota
Aurora Hauke, Alaska
Othni Lathram, Alabama
Sabrina Lewellen, Arkansas
Eric Nauman, Minnesota
John Snyder, Kentucky
Stacy Householder, Lead
Victor Vialpando-Nuñez

NCSL STAFF
AGENDA

JAN. 14, 2022  |  1:30 – 2:45 P.M. ET  |  ZOOM

1. Welcome and Introductions
2. Staff Chair Goal Review
3. Next Steps Discussion
4. Other Business

MEMBERS

| Sabrina Lewellen, Arkansas, Co-Chair | Eric Nauman, Minnesota, Co-Chair |
| Jon Courtney, New Mexico, Vice Chair | Miriam Fordham, Kentucky, Vice Chair |
| Tim Bommel, Missouri | Kristin Rottinghaus, Kansas |
| Martin Brock, North Carolina | John Snyder, Kentucky |
| Justin Cajindos, Oklahoma | Betsy Theroux, Georgia |
| Lonnie Edgar, Mississippi | Brad Young, Ohio |
| Sarah Elmore-Hernandez, Guam | Victor H. Vialpando-Nuñez, Lead |
| Soren Jacobsen, Idaho | Gene Rose |
| Claudia Mendez, Puerto Rico | Molly Ramsdell |
| Nate Rohan, Wisconsin | |

NCSL STAFF

| Soren Jacobsen, Idaho |
| Victor H. Vialpando-Nuñez, Lead |

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1. Welcome and Introductions
2. Oral History Project
3. Review Staff Chair Goals
4. Discuss workgroups to address the goals
5. Other business

MEMBERS

Matt Gehring, Minnesota, Chair
Tim Sekerak, Oregon, Vice Chair
Monique Appeaning, Louisiana
John Bjornson, North Dakota
Michelle Davis, Maryland
Kevin Drennan, New Jersey
Ingrid Hernquist, New Jersey
Susan Kannarr, Kansas
Michelle O’Brien, Idaho
K.C. Norwalk, Indiana

Will Tracy, Arkansas, Vice Chair

Amy Skei, Washington
Paul Smith, New Hampshire
Richard Webb, South Carolina
Jeff Wice, New York

NCSL STAFF

Laura Tobler, Lead
Natalie Wood
Mary Wild
AGENDA

JAN. 14, 2022  |  1:30 – 2:45 P.M. ET  |  ZOOM

1. Welcome and Introductions
2. 2021 and 2022 LSMI Overview
   a. Discussion of alternative location for 2023 LSMI
3. Review of Staff Chair Goals for 2021-2022
4. Establish next steps and work plan for 2021-2022
5. Other Business

MEMBERS

Aurora Hauke, Alaska, Co-Chair
Scott Kaiser, Illinois, Vice Chair
Melody DeBussey, Georgia
Doug Himes, Tennessee
Jessica Lundgren, Maine
Fred Messerer, California
Natalie Mullis, Colorado
Rich Olsen, West Virginia
Aundrea Peterson, Utah
Anthony "Steve" Pike, Virginia

Othni Lathram, Alabama, Co-Chair
Branden Pursinger, Oregon
Jill Reinmuth, Washington
Eric Thomas, Washington
Erica Warren, Kentucky

NCSL STAFF

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

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

**EXECUTIVE COMMITTEE MEMBERS**

- Rep. Marvin Abney, Rhode Island
- Sen. Ralph Alvarado, Kentucky
- Assemblymember Dr. Joaquin Arambula
- Sen. Barbara Ballard, Kansas
- Rep. Megan Blanksma, Idaho
- Sen. David Blount, Mississippi
- Tim Bommel, Missouri
- Rep. Giovanni Capriglione, Texas
- Charlotte Carter-Yamauchi, Hawaii
- Rep. Gilda Cobb-Hunter, South Carolina
- Rep. Sarah Copeland-Hanzas, Vermont
- Jon Courtney, New Mexico
- Rep. Kurt Daudt, Minnesota
- Lonnie Edgar, Mississippi
- Rep. Marcus Evans, Illinois
- Matt Gehring, Minnesota
- Sen. Bill Hansell, Oregon
- Sen. Wayne Harper, Utah
- Aurora Hauke, Alaska
- Sen. Matt Huffman, Ohio
- Sen. Jean Hunhoff, South Dakota
- Jennifer Jackson, Texas
- Jennifer Jones, Texas
- Scott Kaiser, Illinois
- Susan W. Kannarr, Kansas
- Sen. Ron Kouchi, Hawaii
- Sen. Greg Leding, Arkansas
- MNA Matthew Lemay, Québec
- Sabrina Lewellen, Arkansas
- Sen. Ann Millner, Utah
- Natalie Mullis, Colorado
- Assemblywoman Carol Murphy, New Jersey
- Anthony “Steve” Pike, Virginia
- Rep. Angelo Puppolo, Jr., Massachusetts
- Sen. Sue Rezin, Illinois
- Sen. Robert Rodriguez, Colorado
- Sen. Carmelo Rios Santiago, Puerto Rico
- Anne Sappenfield, Wisconsin
- John Snyder, Kentucky
- Sen. Karen Spilka, Massachusetts
- Sen. Harold “Trey” Stewart, Maine
- Betsy Theroux, Georgia
- Rep. Barry Usher, Montana

A quorum was present with 51 members in attendance.
INTRODUCTIONS
NCSL President Robin Vos opened the meeting with introductions for attendees, both in person, and virtual.

PRESENTATION BY CONSUL GENERAL OF CANADA
Speaker Vos introduces Susan Harper, Consul General of Canada in Miami. Harper speaks about her work as a Canadian diplomat, serving five years in Washington and now five years in Florida, and expresses her enthusiasm about the US-Canadian relationship.

Harper begins her presentation about the US-Canadian relationship. Canada has a consulate network in the U.S. with 13 offices across the country. Canadian military personnel also have a strong presence in the US, with both liaison and embedded officers stationed in the country.

In aspects of trade, Canada buys more from the U.S. than any other country, and more than China, Japan, and the United Kingdom combined; $1.3 million in U.S. dollars crosses the Canada-U.S. border every minute, making the U.S. the number one destination for Canadian foreign investment. Harper speaks about the important role Canada plays in the U.S. supply chain, their energy and environmental commitments, and the diversity of Canadians. Harper thanks the group for the opportunity to speak.

APPROVAL OF VACANCIES
The Executive Committee unanimously approved the following member to fill legislative vacancy: Senate President Karen Spilka of the Massachusetts General Court.

APPROVAL OF MINUTES
Vos motions to approve the minutes of the Nov. 2, 2021, Executive Committee meeting at the Legislative Summit in Tampa, Fla. The minutes were unanimously approved.

REMARKS BY THE NCSL EXECUTIVE DIRECTOR

Executive Director Tim Storey reported the 2021 Legislative Summit was hosting roughly 2900 attendees and while lower than usual, considered a great success due to the circumstances surrounding COVID-19. Storey announced the NCSL budget was in sound, positive shape and in excellent trajectory three months into the fiscal year. He stated no action on the budget needed to be taken at this meeting.

Storey updated the Executive Committee on updates and precautions being taken at the Legislative Summit, such as new name badges, color coded lanyards and open seating for meals. He spoke briefly about the upcoming Summit programming planned and the 2022 Legislative Summit in Denver.

Storey highlighted the bylaws changes the Executive Committee would be voting on, then thanked members for their help with running the organization. He gave a special thanks to outgoing NCSL President Robin Vos and Staff Chair Martha Wigton.
BUDGET, FINANCE AND RULES COMMITTEE

Vos introduces Speaker Scott Saiki to give the Budget, Finance and Rules Committee Report.

Saiki announces that NCSL is just in excellent financial shape, and gives some highlights:

- The year will be ending with net revenue of $914,000.
- Revenue for fiscal year 2021 decreased by about $10.8 million, largely due to the reduced grant revenue, not holding a Legislative Summit in 2020, and a decrease in private contributions. The $10 million revenue hit was offset by a decrease in expenses in NCSL operations costs of $10.9 million.
- The unrestricted fund balance improved to $2.8 million. This is the first time in 30 years that there is not a negative fund balance.
- FY21 has a 91% dues collection rate. FY22 has a collection rate of 61% in the first quarter.
- There will be a PPP loan forgiveness of $3.1 million.

Saiki delves into changes to the NCSL Bylaws. Most changes were brought on by issues highlighted by the pandemic, such as the lack of ability to hold emergency Executive Committee meetings. As the committee met, they expanded changes and began to restructure and reorganize the bylaws to clarify some missing points.

Saiki presents proposed bylaw changes that include adding “foster bipartisanship” to NCSL’s purpose, changes to language surrounding meetings, adding language allowing meetings to be held via video, audio, and other electronic means, changes title of Immediate Past President to President Emeritus, changes language regarding how a legislator officer vacancy is filled, changes title of Executive Director to Chief Executive Officer, etc.

After discussion, the Bylaws Committee agrees to meet again to discuss party of officer appointees and legislator appointees and other deferred topics.

Saiki calls for vote on main motion. The motion is carried.

Vos moves to approve the updated Rules of Procedure. The motion is carried.

COMMITTEE ON OUTREACH AND MEMBER SERVICES

Vos calls on Speaker Scott Bedke for the Outreach and Member Services Committee Report.

The Outreach and Member Services Committee had nine grants to pass. There were some question and discussion on some grants that resulted in some “no votes.” Ultimately all nine grants were passed by the committee.

The nine new grants total more than $4 million, bringing NCSL’s grant total close to $9 million.
Bedke moves on to NCSL’s Strategic Plan and the decision to move forward. Several initiatives were funded.

Lastly, the committee discussed the Legislative Summit and the great turnout, having not held an annual meeting since Nashville in 2019.

Vos moves to approve the grants; Bedke seconds the motion.

Vos calls for a vote. The motion to approve the grants passes.

LEGISLATIVE INSTITUTION SUBCOMMITTEE

Vos calls for Bedke to give the Legislative Institution Subcommittee report.

Bedke reports the committee discussed ideas for plenary sessions for the 2022 Legislative Summit in Denver. Many of these session ideas centered around things we have learned and things that have changed throughout the pandemic that would be of value to be shared between the states.

Bedke announces the legislator surveys NCSL will be conducting during the Summit to collect more information about legislator demographics.

SUBCOMMITTEE ON STATE/FEDERAL POLICY

Vos calls on Rep. Marvin Abney to give the report from the subcommittee on State/Federal Policy.

Rep. Abney reports the committee discussed a resolution to recognize citizens who are public servants who have been or are still in the military. He expressed the committee’s interest in meeting with members of Congress during the 2022 Winter Executive Committee meeting in Washington, D.C.


Rep. Ballard reported that NCSL staff are working to ensure NCSL’s infrastructure priorities are included in the final congressional package. NCSL hosted a congressional briefing on infrastructure and members of the Natural Resources and Infrastructure Committee participated in a virtual round table with the Department of Transportation, Deputy Assistant Secretary Charles Small on the Senate passed infrastructure bill. In addition, NCSL, along with the other state and local organizations has been working with members of Congress to provide more flexibility to state and local governments in the use of the American Rescue Plan Act (ARPA) funds.


Vos asks Storey to read the resolution recognizing veterans. Storey reads the resolution.

Vos moves to pass the resolution. The resolution is passed.

LEGISLATIVE STAFF COORDINATING COMMITTEE
Vos calls on Martha Wigton to give the report from the LSCC meeting.

Wigton thanks the group for the opportunity to serve as Staff Chair and represent more than 30,000 full-time and part-time staff. Wigton discusses the successes they have had as a group, such as the creation of the Legislative Staff Certificate Program and NCSL Staff Recognition weeks. Wigton thanked the NCSL Foundation members for their contributions to help offset the costs of some of these programs.

Wigton thanked Angela Andrews and her staff for their work, as well as Storey for his leadership.

**NCSL FOUNDATION REPORT**

Vos calls on NCSL Immediate Past President Leroy Garcia to discuss the NCSL Foundation.

The foundation has raised over $800,000 to date for FY 2022, which is $450,000 more than the same time last year. Increased funding has been a result of two specific factors: one, tremendous interest from new sponsors, we’ve had 20 new sponsors since July 1, and the dues increase which took effect on July 1, 2021. This was after the 18-month delay. The dues increase was approved by the board in January of 2020. So far for FY 2022, we have seen an 80%-plus of those revenues come from this new level,

Garcia acknowledged the sponsors and asked that they stand to be recognized and thank them for their support of the organization.

The foundation board reviewed and approved the FY 2021 audit. The auditors reported an unqualified opinion which states that the financial statements present fairly in all material respects and the financial position of the foundation as of June 30, 2021 was in good standing. Also, the foundation board of directors, the foundation nominating committee has presented to the Executive Committee for your consideration nomination of four new board members to the board of executive directors.

Garcia entertains the motion for approval. The motion is adopted.

Vos thanks NCSL for all they do, as well as the Executive Committee members for making time in their busy schedules to help lead the organization.

The meeting concludes.
ARTICLE I
ESTABLISHMENT

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

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

PURPOSE
Section 3. The Conference shall:

a) Advance the effectiveness, independence, and integrity of legislatures in the states, territories, and commonwealths of the United States.

b) Foster interstate cooperation and to facilitate information exchange among state legislatures.

c) Represent the states and their legislatures in the American federal system of government consistent with support of state sovereignty and state flexibility and protection from unfunded federal mandates and unwarranted federal preemption.

d) Improve the operations and management of state legislatures; to improve the effectiveness of legislators and legislative staff; and to encourage the practice of high standards of conduct by legislators and legislative staff.

e) Foster bipartisanship and promote cooperation within and between state legislatures in the United States and legislatures in other countries.

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

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

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

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

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

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

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

ARTICLE III
MEETINGS

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

BUSINESS MEETING
Section 2. A Business Meeting shall be held at the Annual Meeting. The matters to be presented and voted upon at the Business Meeting include, but are not limited to, the Conference's proposed budget, the Conference's annual audit, reports of the legislator and legislative staff nominating committees, and policy directives and resolutions presented by the standing committees.

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

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

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

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

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

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

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

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

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

ARTICLE IV
EXECUTIVE COMMITTEE

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

OFFICERS

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

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

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

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

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

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

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

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

COMPOSITION

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

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

Section 4. The 41 legislators shall include:

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

LEGISLATIVE STAFF MEMBERS

Section 5. The 21 legislative staff members shall include:

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

EX OFFICIO MEMBERS

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

EQUAL REPRESENTATION

Section 7. Each member jurisdiction shall have the opportunity to be represented on the Executive Committee at least once every five years.

LEGISLATOR NOMINATING COMMITTEE

Section 8. The President shall appoint a Legislator Nominating Committee consisting of twelve members at least sixty days prior to the Annual Meeting. The Nominating Committee shall consist of an equal number of members from the two major political parties. It shall include at least one member from each of the two major political parties from each region and no more than four members from the same region. The President shall select members with the advice and consent of the legislator members of the Executive Committee. The President shall appoint the chair of the Legislator Nominating Committee, who shall be a legislative leader.
The Legislator Nominating Committee shall present to the Annual Meeting a slate of candidates for the offices of President-Elect and Vice President. The President succeeds automatically from the office of President-Elect; the President Emeritus succeeds automatically from the office of President. No officer who has served one full term shall be eligible for reelection to the same office until at least one intervening term has elapsed. The President-Elect and Vice President shall be legislative leaders from a member jurisdiction at the time of their election. The offices of President, President-Elect, and Vice President shall alternate between the two major political parties. For the office of Vice President and President-Elect, the Legislator Nominating Committee may submit more than one name.

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

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

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

LEGISLATIVE STAFF NOMINATING COMMITTEE

Section 9. The Staff Chair, with the advice and consent of the Executive Committee legislative staff members, shall select a Legislative Staff Nominating Committee consisting of seven legislative staff at least 60 days prior to the Annual Meeting. The Staff Chair shall appoint the chair of the Legislative Staff Nominating Committee.

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

The voting procedures are as provided herein.
TERMS

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

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

LEGISLATOR VACANCIES

Section 11. Legislator vacancies will be filled as follows:

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

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

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

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

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

LEGISLATIVE STAFF VACANCIES

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

a) Staff Chair. The Staff Vice Chair shall succeed to the office of Staff Chair.

b) Other Vacancies. Other vacancies will be filled pursuant to the Legislative Staff Coordinating Committee Bylaws.

VACANCY NOMINATING COMMITTEE

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

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

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

MEETINGS

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

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

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

PRIORITIES AND ISSUES

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

COMMITTEES AND SUBCOMMITTEES

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

ARTICLE V

FINANCE

FUNDS

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

RULES

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

BUDGET

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

AUDIT

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

ARTICLE VI

EMERGENCIES

DECLARATION OF EMERGENCY

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

POLICY DIRECTIVES AND RESOLUTIONS

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

ARTICLE VII
CHIEF EXECUTIVE OFFICER

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

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

The Chief Executive Officer shall employ members of the staff necessary to carry on the work of the Conference, shall fix their compensation within the approved budget, subject to the direction and approval of the officers and Executive Committee, supervise them in the conduct of their duties, and terminate them as necessary.

ARTICLE VIII
NO POLITICAL ACTIVITY

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

ARTICLE IX
DISSOLUTION

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

ARTICLE X
DEFINITIONS

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

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

b) “Two major political parties” refers to the two political parties with the most elected legislators in member jurisdictions.
c) "Member jurisdiction" refers to the respective legislature of a state, the District of Columbia and the territories and commonwealths of the United States.

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

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

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

RULE I
RULES OF PROCEDURE

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

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

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

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

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

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

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

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

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

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

RULE III

POLICY DIRECTIVES AND RESOLUTIONS, AND AMICUS BRIEF ADOPTION PROCESS

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

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

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

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

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

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

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

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

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

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

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

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

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

RULE V
STEERING COMMITTEE PROCEDURES

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

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

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

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

RULE VI
QUORUM AND PROXIES – FORUM AND ANNUAL BUSINESS MEETINGS

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

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

RULE VII
VOTING IN FORUM AND ANNUAL BUSINESS MEETINGS

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

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

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

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

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

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

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

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

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

RULE VIII
RECOMMENDATIONS REGARDING STATE ISSUES AND LEGISLATIVE MANAGEMENT
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.