EXECUTIVE COMMITTEE
AGENDA

MAY 20-21, 2022
SEATTLE

NATIONAL CONFERENCE OF STATE LEGISLATURES
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<tbody>
<tr>
<td>Thursday, May 19, 2022</td>
<td>Noon – 5 p.m. Registration</td>
<td>Registration Desk</td>
</tr>
<tr>
<td></td>
<td>3 – 5 p.m. LSCC Professional Development</td>
<td>Offsite</td>
</tr>
<tr>
<td></td>
<td>*Shuttle pick up at 3:00 p.m.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6 – 7 p.m. LSCC Welcome Reception</td>
<td>Hook &amp; Plow Restaurant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lobby Level</td>
</tr>
<tr>
<td>Friday, May 20, 2022</td>
<td>8:30 a.m. – 1 p.m. Registration</td>
<td>Registration Desk</td>
</tr>
<tr>
<td></td>
<td>8:30 – 9:30 a.m. Breakfast</td>
<td>Grand Pacific D</td>
</tr>
<tr>
<td></td>
<td>9:30 – 10:45 a.m. LSCC Work Groups</td>
<td>Grand Pacific F-G</td>
</tr>
<tr>
<td></td>
<td>Legislative Operations and the Pandemic Workgroup</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Standing Committee Officers</td>
<td>Grand Pacific E</td>
</tr>
<tr>
<td></td>
<td>Strategic Planning</td>
<td>Grand Pacific B-C</td>
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<td>Professional Staff Association Officers</td>
<td>Grand Pacific A</td>
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<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>10:45 – 11 a.m. Break</td>
<td></td>
</tr>
<tr>
<td></td>
<td>11 a.m. – 12:15 p.m. LSCC Subcommittees</td>
<td></td>
</tr>
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<td>Legislative Institution</td>
<td>Grand Pacific E</td>
</tr>
<tr>
<td></td>
<td>Information Technology, Social Media, E-Learning and Outreach</td>
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</tr>
<tr>
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<td>Programs and Professional Development</td>
<td>Grand Pacific F-G</td>
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<tr>
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<td>12:15 – 1:15 p.m. Lunch</td>
<td>Grand Pacific D</td>
</tr>
<tr>
<td></td>
<td>1:30 – 3 p.m. Full Legislative Staff Coordinating Committee Meeting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6:30 - 9 p.m. Executive Committee Reception</td>
<td>Chihuly Garden &amp; Glass</td>
</tr>
<tr>
<td></td>
<td>*Shuttles available</td>
<td>305 Harrison St, Seattle</td>
</tr>
<tr>
<td>Saturday, May 21, 2022</td>
<td>8 a.m. – Noon Registration</td>
<td>Registration Desk</td>
</tr>
<tr>
<td></td>
<td>8 – 9:30 a.m. Breakfast</td>
<td>Grand Pacific A-C</td>
</tr>
<tr>
<td></td>
<td>10:15 – 11:30 a.m. Executive Committee Committees</td>
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<tr>
<td></td>
<td>Budget, Finance and Rules</td>
<td>Grand Pacific E-G</td>
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<td>Outreach and Member Services</td>
<td>Grand Pacific D</td>
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<td>Grand Pacific A-C</td>
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<td></td>
<td>11:30 a.m.– 12:30 p.m. Lunch</td>
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<tr>
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<td>Event</td>
<td>Location</td>
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<tr>
<td>12:30 – 1:45 p.m.</td>
<td>Executive Committee Subcommittees</td>
<td>Grand Pacific D</td>
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<tr>
<td></td>
<td>State/Federal Policy</td>
<td>Grand Pacific E-G</td>
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<tr>
<td></td>
<td>Legislative Institution</td>
<td>Grand Pacific D</td>
</tr>
<tr>
<td>2 – 3:30 p.m.</td>
<td>Full Executive Committee Meeting</td>
<td>Hook &amp; Plow Restaurant</td>
</tr>
<tr>
<td></td>
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<td>Lobby Level</td>
</tr>
<tr>
<td>5 – 6:00 p.m.</td>
<td>Executive Committee Reception</td>
<td></td>
</tr>
</tbody>
</table>
1. Call to Order
2. Approval of January 2022 Minutes
3. Report by the NCSL Chief Executive Officer
4. Committee Reports
   a. Budget, Finance and Rules Committee
   b. Committee on Outreach and Member Services
   c. Subcommittee on the Legislative Institution
   d. Subcommittee on State-Federal Policy
5. Legislative Staff Coordinating Committee Report
6. NCSL Foundation for State Legislatures Report
7. Closing Remarks
**NCSL OFFICERS**

**President**

Speaker Scott Saiki  
Speaker of the House  
Hawaii Legislature  
(808) 586-6100  
repsaiki@capitol.hawaii.gov

**Staff Chair**

Joseph James “J.J.” Gentry, Esq.  
Counsel, Ethics Committee – Senate  
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(803) 212-6306  
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**President-Elect**

Speaker Scott Bedke  
Speaker of the House  
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**Staff Vice Chair**

Anne Sappenfield  
Director - Legislative Council  
Wisconsin Legislature  
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**Vice President**

Representative Brian Patrick Kennedy  
Speaker Pro Tem  
Rhode Island General Assembly  
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**Immediate Past Staff Chair**

Martha R. Wigton  
Director – House Budget & Research Office  
Georgia General Assembly  
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**President Emeritus**

Speaker Robin Vos  
Assembly Speaker  
Wisconsin Legislature  
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EXECUTIVE COMMITTEE

AT LARGE MEMBERS

Representative Marvin Abney  
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Year 3

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Assemblymember.arambula@assembly.ca.gov  
Year 2

Senator Eric Bassler  
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Year 3

Representative Megan Blanksma  
House Majority Caucus Chair  
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Tim Bommel  
Photojournalist  
House of Representatives  
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Year 2

Representative Giovanni Capriglione  
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Year 2

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Chief of Police  
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Year 1

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Year 2
EXECUTIVE COMMITTEE ROSTER 2021-22

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Representative Marcus Evans
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Year 2

Representative Deborah Ferguson
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Year 1

Senator Donna Frett-Gregory
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senatorfrett-gregory@legvi.org
Year 1

Matt Gehring
Staff Coordinator – House Research Department
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Aurora Hauke
Chief of Staff – House Majority Leader
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aurora.hauke@akleg.gov
Year 3
EXECUTIVE COMMITTEE

EXECUTIVE COMMITTEE MEMBERS

Senator W. Briggs Hopson III  
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(601) 359-3250  
bhopson@senate.ms.gov  
Year 1

Senator Jean Hunhoff  
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Year 2

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Indiana General Assembly  
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Year 3
EXECUTIVE COMMITTEE ROSTER

EXECUTIVE COMMITTEE MEMBERS

**Senator Ann Millner**
Senate Majority Whip  
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amillner@le.utah.gov  
Year 3

**Assemblywoman Carol Murphy**
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**Rich Olsen**
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Year 1

**Anthony “Steve” Pike**
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**Representative Angelo Puppolo, Jr.**
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**Senator Robert Rodriguez**
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Year 2

**Senator Carmelo Rios Santiago**
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**John Snyder**
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Year 1

Senator Harold “Trey” Stewart  
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Year 2

Betsy Theroux  
Director, Media Services  
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Year 1

Representative Barry Usher  
House Majority Whip  
Montana Legislature  
(406) 444-4800  
barry.usher@mtleg.gov  
Year 2
# Executive Committee Roster 2021-22

## Ex-Officio Members

### Co-Chairs, NCSL Standing Committees

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

### Staff Co-Chairs, NCSL Standing Committees

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Organization</th>
<th>Contact Information</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lonnie Edgar</td>
<td>Staff Co-Chairs</td>
<td>Mississippi Legislature</td>
<td>(601) 359-1226; <a href="mailto:lonnie.edgar@peer.ms.gov">lonnie.edgar@peer.ms.gov</a></td>
<td>2</td>
</tr>
<tr>
<td>K.C. Norwalk</td>
<td>Staff Co-Chairs</td>
<td>Indiana General Assembly</td>
<td>(317) 234-2105; <a href="mailto:kc.norwalk@iga.in.gov">kc.norwalk@iga.in.gov</a></td>
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### Chair, Council of State Governments

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

### International Affiliate

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

### Eastern Region
- **Representative Ryan E. Mackenzie**  
  Pennsylvania General Assembly  
  (717) 787-1000  
  rmackenzie@pahousegop.com  
  Year 2

### Midwestern Region
- **Senator Joan Ballweg**  
  Wisconsin Legislature  
  (608) 266-8077  
  sen.ballweg@legis.wisconsin.gov  
  Year 3

### Southern Region
- **Speaker David Ralston**  
  Speaker of the House  
  Georgia General Assembly  
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  david.ralston@house.ga.gov  
  Year 5

### Western Region
- **Representative Debra Lekanoff**  
  Washington Legislature  
  (360) 419-5266  
  debra.lekanoff@leg.wa.gov  
  Year 2
NCSL ADVISORY COMMITTEE
(Past Officers Still in Legislative Service)

Michael P. Adams
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Senate Clerk’s Office
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madams@senate.virginia.gov

Senator Dan Blue
Senate Democratic Leader
North Carolina General Assembly
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dan.blue@ncleg.net

Raúl Burciaga
Director – Legislative Council Service
New Mexico Legislature
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raul.burciaga@nmlegis.gov

Senator Curt Bramble
Utah Legislature
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curt@cbramble.com

Senator Dan Blue
Senate Democratic Leader
North Carolina General Assembly
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Representative John Martin
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(207) 287-1430
john.martin@legislature.maine.gov

Patrick J. O’Donnell
Clerk of the Legislature
Nebraska Unicameral Legislature
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Raúl Burciaga
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Susan Clarke Schaar
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Patsy Spaw
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Texas Legislature
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John B. Phelps
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Florida Legislature
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Sharon Crouch Steidel
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(804) 698-1561
scrouchsteidel@house.virginia.gov
# 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
- 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 Michaele 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
# COMMITTEE AND SUBCOMMITTEE MEMBERS

## SUBCOMMITTEE ON STATE-FEDERAL POLICY

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<td>Jill Reinmuth, Washington</td>
<td>John Snyder, Kentucky</td>
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## SUBCOMMITTEE ON THE LEGISLATIVE INSTITUTION

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# SUBCOMMITTEE ON AUDIT AND COMPLIANCE

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<td>Speaker</td>
<td>Robin Vos</td>
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## LEGISLATOR MEMBERS

- Representative Marvin Abney, Rhode Island
- Representative Megan Blanksma, Idaho
- Senator Cristina Castro, Illinois
- Senator Bill Hansell, Oregon
- Representative Megan Blanksma, Idaho
- Jill Reinmuth, Washington
- Anne Sappenfield, Wisconsin

## STAFF MEMBERS

- Jon Courtney, New Mexico
- Jill Reinmuth, Washington
- Anne Sappenfield, Wisconsin

# SUBCOMMITTEE ON BYLAWS

## OFFICERS

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<td>Scott Saiki</td>
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<td>Senator</td>
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<td>Kentucky</td>
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## 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
- Scott Kaiser, Illinois
- Sabrina Lewellen, Arkansas

## STAFF MEMBERS

- Scott Kaiser, Illinois
- Sabrina Lewellen, Arkansas
To: Members of the NCSL Executive Committee  
From: Tim Storey, NCSL Executive Director  
Date: May 10, 2022  
Re: Chief Executive Officer’s Report

I am writing this thrice-annual NCSL update about a week before leaving for Seattle. I am happy to report that NCSL is firing on all cylinders as the saying goes. In terms of support from legislatures, FY 22 has been our strongest year in well over a decade with 49 states, DC, and all territories paying dues—almost all at the fully invoiced amount! This is clearly a reflection of the value proposition that NCSL offers. In my role as your CEO, I am something of a clearinghouse for compliments and occasional constructive feedback about NCSL’s work. The compliments have surged in recent months, and we’ve had nary a complaint. I believe that’s because the NCSL staff knock it out-of-the-park time and time again. Whether it is answering “I need it yesterday” research requests or hosting meetings that matter, the staff are doing terrific work supporting you. I am fortunate to work with an amazing team.

Hopefully, you are reading this during a calm stretch following a successful session and before campaign season cranks into high gear. Others of you are still in session but can see the finish line. Regardless of whether you are done or almost done, I am grateful that you are making time to travel to Seattle to help govern your organization. With your guidance and input, NCSL grows stronger. Thank you.

Legislative Summit and other meetings

With about two-and-a-half months before tip-off, the Legislative Summit in Denver is shaping up nicely. Most of the sessions are set, with speakers lined up and ready to go. Having the Summit in NCSL’s hometown means that we are taking extra care to plan an event that will meet and—we hope—exceed our normal expectation of excellence. Early sign-up is strong and has likely topped 1400 by the time you read this, meaning that we are catching up with previous Summits. I remain optimistic that our members are eager to reconnect and will show up strong in the Mile High City.

Getting legislators and staff together to share expertise and learn from each other is at the core of what NCSL is all about. We continue to do that through webinars and by Zoom, but we are rapidly returning to a full slate of in-person meetings with several in the rear-view mirror and well over 60 planned for the rest of the year. Attendance has been strong, giving us reason to believe that legislators and staff are eager to see colleagues from different states and with different perspectives.

Budget

In Seattle, you will review the FY 23 NCSL general fund budget proposal and vote on its adoption. The proposed budget is essentially a continuation budget. We expect higher revenue from FY 22 because of the dues increase approved by you in January as well as greater revenue from the Legislative Summit. That increased revenue is going directly to cost-of-living and merit pay increases for staff and to offset higher expenses related to the return of a normal Summit. Remaining competitive with salaries is currently a major challenge for all employers. NCSL is no exception, even though our staff are called to the work for many reasons other than just base pay and our very competitive benefits. Inflation
pressures on current staff, and candidates for open positions are especially acute in our two locations—Denver and DC.

The total general fund proposed budget for FY 23 is $21,315,375. With the addition of grants and contracts, the full NCSL budget is $37,863,524. For me, the biggest highlight of NCSL’s budgeting is the excellent progress that we have made toward building a reserve fund. At the end of FY 23, we project it to be over $1.4 million; well on the way to our goal of setting aside at least three months of operating general fund revenue. The reserve fund is a top priority for NCSL’s officers and for this Committee.

Strategic Plan

NCSL continues to make progress on the strategic plan goals. A big goal that has already been achieved was the establishment of a reserve fund and retiring a negative fund balance. Here are a few highlights of completed, or nearly completed, projects stemming directly from the strategic plan.

- Retooling the state liaison system.
- Developing an engagement tracking system.
- Expanding and adding affinity groups.
- Creating a Video Resource Center for on-demand learning.
- Updating NCSL’s branding and colors.
- Identifying and pursuing alternative revenue sources.

Other highlights

In Washington, NCSL has continued to have success in advocating for state flexibility with federal ARPA funds as well as in many other related programs. In a recent development, we are hopeful about the prospects of a bill originating in the Senate titled *Improving Intergovernmental Cooperation and Reducing Duplication Act of 2022*. We were able to include NCSL in the bill as a named stakeholder that the Office of Management and Budget shall “include coordination with and input from” when developing a strategic plan to support “greater harmonization, effectiveness, and the reduction of burdens and costs” between the different levels of government. Improvements to intergovernmental coordination and consultation is a bedrock issue for NCSL.

As you may know, NCSL services and research (what legislators and staff rank as the most important thing we do) relies heavily on grant and contract funding. Thanks to NCSL’s sterling reputation for doing outstanding nonpartisan work, and to tremendous effort by staff, and with help from many of you, and we anticipate increasing support from grantors in the coming months. Stay tuned for some major announcements of multi-year funding to support information gathering and dissemination on major legislative issues.

I want to especially call your attention to the recently completed Legislative Staff Week. It was an unqualified success. NCSL logged more than 789 shoutouts for deserving legislative staff from 46 states and 2 territories blowing past last year’s high. Over 200 staff attended the Staff Week webinar about the
magic of workplace rituals. This is the fifth version of Staff Week. It keeps getting stronger. Thank you to all legislative staff for being so incredibly vital to representative democracy!

I close with a major announcement regarding the executive leadership team at NCSL. I am delighted (for her) to share that NCSL’s Director of Research, Laura Tobler, will be happily retiring following the Legislative Summit. Laura is massively talented and has been a key leader at NCSL for almost 27 years. While this is a huge loss for NCSL, I am thrilled for Laura as she embarks on the next part of her journey—and glad we can keep her until September.
1. Welcome and Introductions
2. FY 2022 Budget
3. FY 2023 Proposed NCSL General Fund Budget
4. Other Business

*Budget documents will be provided in a separate book.

**OFFICERS**

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| Assemblymember Dr. Joaquin Arambula, California | Senator Karen Spilka, Massachusetts |
| Representative Megan Blanksma, Idaho | Speaker Robin Vos, Wisconsin |
| Representative Giovanni Capriglione, Texas |                          |
| Representative Kurt Daudt, Minnesota |                          |
| Senator Donna Frett-Gregory, USVI |                          |
| Senator Bill Hansell, Oregon |                          |
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1. Welcome and Introductions
2. Grants and Contracts
3. Outreach Updates
4. 2022 Legislative Summit Update
5. Future Legislative Summits
6. Future Meetings
7. Other Business

OFFICERS

Speaker Pro Tem
Brian Patrick Kennedy
Rhode Island
Chair

Senator Eric Bassler
Indiana
Vice Chair

Anne Sappenfield
Wisconsin
Staff Chair

Aurora Hauke
Alaska
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NCSL GRANT SOLICITATION GUIDELINES

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

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

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

4. NCSL will focus its 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. **Supporting Evidence-Informed Workforce and Policymaking in Legislatures**
   - **Source:** Gordon and Betty Moore Foundation
   - **Amount:** $2,004,031
   - **Direct/Indirect Costs:** $1,822,092– Direct Costs; $182,209– Indirect Costs (@ 10% of direct)
   - **Description:** NCSL’s Center for Results-Driven Governing proposes a 4-year project to educate state legislators and legislative staff about opportunities for state-level science and technology policy fellowships, evidence-informed policymaking strategies and strengthening evidence-informed workforce capacity in state legislatures. NCSL will develop and deliver nonpartisan resources, establish a learning network, and administer and support up to 5 state planning grants.
   - **Time Period:** TBD
   - **Deliverables:** Publications, sessions, planning grants for states, advisory group
   - **Submitted to EC:** May 21, 2022

2. **Enhancing Legislative Capacity for Criminal Justice**
   - **Source:** Arnold Ventures
   - **Amount:** $1,753,311
   - **Direct/Indirect Costs:** $1,457,238– Direct Costs; $294,476– Indirect Costs (@ 20% of direct)
   - **Description:** NCSL proposes a two-year project that will continue to enhance the legislative capacity for criminal justice reform. Using specialized meetings, online tools and policy reports, NCSL will educate state lawmakers on policies and practices that promote community safety and provide opportunities for bipartisan networking with peers across state lines.
   - **Time Period:** July 1, 2022 to June 30, 2024
   - **Deliverables:** 1 meeting, legislative tracking, publications, web resources
   - **Submitted to EC:** May 21, 2022

3. **Educating Legislators on Child Welfare Reform**
   - **Source:** Casey Family Programs
   - **Amount:** $233,000 – FUNDED at $233,000
   - **Direct/Indirect Costs:** $233,000– Direct Costs; $0– Indirect Costs
   - **Description:** Educate legislators on opportunities to reform child welfare in their states through implementation of the Family First Prevention Services Act and evidence-based child maltreatment prevention strategies. Enable the bipartisan exchange of ideas, information and policy strategies among state legislators and legislative staff to improve child welfare and child maltreatment prevention systems and services.
   - **Time Period:** January 1, 2022 to December 31, 2022
   - **Deliverables:** 1 meeting, legislative tracking, publications, web resources
   - **Submitted to EC:** May 21, 2022
STATUS OF PREVIOUSLY APPROVED PROJECTS
Change in status since the last report shown in BOLD CAPITALS.

4. Strengthening Legislative Capacity Around Health Care Costs
Source: Arnold Ventures
Amount: $145,000 – FUNDED at $144,941
Direct/Indirect Costs: $120,748– Direct Costs; $24,157– 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: March 1, 2022 to February 28, 2023
Deliverables: 1 meeting, 1 webinar, publications
Submitted to EC: January 15, 2022

5. Strengthening Legislative Support for Community College Pathways that Lead to Middle Skill Jobs
Source: The ECMC Foundation
Amount: $190,000 – FUNDED at $200,000
Direct/Indirect Costs: $181,818– Direct Costs; $18,181– Indirect Costs (@ 10% of direct costs)
Description: This project will address state policy options related to promoting success for students seeking credentials in postsecondary CTE programs. The work will address the needs of state legislators and legislative staff as they craft state policy and oversee state appropriations for postsecondary CTE programs.
Time Period: May 1, 2021 to April 30, 2024
Deliverables: Meeting sessions, web resources, legislative tracking and a webinar
Submitted to EC: November 2, 2021

6. Work Group on Portable Benefits for Independent Contract Workers
Source: Amazon
Amount: $140,258 – FUNDED at $140,000
Direct/Indirect Costs: $127,273– Direct Costs; $12,727– 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
7. Informing Justice Policy - The Safety and Justice Challenge (SJC) Initiative
Source: The John D. and Catherine T. MacArthur Foundation
Amount: $1,250,000 – FUNDED at $1,250,000
Direct/Indirect Costs: $1,059,322 – Direct Costs; $190,678 – Indirect Costs (@ 18% of direct costs)
Description: Project will provide information and assistance to state legislators on policies focused on the front-end of the criminal justice system, with an emphasis on state-local justice collaborations. NCSL publications and meetings will highlight information, legislation and research to inform state efforts.
Time Period: January 1, 2022 to December 31, 2024
Deliverables: 3 Model site visits, 3 policy forums, 3 Summit sessions, 5 publications/web resources
Submitted to EC: November 2, 2021

8. Building Legislative Knowledge and Awareness of Research to Support Effective School Leadership
Source: Wallace Foundation
Amount: $200,000– FUNDED at $200,000
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

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

10. Whole Child Education
Source: Learning Policy Institute
Amount: $100,000—FUNDED at $100,000
Direct/Indirect Costs: $90,466 – Direct Costs; $9,534 – Indirect Costs (@ 11% of direct costs)
Description: Engaging and educating NCSL’s members on research, policy and practice related to developing a whole child education system. Includes continuation of NCSL’s Whole Child Advisory Group. Topics addressed include student mental health, school climate and social-emotional learning.
GRANT AND CONTRACT

EXECUTIVE COMMITTEE

REPORT

SPRING 2022 EXECUTIVE COMMITTEE | GRANT AND CONTRACT REPORT

Time Period: May 1, 2022 to April 30, 2023
Deliverables: Advisory group, guidebook, publications, meeting session
Submitted to EC: May 21, 2022

11. Educating State Legislators on Military Issues
Source: U.S. Department of Defense
Amount: $174,879 — FUNDED at $174,879.22
Direct/Indirect Costs: $143,129.11— Direct Costs; $31,750.11— Indirect Costs (@ 44.94% of salaries)
Description: Engage interested state legislatures with the U.S. Department of Defense (DoD) Readiness Environmental Protection Integration (REPI) Program related to resilience, disaster mitigation and risk management as it affects military installations, and the communities which host them. Provides support for NCSL’s Military and Veterans Affairs Task Force, the tracking of veteran legislation and several publications.

Time Period: April 1, 2022 to March 31, 2023
Deliverables: Meeting sessions, webinar, technical assistance, policy tracking, web resources
Submitted to EC: May 21, 2022

PROPOSALS UNDER $100,000

12. Promising Policies to Ensure Access to Health Services for Older Adults and People with Disabilities
Source: The SCAN Foundation
Amount: $55,000 — FUNDED AT $55,000
Description: NCSL will inform state legislators and legislative staff about the latest research and promising policies to ensure access to health and health-related services for older adults and individuals with disabilities.

Time Period: May 15, 2022 to May 15, 2023
Reported to EC: May 21, 2022

13. Engaging State Legislators on Outdoor Recreation Policy Options
Source: Outdoor Recreation Roundtable
Amount: $20,000 — FUNDED AT $20,000
Description: NCSL will engage and educate state lawmakers on policy options related to outdoor recreation, including a session and tour at NCSL’s 2022 Legislative Summit in Denver

Time Period: May 2, 2022 to August 31, 2023
Reported to EC: May 21, 2022

14. Engaging State Legislators on School Bus Electrification Policy Initiatives
Source: World Resources Institute
Amount: $25,000 — FUNDED AT $25,000
Description: Engage and educate state lawmakers on policy options and funding opportunities related to school bus electrification, within the larger context of electrification of the transportation system.

Time Period: April 1, 2022 to October 31, 2022
Reported to EC: May 21, 2022
15. Inmate Data Reallocation Case Study for Redistricting
Source: Ford Foundation
Amount: $75,000 – FUNDED AT $75,000
Description: NCSL will research states' experiences reallocating inmate data in the 2020 redistricting cycle, a frequent question from our members. (Reallocating inmate data means accounting for inmates at their home address, rather than the prison address, for redistricting purposes. 12 states now do this, and for 10 of those states this process is new this cycle.)
Time Period: March 1, 2022 to February 28, 2023
Reported to EC: May 21, 2022

16. Water Governance and Funding: A Comparative Analysis of New Mexico and Other States
Source: Thornburg Foundation
Amount: $65,182
Description: NCSL will provide policy expertise, research and nonpartisan information to the Legislature, about the structure and function of New Mexico water governance and funding, and ways that other states have addressed water governance, including the structure, organization and funding of state agencies charged with management of water resources.
Time Period: May 5, 2022 to December 30, 2022
Reported to EC: May 21, 2022

17. Educating State Policymakers on Oral Health Policy Options
Source: CareQuest Institute for Oral Health
Amount: $52,000
Description: NCSL will educate and inform policymakers on strategies for eradicating dental disease in children, improving access to oral health services and engaging with community and state coalitions/experts.
Time Period: June 1, 2022 to April 30, 2023
Reported to EC: May 21, 2022
TIME PERIOD: January—April 2022

Technical Assistance and State Visits

NCSL made connections with 1,800 legislators and legislative staff during 49 virtual and in-state policy assistance or relationship-building meetings. This includes 29 state visits made by NCSL State Liaisons so far in 2022. NCSL State Liaisons have been thrilled to be able to visit their states this year after most state visits were on hold during the past two years due to the pandemic.

Research Requests

During this reporting time, NCSL staff completed 698 research requests for legislators and legislative staff.

Media

NCSL is a trusted source among media outlets throughout the country. Fox News, CNN, Washington Post all the way to the local community paper use NCSL research and reports daily. More than 16,800 media mentions occurred during this time and covered areas of health, education, criminal justice reform, COVID-19, state budgets, and federal funding.

Public affairs also targeted several media outlets covering state budgets with a new NCSL report on the status of state budgets. This strategic planning resulted in a national Associated Press story that was published in more than 3,100 publications.

Our efforts moving forward in the year include leveraging reports that will be issued at the 2022 NCSL Legislative Summit, elections planning and other various policy reports.

Social Media

During this reporting period, we gained 1,081 new followers across our platforms, giving us a combined total of more than 52,000 followers. Over 600 new followers were reported on LinkedIn, representing an 8.6% increase while the largest percentage was on Instagram with 124 new followers, a 28% increase.

The total impressions (the number of times content is displayed) for this period was just over 800,000, with 66% of that number coming from Twitter. The total engagement was 13,949, with engagement rate at 1.7%. Meanwhile there were approximately 6,500 video views across the platforms, with Twitter generating about 5,000 of those video views.

Most recently, the NCSL Instagram account received a verification status, which confirms authenticity of the organization it represents as well as notability for Instagram users.

In addition to these social media metrics, NCSL is also embarking on new social media strategies including revamping NCSL’s social media graphics, building up our presence on Instagram and featuring NCSL’s resources on LinkedIn including highlighting NCSL’s policy team as experts in their field and as a driver for engagement as well as a source for understanding complex policy issues facing lawmakers and legislative staff across the country.
Podcasts

NCSL Podcasts now encompass three podcasts: “Our American States,” “Legislatures: The Inside Story” and the special series on the history of legislatures, “Building Democracy.”

“Our American States” is released twice a month and focuses on public policy topics of particular interest to legislators and legislative staff. In this reporting period, podcasts have included the first two in a series of shows taking an in-depth look at the Infrastructure Investment and Jobs Act; a discussion about the latest cycle of redistricting; and a deep dive into how legislators can tackle workforce development.

“Legislatures: The Inside Story,” hosted by CEO Tim Storey, is released once a month. Kelley Griffin, who works in the Communications program and is a veteran of public radio, has joined as Tim’s producer. This will help both in securing great guests for the show and editing the final recording, ensuring it focuses on the most valuable information for our audience. Most notable in this reporting period was an episode with Bertie Ahern, the former prime minister of Ireland, who talked about the tortuous process of negotiating the Good Friday Accords nearly 25 years ago. “Building Democracy” now has its own channel on our new podcast platform, which will allow NCSL to market that series as a standalone podcast to high schools and universities.

The podcasts draw a potential combined download/streaming audience of about 2,000 listeners per episode. We’ve also completed the shift of the podcasts to both a new hosting platform and a new platform for the recording of the interviews.

Email Newsletters

Email engagement continues to increase across the six NCSL organizational and 15 NCSL program newsletters.

![EMAIL OPEN RATE](chart.png)

*Open rate measures general interest from our audience.*
Meetings
NCSL hosted the following in-person meetings:

- Feb 25-27 | International Education Study Group, Washington, D.C.
- March 10-11 | Regional Elections Meeting, Nashville, Tenn.
- March 11-12 | Immigration Task Force, Washington, D.C.
- March 14-16 | Nuclear Energy Tribal Working Group (NETWG) Q1, Washington, D.C.
- March 24-27 | Western States Fiscal Leaders, Honolulu, Hawaii
- April 21-23 | Rural Health Roundtable Regional Meeting, Asheville, N.C.
- April 24-29 | Parliament of Wallonia Energy Exchange, Salt Lake City
- April 28-30 | ASLCS Spring Business Meeting, Ft. Lauderdale, Fla.
- May 5-7 | Strong Elections, Strong States Regional Meeting: The South, Montgomery, Ala.
- May 10-13 | State and Tribal Government Working Group (STGWG) Spring Meeting, St. Louis

Webinars
NCSL conducted the following webinars:

- Feb 16 | Managing a Remote Staff
- March | 2 State Actions to Increase Access to Supportive Housing
- March 17 | Ethical Challenges and Changes after COVID-19
- March 24 | Innovations in Court Efficiencies: Through the lens of consumer debt collection
- March 30 | State Options for Scaling Evidence-Based Workforce Solutions
- April | 4 NLPES Management 101 Series: More Yoda, Less Superhero
- April | 7 Orphaned No More Federal Oil and Gas Well Reclamation
- April | 11 NLPES Management 101 Series: Employee Engagement
- April | 21 Microgrids State and Utility Efforts to Enhance Energy Resilience
- April 29 | Health Notes: Examining Policies’ Effects on Public Health
- May 3 | Legislative Staff Week Webinar – It’s Magic! How to Bring Rituals to Work in Turbulent Times
- May 5 | Safe Roads for Everyone: State Efforts to Protect Vulnerable Road Users
- May 10 | Creating Visually Appealing Reports
- May 11 | Health Care Costs 101: What’s a State to Do?
1. Welcome and Introductions
2. Consideration of Resolution on the Improving Intergovernmental Cooperation and Reducing Duplication Act of 2022
3. Policy Directives and Resolutions for Consideration at the 2022 Legislative Summit
4. Discussion of Voting During Virtual NCSL Standing Committee Meetings
5. Other Business

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Representative Megan Blanksma, Idaho  Senator Carmelo Rios Santiago, Puerto Rico
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Jill Reinmuth, Washington
John Snyder, Kentucky
To: NCSL Executive Committee  
From: Molly Ramsdell, Director, Washington Office  
Date: May 21, 2022  
Subject: Update on State-Federal Activities

This report highlights the NCSL activities in Washington, D.C. since the Jan. 15, 2022, Executive Committee meeting.

**NCSL Works to Avoid Clawback of ARPA funds in the FY 2022 Omnibus Appropriations Bill**
The bill signed into law did not include NCSL-opposed language that would have rescinded some of the funds states were to receive in their second tranche of Coronavirus State and Local Relief Fund payments to use as a “pay-for” for emergency funding for the coronavirus pandemic.

**INFRASTRUCTURE**
Following the enactment of the *Infrastructure Investment and Jobs Act* (IIJA), NCSL launched a web page to provide legislators and legislative staff the most up to date information on implementation of the law. To date the page has been viewed 10,000 times, with the top viewing states being Virginia, California and Florida. NCSL is also producing a five-part series of podcasts focused on the IIJA. Already released is a general overview of the new infrastructure law and an overview of the funding provided for water infrastructure.

NCSL also continues to provide briefings on the new law to individual state legislatures.

**ENGAGING WITH FEDERAL OFFICIALS**

*Infrastructure*: NCSL has hosted a number of briefings for legislators and staff with federal officials on the implementation of the new federal infrastructure law.

NCSL hosted a seven-part briefing series with five federal agencies focused on implementation of the transportation, energy, environment and agriculture programs in the federal infrastructure law. This included two briefings with both the Department and Transportation and Department of Interior as well individual briefings by the Department of Energy, Environmental Protection Agency and the Department of Agriculture.

NCSL hosted a briefing with the National Telecommunications and Information Administration (NTIA), an agency within the U.S. Commerce Department that oversees the implementation of broadband programs included in infrastructure law. The agency discussed the Broadband Equity, Access and Deployment Program, which will send $42.5 billion directly to states, as well as other programs to
increase digital equity and expand middle mile infrastructure to reduce the cost of connecting unserved areas. View the program [here](#).

NCSL hosted a meeting with key staff of both the Federal Communications Commission (March 15) and the NTIA (May 6) to receive an update on broadband mapping efforts.

NCSL also organized briefings in February and March with the Cybersecurity and Infrastructure Security Agency (CISA) for members of NCSL’s Cybersecurity Task Force on the implementation and roll out of the State and Local Cybersecurity Grant program that was part of IIJA.

**OTHER**

Additionally, as part of NCSL’s Natural Resources and Infrastructure Committee’s [2022 Spring Webinar Series](#), we have hosted officials from the Department of Interior and Environmental Protection Agency to discuss federal funding for states for orphaned wells and school bus electrification.

Other select opportunities for NCSL members to engage in conversations with federal officials include:

- Feb. 3 – NCSL staff discussed crime victims’ strategies with Kristine Rose, Director of the Office of Victims of Crime at the Department of Justice.
- Feb. 16 – Cybersecurity and Infrastructure Agency (CISA) briefing for members of NCSL’s Cybersecurity Task Force on implementing a whole-of-state cybersecurity plan.
- Feb. 24 – The Department of Labor’s Women’s Bureau and the Cornell University Worker’s Institute hosted a webinar with NCSL to examine how best to advance equity in public investments in job creation.
- March 1 – CISA briefing with the NCSL’s Cybersecurity Task Force on how to protect state systems given the Ukraine/Russian war.
- March 12 – NCSL’s Task Force on Immigration and the States hosted the U.S. Departments of Homeland Security and Health and Human Services for a roundtable where federal officials provided an update on immigration, migration, and resettlement policies, enforcement and operations, protocols, and changes. The discussion included representatives from United States Citizenship and Immigration Services, U.S. Customs and Border Patrol, U.S. Immigration and Customs Enforcement, and the Office of Refugee Resettlement.
- March 22 – CISA briefing for members of NCSL’s Cybersecurity Task Force on Cyberhacking.
- April 1 – The Department of Labor held a listening session to hear diverse views of participants on possible revisions to a wage and hour division overtime rule, building on a series of listening sessions that the Department has hosted on this topic across administrations over the last 8 years.
LEGISLATION NCSL IS WORKING

Improving Intergovernmental Cooperation and Reducing Duplication Act of 2022: This legislation requires the Director of Office of Management (OMB) and the Director of the Office of Intergovernmental Affairs to develop a strategic plan to increase intergovernmental cooperation. This includes OMB rescinding outdated guidance on intergovernmental cooperation and issuing new guidance. The bill would also require the General Services Administration to work more closely with state, local, territorial, and tribal governments. NCSL staff is working with the sponsor of the bill to ensure that NCSL is specifically named in the legislation as one of the groups to be consulted with during the development of the strategic plan.

LIFELINE ACT: NCSL joined other national organizations representing state and local governments as well as close to 80 housing stakeholders to support the LIFELINE Act, or Low-Income Housing Tax Credit Financing Enabling Long-Term Investment in Neighborhood Excellence Act (HR 7078). Currently, dollars made available through the American Rescue Plan State and Local Fiscal Relief Fund must be obligated by Dec. 31, 2024 and expended by Dec. 31, 2026. The LIFELINE Act would allow the fiscal relief funds used for housing credit development to be considered “expended” as required for compliance with statutory and regulatory requirements.

Justice and Mental Health Collaboration Reauthorization Act of 2022: NCSL and a large coalition of state and local organizations representing state and local government, law enforcement, and mental health interests urged Congress to quickly pass this bipartisan legislation which would help facilitate collaboration between the criminal justice, juvenile justice, mental health treatment, and substance use treatment systems to ensure those with mental illnesses receive the services and help they need. The bill reauthorizes the Justice and Mental Health Collaboration Program housed in the Department of Justice and authorized under the Mentally Ill Offender Treatment and Crime Reduction Act (MIOTCRA) at $50 million over the next five years. The bill also makes improvements to the program including strengthening support for mental health courts and crisis intervention teams, supporting diversion programming and training for state and local prosecutors, and amending allowable uses of funding to include suicide prevention in jails.

HILL BRIEFINGS

Infrastructure – Earlier this week, NCSL President Speaker Scott Saiki (D-HI) joined forces with principals from the Big 7 organizations representing state and local government officials for a press conference addressing the recently-enacted bipartisan Infrastructure Investment and Jobs Act during Infrastructure week. Speaker Saiki’s remarks referenced the importance of funding security for infrastructure and appreciation for Congress working in a bipartisan manner to pass this important piece of legislation.

Mental Health - Last week NCSL briefed Congress and federal agency officials on state actions to address the nation’s mental health crisis. New Jersey Assemblywoman Carol Murphy, Kentucky Senator Ralph Alvarado and Utah Representative Steve Eliason discussed efforts in their states. The recording of the briefing can be found on NCSL’s Web page.
**Education** - NCSL briefed Congress and a national audience on the latest data on state education budgets and efforts to improve school finance systems, as well as challenges with the education fiscal provisions in the American Rescue Plan, known as ARPA.

NCSL Executive Committee Member, Utah Senate Majority Whip Ann Millner (R), Washington Rep. Sharon Tomiko Santos (D), who serves as co-chair of the NCSL Standing Committee on Education, and Marcus Benjamin, senior adviser for the Ohio Senate Majority Caucus joined the discussion. View the briefing [here](#).

**CAPITOL TO CAPITOL STATS**
Capitol to Capitol, first published in 1994, is an information service of the Washington, D.C. office of NCSL. The open rate of this weekly publication for the first quarter of 2022 averaged over 30%, an increase of close to 45% over the same period in 2021. This is well above the industry average (reported average in 2021 was between 17% and 18% across all industries).

**RECENT LETTERS**
- Letter regarding Support for Inclusion of State, Local, Tribal, and Territorial Fiscal Recovery, Infrastructure, and Disaster Relief Flexibility Act in the FY 2022 Omnibus Appropriations Package (Feb. 24, 2022)
- Letter Urging Passage of Full Fiscal Year 2022 Appropriations (Feb. 8, 2022)
1. Welcome and Introductions
2. Update on NCSL services to support the legislative institution
3. Update on LSCC institution-focused projects
4. 2022 Legislative Institution track at the Denver Legislative Summit
5. New member orientation discussion
6. Other business
To: NCSL Executive Committee  
From: Natalie Wood, Director, NCSL Center for Legislative Strengthening  
Date: May 21, 2022  
Subject: Institution-focused Research, Training and Consulting: Spring 2022 Activities Report

The Center for Legislative Strengthening (CLS) is NCSL’s hub for consulting, projects and research in service of the legislative institution. The CLS team provides analysis and expertise for constituents on matters involving legislative operations, legislative information technology, workplace and human resources issues, and legislator demographics and compensation information. Thus far in 2022, CLS has been busy with a steady blend of responding to constituent requests; generating and updating web-based and written resources; member surveying; and training, testifying, and speaking with constituents on institutional topics. CLS also consults with and advises legislatures on various aspects of legislative staffing and has been in various stages of work on four separate legislative study projects over the past five months.

**PROMOTING LEGISLATIVE INSTITUTIONS**

Legislative power, authority, and operations in light of the pandemic drove research requests to CLS in the first half of 2022. Staff responded to over 150 requests during this period. Remote participation, remote public testimony, and legislative oversight remained popular topics, though introduced legislation on the last topic tapered in 2022. Staff authored a [LegisBrief](#) on the legislative oversight of the executive branch and related emergency powers and updated NCSL’s [Continuity of Legislatures During Emergency](#) page. Related resources include maps that display which legislatures are meeting remotely, in person, or in a hybrid fashion; bill and resolution tracking; and a compilation of rule changes impacting remote proceedings.

NCSL’s resources on legislative sessions, legislator pay, and legislative information technology were frequently accessed throughout the winter and spring of 2022. In February, NCSL published a new web resource on [methods for setting member pay](#) and CLS staff are wrapping up data collection on NCSL’s annual legislator compensation survey, the results of which will be published next month. The issue of member pay has appeared in the media’s spotlight in several states this spring, and NCSL’s resources have been consistently cited in related stories.

The session calendar webpage is updated weekly by CLS, giving guidance to over 25,250 NCSL website visitors about convening and adjourning dates. In April, we published a [blog post](#) on themes from a survey of information technology directors, pointing to a nationwide acceleration in the use of legislative technology. CLS staff testified before a Vermont House committee on cybersecurity and privacy issues. Finally, we refreshed NCSL’s [Legislatures at a Glance](#), a
digital web-based tool which features current information on the structure and makeup of the states’ and territories’ legislative chambers. We received 2,400 hits to this resource over the last several months.

CLS is in the final stages of a major project to document and preserve a historical record of how legislatures responded to the pandemic. We conducted interviews with legislative leaders and staff directors in 12 states and two territories and are now identifying key themes and trends, which include remote participation in the legislative process, increased investment in technology, remote work for legislative staff and an attempt to rebalance decision-making between the legislative and executive branches in an emergency. The data collection phase of this work will be finished in early June, after which CLS will create an interactive timeline, “story bank” and related materials for legislators and staff.

Finally, NCSL’s Legislator Time and Demographics Survey remains in the field and will be open until after the 2022 Legislative Summit. CLS staff prepared NCSL’s state liaison network and the hosts of invitational meetings to promote and distribute the survey in state capitols and in meeting rooms. We are keen to push up our survey response rate in the coming months. The findings will give us critical information about the changing nature of legislative service.

TRAINING, PROFESSIONAL DEVELOPMENT AND SPECIAL PROJECTS

NCSL’s institutional consulting remains in high demand. From January to May, CLS staff completed, or are in the process of completing, study projects for four legislatures, and began work on a fifth study. Legislators in the Massachusetts Senate received a study briefing in February and Vermont legislators invited CLS staff to discuss study findings at a committee hearing in March.

CLS staff were also busy providing in-person and virtual custom services to NCSL constituents. Among the staff-focused presentations were April briefings with legislative staff in Colorado on NCSL’s services and Zoom “office hours” in February and April for legislative human resources staff, providing them with the opportunity to network and discuss topics in personnel management such as staff compensation trends and remote work policies.

CLS led trainings on how to be an effective committee chair and mastering the legislative rules for members and staff of the Virgin Islands Senate in March. In April, we facilitated conversations between a Kenyan delegation and legislators from Nevada and Utah about making the transition from campaigning to legislating and committee chairing.
PERSONNEL AND PROFESSIONAL DEVELOPMENT

The best way to cultivate expertise in legislative institutions is to spend time in them. Thanks to the great hosts in the Michigan Senate, CLS staffer Mari Henderson spent a day shadowing the Secretary of the Senate during a floor session.

CLS experienced no personnel or staffing changes in spring 2022. However, this summer CLS will host a summer fellow from the Ash Center for Democratic Governance and Innovation at Harvard’s Kennedy School. The fellow will bolster NCSL’s resources on civility and bipartisanship.
The Foundation’s Revenues—FY 2022

The Foundation Board approved an unrestricted fundraising goal of $3,250,000 for fiscal year 2022. As of May 4, the Foundation has raised $3,106,500 in unrestricted giving, up from $1,940,000 at the same time last year.

We are pleased to report that we have 13 sponsors at the Capitol Circle level. Three of these are upgrades from Platinum—Google, MAXIMUS, and TIAA. The American Kratom Association upgraded from Gold.

Amazon
American Kratom Association
AT&T
Cisco Systems, Inc.
CSL Behring
Esri
Everytown for Gun Safety

Google
Intuit
MAXIMUS
Nuclear Energy Institute
TIAA
Walmart

We have 60 platinum sponsors, combined with the Capitol Circle level we have 73 top sponsors up from 55 at this time last year. We recruited three new platinum sponsors—Amazon Web Services, The Coca-Cola Company and StubHub—and the Consumer Healthcare Products Association and Diageo upgraded from Silver to Platinum.

1-800 CONTACTS
Airbnb
Amazon Web Services
America’s Credit Unions
American Academy of Physician Assistants
Ancestry
Apple
Biogen
The Carpet and Rug Institute
Charter Communications
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Juul Labs
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The Mentor Network
National Beer Wholesalers Association
The NCSL Foundation welcomed seven new gold sponsors and nine new silver sponsors.

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We have 11 new sponsor commitments: **Canopy Growth and Oracle** at Platinum; **ITC Holdings and the Wine & Spirits Wholesalers of America** at Gold; **the American Fintech Council, the Association of National Advertisers, Eversheds Sutherland, Invenergy, Nextera Energy Resource and the Tax Foundation** at Silver.

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**Fundraising and Outreach Activities**

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

**NCSL Legislative Summit 2021, Tampa, Fla. Nov. 3-5**
After a year of zoom meetings, NCSL was able to host the annual NCSL Legislative Summit in Tampa Bay, Fla. The Legislative Summit delivered top-notch policy sessions and learning opportunities for legislators, legislative staff and Foundation sponsors. When possible, Foundation sponsors were tapped for subject matter expertise. Sponsors were highlighted on signage and in the conference app and invited to networking opportunities.

**Emerging Leaders, Old Town Alexandria, Va. Dec. 6-9**
Capitol Circle, Platinum and Gold Foundation sponsors were invited to the Emerging Leaders Meeting in Old Town Alexandria, Va. Sessions included communication training, leadership skills development, and visiting historic Mt. Vernon. Forty-four foundation sponsors and 34 state legislators were in attendance.

**NCSL Foundation New Sponsor Coffee, Washington, D.C., Mar. 11**
New Foundation sponsors were invited to coffee at the Nuclear Energy Institute to learn about leveraging their sponsorship benefits. Foundation Board Vice President Christine Csizmadia and NCSL Staff Chair J.J. Gentry welcomed the group along with NCSL Foundation Director Caroline Carlson.
NCSL Foundation and SGAC Roundtable Policy Luncheon, Washington, D.C., Apr. 6
The NCSL Foundation partnered with SGAC to host Foundation sponsors at a policy luncheon. Lead staff from each committee from NCSL’s Washington D.C. office provided an overview of NCSL’s priorities and activities and a sneak peek into the sessions for the upcoming Legislative Summit in Denver.

NCSL Chief Executive Officer Luncheon, Washington, D.C., May 3
NCSL Foundation sponsors met with NCSL’s CEO, Tim Storey, to discuss trending topics in state legislatures and give sponsors an update on planning for the NCSL Legislative Summit in Denver.

Task Force Engagement
Task Force sponsors are now required to support the NCSL Foundation before contributing to the Task Force of interest. The Foundation has gained seven new sponsors as a result: AmeriHealth, Association of National Advertisers, Eversheds Sutherland, Invenergy, Nextera Energy Resource, Oracle and the Tax Foundation. Four task forces are meeting in conjunction with the Spring Executive Committee meeting: Military & Veterans Affairs, Cybersecurity and Privacy, Energy Supply and State & Local Taxation.

Foundation Partnership

Recycling Partnership
The latest NCSL Foundation public-private partnership explores recycling in the United States. The partnership follows the life cycle of products and focuses on policy initiatives and innovative strategies as recycling undergoes massive changes in response to economic shifts, cultural attitudes and trade policies. This partnership provides 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.

Partners include Amazon, the American Chemistry Council, Google, International Paper, ISRI, PepsiCo and Waste Management. The Steering Committee and staff members met on March 31 to discuss economic trade and the realities of recycling. The Partnership meets again on May 13 virtually.

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 2022.
## Capitol Circle Sponsors

- Amazon
- American Kratom Association
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- Cisco Systems, Inc.
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- Google
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- Amazon Web Services
- America's Credit Unions
- American Academy of Physician Assistants
- Ancestry
- Apple
- Biogen
- The Carpet & Rug Institute
- Charter Communications
- The Coca-Cola Company
- Comcast Cable Communications
- Consumer Healthcare Products Association
- Cruise, LLC
- Curriculum Associates
- Diageo
- DoorDash
- Entertainment Software Association
- Genentech
- Gilead Sciences
- GlaxoSmithKline Consumer Healthcare
- HCA Healthcare
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- JPMorgan Chase
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- Live Nation
- 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 Inc.
- Reynolds American Inc.
- Roche Diagnostics
- Rocket Companies
- Sazerac
- ServiceNow
- Smile Direct Club
- State & Federal Communications, Inc.
- State Farm Insurance Companies
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- Stride
- StubHub
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- Vertex Pharmaceuticals
- Viatris
- Visa
- Vistra Corp.
- Western Governors University

## Gold Sponsors

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- ADM
- Advanced Energy Economy
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- Alzheimer's Association
- Allergy and Asthma Network
- American Airlines
- American Association for Justice
- American Association of Nurse Practitioners
- American Bankers Association
- American College of Cardiology
- American Council of Life Insurers
- American Dental Association
- American Express
- American Federation of State, County & Municipal Employees
- American Federation of Teachers
- American Fuel & Petrochemical Manufacturers
- American Gas Association
- American Institute of CPAs
- American Institutes for Research
- American Optometric Association
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- American Public Power Association
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Ethan Wilson
Catalyst
Incline Village, Nevada

Fred Zeytoonjian
Apple, Inc.
Washington, D.C.
1. Welcome and Introductions

2. Report from NCSL’s Chief Executive Officer

3. 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

4. Reports from LSCC Subcommittees
   a. Programs and Professional Development
   b. Information Technology, Social Media, E-Learning and Outreach
   c. Legislative Institution

5. 2022 Legislative Staff Nominating Committee and Deadlines
   a. June 1 - Declaration deadline for vice chair candidates (60 days)
   b. June 15 - Declaration deadline for executive committee candidates (45 days)
   c. July 15 - Deadline for all support letters (15 days)

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Anne Sappenfield, NCSL Staff Vice Chair, Wisconsin  
Martha Wigton, Immediate Past NCSL Staff Chair, Georgia

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Jeff Wice, New York  
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**WELCOME AND INTRODUCTIONS**

J.J. Gentry, NCSL staff chair, called the meeting to order.
CHIEF EXECUTIVE OFFICER UPDATE

NCSL’s Chief Executive Officer Tim Storey thanked everyone for joining another round of Zoom meetings on a Friday. Storey mentioned that the agenda book for Executive Committee and LSCC meetings are so large because it contains NCSL’s Audit report. Storey provided an update about the 2021 Annual Legislative Summit in Tampa in early November and shared there were about 2,900 total attendees. In the post-Summit survey, legislative staff attendees were the most appreciative about the meeting and said they would recommend it to others.

Storey shared that NCSL’s fiscal year 2022 budget is still in very good shape and has budgeted around 92.5% dues collection from 49 of the 50 states as well as all five territories and the District of Columbia. One goal has been to establish a reserve fund and the officers have directed NCSL to designate a vast majority of the surplus from the 2021 Legislative Summit for the reserve fund. NCSL hasn’t raised the dues two years even though there was a vote to increase the dues. The Budget, Finance and Rules Committee of the Executive Committee will be asked to consider a 4% dues increase for FY 2023 and FY 2024.

Storey then discussed NCSL’s strategic plan, specifically that over $1 million has been awarded by NCSL’s Foundation to help implement the objectives. These objectives include: a focus on brand identity, civility and bipartisanship, creating legislator and staff affinity groups, etc. Finally, he shared that Mary Wild, NCSL’s current Chief Financial Officer, was retiring soon and welcomed NCSL’s new Chief Financial Officer, Alex Alavi, who then introduced himself to the committee.

NCSL’s Vice-Chair Anne Sappenfield (Wisc.) asked Storey if he could share more information about Foundation awards specifically for legislative staff. Storey provided background about NCSL’s Foundation for State Legislatures and how it functions within NCSL. In FY 2022, the Foundation granted close to $2 million to NCSL. Some of those substantial grants include money for the Legislative Staff Management Institute (LSMI), staff directors’ and chiefs of staff programming and some of the Legislative Staff Services program expenses.

LSCC SUBCOMMITTEE REPORTS

PROGRAMS AND PROFESSIONAL DEVELOPMENT SUBCOMMITTEE

Co-chair Aurora Hauke (Alaska) summarized the meeting and shared the subcommittee had a robust conversation about the staff chair goals for this year. Specifically, the committee discussed the Legislative Staff Certificate Program and how to improve it for the coming year including changing the application process and talking about what might be next in leveraging the success of the current certificate program. The subcommittee also talked about the Young and New Professionals Program and Megan McClure of NCSL gave an overview of that program. This group will partner with the Legislative
Institution Subcommittee to go over the implementations from a report that was created a number of years ago about YNP. Hauke also had asked the members of the group to be thinking about presenters for the 2022 Legislative Summit, which is Aug. 1-3 in Denver as well as presenters for 2022 Base Camp in November.

Hauke reported on the committee’s discussion about the 2022 and 2023 Legislative Staff Management Institute (LSMI). For the 2023 program, the committee discussed possibly moving the location from Sacramento, Calif., but a decision was not made. It will be discussed at a future meeting.

Hauke then introduced the LSMI co-directors, Paul Danczyk with the University of Southern California and Leonor Ehling with the Center for California Studies at Sacramento State University. Danczyk provided an update to the committee about the 2022 program and shared that the heart of LSMI remains the same, the mission is about leadership development and looking at that from a self and self-awareness perspective as well as doing a layered approach of recognizing there are a lot of different angles to public service leadership. He also shared the structure of LSMI remains the same – a four-month program including the eight-day residency in Sacramento. The 2022 program will be Aug. 19-26 in Sacramento and applications will be accepted starting on March 1 through May 13.

Hauke shared that the subcommittee voted and approved the recommended tuition, both with and without accommodations. to keep the tuition rate the same as 2021; $3,400 with lodging and $3,000 without lodging. Hauke moved to approve the recommended tuition rate for the 2022 program and one LSMI in-person program ($3,400 with accommodations and $3,000 without accommodations). Sabrina Lewellen (Ark.) seconded the motion, which passed unanimously.

INFORMATION TECHNOLOGY, SOCIAL MEDIA, E-LEARNING AND OUTREACH SUBCOMMITTEE
Co-chair Sabrina Lewellen (Ark.) introduced herself and her co-chair Eric Nauman (Minn.) and the two vice chairs of the subcommittee; Jon Courtney (N.M.) and Miriam Fordham (Ky.). Nauman shared that the subcommittee discussed the NCSL website and how it can be improved or updated. The NCSL staff who are working on revamping the website will bring the subcommittee decision items potentially before the Seattle Executive Committee meeting. The subcommittee also looked at the NCSL Events app and they would like to evaluate the app to see if it can be improved or reviewed or updated in some way. Mick Bullock, NCSL’s director of Public Affairs and Broadcasting, joined the subcommittee to discuss social media. Bullock shared with the subcommittee information about the NCSL social media accounts. There are four primary NCSL social media accounts: Twitter, Instagram, Facebook and LinkedIn. Bullock said the members of the subcommittee can reach out to him if there is something from any state that is worth highlighting on the NCSL social media platforms. The next items on their agenda was to discuss listservs, newsletters and the different ways NCSL communicates with legislative staff. They are going to have future conversations about the current technology that NCSL uses for listservs and newsletters and determine what is the best to communicate with legislative staff. The
The subcommittee is also going to look into digital badges for legislative staff that have completed trainings or other programming provided by NCSL and for legislative staff to add these accomplishments to their resume or LinkedIn profile. The subcommittee also discussed the Legislator Coordinator Program and if that program can also have a legislative staff aspect to it. The subcommittee has asked NCSL to give an overview of all outreach efforts at the next meeting. The last item the subcommittee discussed was online orientation. This would include videos or Zoom meetings or trainings for legislative staff who haven’t engaged with NCSL before or for those hard-to-reach staffers.

LEGISLATIVE INSTITUTION SUBCOMMITTEE
Chair Matt Gehring (Minn.) introduced himself and the two vice chairs of the subcommittee: Will Tracy (Ark.) and Tim Sekerak (Ore.). He then summarized the subcommittee meeting and shared specifics about how the committee will approach Staff Chair goals for this conference year. Sekerak will take the lead on developing an implementation plan for the Legislative Staff Exchange Program. A strong and robust exchange program already exists within ASLCS, and they have some good perspective on how this exchange program could work. Natalie Wood, NCSL’s director of the Center for Legislative Strengthening, presented to the subcommittee a preview of the first round of the staff retention survey. Gehring believes this information could be of interest to the other subcommittees and workgroups over the next year. The next item they discussed was to create a process to update some of the LSCC publications. K.C. Norwalk (Ind.) will be taking the lead on this goal.

The last item on the agenda was the Oral History Project that the subcommittee has been working on. This is a video project of oral interviews with previous staff chairs to talk about the value of staff chairs and the work they do on behalf of all legislative staff at NCSL. Will Tracy (Ark.) has been leading this project. Gehring asked if anyone on the call had any connections to previous staff chairs who would be willing to contribute to this project. Finally, Gehring mentioned the joint sub-group with the Programs and Professional Development Subcommittee around the Young and New Professionals Program.

LSCC WORK GROUP REPORTS

PROFESSIONAL STAFF ASSOCIATION OFFICERS WORKGROUP
Co-chair Fred Messerer (Calif.) shared that all of the Professional Staff Associations have had their business meetings and have all elected new officers. The work group went through each of the associations’ programming and initiatives for the next year. Six of the nine associations will be meeting together in Atlanta in October for a joint meeting called Staff Hub ATL 2022. The workgroup went through their staff chair goals and have decided to form three sub-groups to get through the list of goals. One of the sub-groups is going to focus on the overhead allocation formula for both joint meetings and for Staff Hub style meetings. This workgroup had previously worked on an allocation
formula for each of the association’s standalone meetings and now this workgroup is going to work on a formula for joint meetings the associations might have and the Staff Hub meeting. Another sub-group is going to focus on the Legislative Staff Exchange Program. The clerks and secretaries (ASLCS) have had a robust program for a long time and the other associations are interested in hearing about those experiences and learning about how the other associations can adapt their own version. The last subgroup is going to be working with the Legislative Institution Subcommittee and the Standing Committees Work Group for the online orientation project.

STANDING COMMITTEE WORKGROUP
Co-chair Lonnie Edgar (Miss.) introduced himself and the other co-chair of the workgroup, K.C. Norwalk (Ind.) and the vice chairs: Monique Appeaning (La.) and John Bjornson (N.D.). He also introduced the new members of the workgroup: Michelle Davis (Md.), Miriam Fordham (Ky.) and Jeff Wice (N.Y.). One of the items on their agenda was to review the Standing Committee Staff Officer Survey results. They sent the survey to about 45 individuals, 17 people responded which is about a 37% response rate.

This is a standard response rate and showed the standing committee staff officers are very pleased with NCSL’s services. Most respondents were satisfied with all of the informational activities from NCSL like the newsletters, emails, informational alerts, webinars, etc. A lot of people felt they had engaged with the activities that were hosted by NCSL at about the same level as they did before the pandemic. Edgar shared the workgroup also discussed the creation of an online orientation program, which is going to be a joint project among the Legislative Institution Subcommittee and the Professional Staff Association Officers workgroup. This workgroup will focus on incorporating more information about understanding the role of a standing committee officer.

Finally, Edgard reported that NCSL will schedule an online standing committee officer orientation, for both legislators and staff, sometime in February. And targeted professional development will be offered to the standing committee staff officers in March. The program will be: 10 Things Great Leaders Do.

LEGISLATIVE OPERATIONS AND THE PANDEMIC SPECIAL WORKGROUP
Co-chair Paul Smith (N.H.) introduced himself and his co-chair Betsy Theroux (Ga.). Smith shared that the NCSL staff that will be supporting this group will be Natalie Wood, director of the Center for Legislative Strengthening and Mari Henderson, policy specialist in the Center for Legislative Strengthening. During the workgroup’s meeting, Wood and Henderson shared the various resources and documents that have been compiled by NCSL over the course of the pandemic including continuity of legislatures in an emergency and legislative operations. NCSL staff also shared more about a project that was started in 2021 to document and tell the story of six different legislative chambers so far in light of an emergency. The project entails gathering insights from one-on-one interviews with legislative leaders and staff leaders.

Smith reported the workgroup members discussed ways to present the information that has already been gathered and any new information that might be helpful. One idea that came up was to have an interactive timeline on the NCSL website as things are unfolding during the pandemic. Susan Kannarr
(Kan.) and Scott Kaiser (Ill.) brought up an idea of doing a situational playbook for emergencies in general. Wood and Henderson are going to set up interviews with the members of the workgroup to find out what their individual legislature did and to collect data. Once the data is collected the group will determine what they will do with the data.

**STRATEGIC PLANNING WORKGROUP**

NCSL Staff Vice-Chair Anne Sappenfield (Wis.) introduced herself and shared that her focus themes are going to be recruitment and retention of legislative staff. Her workgroup discussed creating a continuum of professional development opportunities. Sappenfield has asked NCSL to put together some information on the different professional development opportunities that are currently available for staff and whatever data they have to go along with those. She is also focusing on that message of how valuable the work legislative staff is and how staff get re-energized with programs from NCSL. She is going to focus the products, education and trainings that are offered through NCSL as a retention tool as they move forward.

**ADJOURNMENT**

Staff Chair Gentry adjourned the meeting.
1. Welcome and Introductions
2. Update on 2022 staff association programming and other initiatives
3. Update and discussion of Staff Chairs Goals for 2021-2022:
   a. Evaluate current overhead allocation for joint and “Staff Hub” meetings
   b. Creation of online orientation to NCSL program (in conjunction with SC officers workgroup and IT subcommittee)
   c. Legislative Staff Exchange Program/Int’l Exchanges – implementation barriers and other considerations
   d. Review of LSCC bylaws pertaining to scope and responsibilities of Professional Staff Association workgroup.
4. Other Business

MEMBERS

<table>
<thead>
<tr>
<th>Soren Jacobsen, NALIT, Idaho, Co-Chair</th>
<th>Fred Messerer, RELACS, California, Co-Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aundrea Peterson, LINCS, Utah, Vice Chair</td>
<td>Erica Warren, RELACS, Kentucky, Vice Chair</td>
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<tr>
<td>Justin Cajindos, LSPA, Oklahoma</td>
<td>Eric Thomas, NLPES, Washington</td>
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<td>Ingrid Hernquist, LRL, New Jersey</td>
<td>Will Tracy, LINCS, Arkansas</td>
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<td>Jessica Lundgren, LRL, Maine</td>
<td>Richard Webb, NLSSA, South Carolina</td>
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<td>Michelle O’Brien, NLSSA, Idaho</td>
<td>Brad Young, ASLCS, Ohio</td>
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<td>Branden Pursinger, LSPA, Oregon</td>
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<td>Nate Rohan, NALIT, Wisconsin</td>
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<td>Kristen Rottinghaus, NLPES, Kansas</td>
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<td>Tim Sekerak, ASLCS, Oregon</td>
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<td>Amy Skei, NALFO, Washington</td>
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NCSL STAFF

| Angela Andrews, Lead |
| Arturo Pérez |
| Alex Alavi |
1. Welcome and Introductions
2. Updates from NCSL Staff
   a. Staff Officer Profiles
3. Update on Parliamentarian Discussions
4. Report from Orientation Workgroup
5. Review LSCC Bylaws

MEMBERS

<table>
<thead>
<tr>
<th>Lonnie Edgar, Mississippi, Co-Chair</th>
<th>K.C. Norwalk, Indiana, Co-Chair</th>
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</thead>
<tbody>
<tr>
<td>Monique Appeaning, Louisiana, Vice Chair</td>
<td>NCSL STAFF</td>
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<tr>
<td>John Bjornson, North Dakota, Vice Chair</td>
<td>Molly Ramsdell, Lead</td>
</tr>
<tr>
<td>Michelle Davis, Maryland, Vice Chair</td>
<td>Laura Tobler</td>
</tr>
<tr>
<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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MAY 20, 2022 | 9:30 – 10:45 A.M. PT | GRAND PACIFIC F-G

1. Welcome and introductions
2. Recap of NCSL’s progress to date
3. Discussion of format of final product and related resources
4. Other business

MEMBERS

<table>
<thead>
<tr>
<th>Paul Smith, New Hampshire, Co-Chair</th>
<th>Betsy Theroux, Georgia, Co-Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tim Bommel, Missouri</td>
<td>Anthony &quot;Steve&quot; Pike, Virginia</td>
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<tr>
<td>Doug Himes, Tennessee</td>
<td>Jill Reinmuth, Washington</td>
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<tr>
<td>Scott Kaiser, Illinois</td>
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<tr>
<td>Susan Kannarr, Kansas</td>
<td>NCSL STAFF</td>
</tr>
<tr>
<td>Claudia Mendez, Puerto Rico</td>
<td>Natalie Wood</td>
</tr>
<tr>
<td>Natalie Mullis, Colorado</td>
<td></td>
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<tr>
<td>Rich Olsen, West Virginia</td>
<td></td>
</tr>
</tbody>
</table>
1. Welcome and Introductions
2. First review, reactions of Anne’s goals for 2022-2023
   a. Discuss a new “Compass” video – what topic should it cover, ideas for content
3. Staff Professional Development
   a. Review of staff meeting surveys
   b. Start mapping all professional development offered to staff
   c. Future LSML conversation
   d. Programming for women staff
4. Certificate program evaluation
5. Staff Hub/4th LSCC meeting discussion
6. 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 Latham, Alabama

Sabrina Lewellen, Arkansas
Eric Nauman, Minnesota
John Snyder, Kentucky
Stacy Householder, Lead
Victor Vialpando-Nuñez
1. Welcome and Introductions
2. 2022 LSMI update
3. Legislative Staff Programming at 2022 Legislative Summit
4. Update and discussion of Staff Chairs Goals for 2021-2022:
   a. 2022 Legislative Staff Certificate Program and Future Programs
   b. Scholarship/stipend for LSMI and other staff professional development
   c. Young and New Professionals update – webinar series and 2022 Summit activities
   d. Review/update scope and responsibilities of PPD in LSCC bylaws
5. Other Business

MEMBERS

Aurora Hauke, Alaska, Co-Chair  Othni Lathram, Alabama, Co-Chair
Scott Kaiser, Illinois, Vice Chair
Doug Himes, Tennessee
Jessica Lundgren, Maine
Fred Messerer, California
Natalie Mullis, Colorado
Rich Olsen, West Virginia
Aundrea Peterson, Utah
Anthony "Steve" Pike, Virginia
Branden Pursinger, Oregon

Jill Reinmuth, Washington
Eric Thomas, Washington
Erica Warren, Kentucky

NCSL STAFF

Angela Andrews, Lead
Stacy Householder
Arturo Pérez
1. Welcome and Opening Comments
2. Update of Quarterly Reports of NCSL Website and Social Media Platforms
3. Overview of 2022 Legislative Staff Week
4. Legislative Staff/State Liaison Program History/Information
5. Outreach Methods/Initiatives Five Year Review
6. Other Business:
   - NCSL App Reminder
   - Online Orientation
   - Digital Badging Sample Review Meeting

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 | |
| Soren Jacobsen, Idaho | NCSL STAFF |
| Claudia Mendez, Puerto Rico | Victor H. Vialpando-Nuñez, Lead |
| Nate Rohan, Wisconsin | Gene Rose |
|  | Molly Ramsdell |
Every day, legislative staff work behind the scenes to support the work of state legislatures. From drafting bills to keeping computer networks secure, legislatures couldn’t function without staff. Legislative Staff Week is when NCSL celebrates these contributions and highlights the importance of both gratitude and recognition in the legislative environment.

789 Shoutouts
Welcome to NCSL’s “Staff Snapshots” series! Legislative staff from each of the 50 states, the District of Columbia and the territories are telling us about their roles in the legislature, what inspires them and what they love about their jobs. They also offer some great tips on what to read, watch and listen to!

Click a postal abbreviation on the map below for a profile of a staffer from that state or territory.

The series is open to all staffers. Know someone who should be included?

**Visits to the Shoutout website**

**Impressions* of Staff Week content across NCSL social media**

**Attendees for the webinar, It’s Magic: How to Bring Rituals to Work in Turbulent Times**

**Engagements** **with Staff Week content across NCSL social media**

* Impressions are the number of times content was served to users on social media.

** Engagements are comments, likes and shares on social media.
Introduction
From both a membership and outreach perspective, legislators and legislative staff are NCSL’s two main audiences, and NCSL staff have historically developed strategies and tactics targeted to each audience. One specific strategy involves assigning legislators/legislative staff to be State Coordinators. Serving in this role equates to them being NCSL ambassadors in their state. For legislators, NCSL works with leadership in each state to assign one NCSL State Coordinator for each chamber. This report documents NCSL’s approaches during the past 15-20 years to mirror the legislator State Coordinator program for legislative staff.

Prior to 2006
For the most part, prior to 2006, NCSL State Liaisons would develop relationships with legislative staff and ask them to serve as unofficial NCSL staff coordinators in their state. These legislative staffers worked closely with NCSL State Liaisons and took on the activities associated with supporting NCSL in their state, but the role was not official, and their name wasn’t listed in any public capacity. NCSL maintained the list for internal use.

2006—2014
After two years of planning and drafting guidelines, the **NCSL Statehouse Ambassador Program** was launched in 2006 and was active until 2014. NCSL Statehouse Ambassadors were legislative staff who served as in-state representatives for NCSL. Statehouse Ambassadors worked closely with the NCSL staff assigned as liaisons to each legislature.

The goals of the program included:
- Improve NCSL’s outreach to legislative staff by developing and maintaining accurate legislative staff data, especially mailing addresses.
- Increase legislative staff participation in NCSL’s standing committees, staff sections and professional development seminars.
- Support NCSL’s marketing and outreach programs for legislators and legislative staff.

The Ambassadors were responsible for ensuring NCSL had accurate staff data, orienting new staff to NCSL, and supporting NCSL’s marketing and outreach efforts. In turn, NCSL’s state liaisons were responsible for recruiting Statehouse Ambassadors, providing support and resources to Ambassadors, updating staff mailing lists, maintaining regular contact with Ambassadors and contacting newly hired staff as they learned about them from the Ambassadors.
**Feedback on Program’s Success**

The following feedback was received during several meetings with current NCSL staff who were involved in the Statehouse Ambassador Program during its active years.

- The most significant downfall of the program was attributed to partisan/political issues. Legislative staff didn’t want to be put in the perceived political position of acting on behalf of NCSL or any other outside organization. While many staff were willing to unofficially serve as an NCSL coordinator, most did not want to serve in an official capacity.

- The Statehouse Ambassador role responsibilities were another bone of contention. Specifically, it was difficult for the Ambassadors to keep staff data accurate. An Ambassador did not necessarily have access to staff lists in other divisions or the other chamber. In many states, that kind of information was not widely shared within the legislature.

- It was difficult, if not impossible, for these individuals to enter data directly into the NCSL system as was required at the time.

- The combined political implications and burdensome responsibilities pushed these volunteers too far.

- Another consideration in many states was that one staffer was not able to directly interact with new staff across all legislative agencies.

- When compared to the NCSL Legislator State Coordinator program, the legislator version is more functional because a legislative leader is involved in designating the coordinator for his/her chamber and state.

The overwhelming feedback was that NCSL has much more success with legislative staff coordinators when it’s an unofficial program and role. In 2014, the decision was made to end the State Ambassador program.

**2014 to Current**

While there has not been an official staff coordinator role or program since 2014, NCSL continues to prioritize staff outreach and engagement. There is not an official way for NCSL to collect staff information (including mail/email), however collecting staff data is a priority and happens organically as NCSL staff engage with staff across the states and territories. NCSL staff working in the legislative staff services program carry the voice of legislative staff in every internal conversation, ensuring that all programs, services and support are tailored to staff as well as legislators. Through their daily work, extensive and meaningful relationships are developed with legislative staff in every state and territory. The same can be said for NCSL staff supporting the professional staff associations. And NCSL staff serving as State Liaisons are provided with training and instruction for how to engage with legislative staff during their state visits and via email/calls throughout the year. State Liaisons also update staff information as part of their roles.
Introduction
From both a membership and outreach perspective, legislators and legislative staff are NCSL’s two main audiences, and NCSL staff have historically developed nuanced strategies and tactics for each audience. This report provides a snapshot of the various outreach approaches NCSL has taken the past five years to engage with legislative staff. Please note this is a summary and not an exhaustive list. Throughout the year, every year, numerous additional outreach efforts are completed by NCSL staff in response to hot topics, state requests and other timely legislative needs and/or events.

Legislative Staff Outreach Methods Completed EVERY YEAR From 2017-2022
NCSL plans and executes several tried and true outreach methods every year, each year learning from experience and continuously improving moving forward. Here is a high-level summary of such efforts:

<table>
<thead>
<tr>
<th>Method</th>
<th>Format</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>State Legislatures Magazine</td>
<td>Mail</td>
<td>NCSL mails magazines to select legislative staff.</td>
</tr>
<tr>
<td>Staff Welcome Kits</td>
<td>Mail</td>
<td>State Liaisons collaborate with staff in their states to ensure they have a supply of NCSL Welcome Kits (folders with various NCSL literature/handouts).</td>
</tr>
<tr>
<td>Recruitment for LSCC and NCSL Executive Committee</td>
<td>Mail/Email/Web</td>
<td>NCSL staff work on behalf of the LSCC to seek nominations for legislative staff to serve on the LSCC and the NCSL Executive Committee as staff officers and/or at-large members.</td>
</tr>
<tr>
<td>State Liaisons</td>
<td>Email/In person</td>
<td>NCSL State Liaisons (staff assigned to every state and category) conduct email and in-person outreach to legislative staff.</td>
</tr>
<tr>
<td>NCSL Legislative Summit</td>
<td>Mail/Email/ Web/Social Media</td>
<td>NCSL communications team conducts specific outreach inviting legislative staff to the annual Summit. More on the Summit later in this document.</td>
</tr>
<tr>
<td>Legislative Staff Week</td>
<td>Email/Web Social Media</td>
<td>Celebrated the first week of May every year, Legislative Staff Week celebrates all legislative staff and their contributions to the legislative institution (note: the event transferred from December to May beginning in 2018). The event has grown in size/impact every year. Metrics are included on page five of this report.</td>
</tr>
<tr>
<td>Method</td>
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<td>Notes</td>
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<tr>
<td><strong>Staff Professional Association Newsletters</strong></td>
<td>Email/Web</td>
<td>NCSL staff produce regularly scheduled newsletters for the following eight professional staff associations:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- ASLCS: The Legislative Administrator (three issues/year)</td>
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<td></td>
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<td>- NALFO: Fiscal Link Newsletter (monthly)</td>
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<td></td>
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<td>- LINCS: The Voice (two-three issues/year)</td>
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<td>- NALIT: NALIT News (blog-style platform; posting varies)</td>
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<td></td>
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<td>- LSPA: LSPA Newsletter (approx. two-three issues/year)</td>
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<td>- NLPES: The Working Paper (two issues/year)</td>
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<td>- RELACS: The RELACS Report (blog-style platform; posting varies)</td>
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<td></td>
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<td>- LRL: LRL Newsline (three issues/year)</td>
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<td></td>
<td></td>
<td>- NLSSA Newsletter: (frequency varies)</td>
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<tr>
<td><strong>Professional Staff Network Comms</strong></td>
<td>Email/Web</td>
<td>LESN: LESN Listserv (frequency varies)</td>
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<tr>
<td></td>
<td></td>
<td>YNP: YNP Newsletter (two issues/year)</td>
</tr>
<tr>
<td><strong>Legislative Staff Week</strong></td>
<td>Email/Web</td>
<td>Celebrated the first week of May every year, Legislative Staff Week celebrates all legislative staff and their contributions to the legislative institution (note: the event transferred from Dec. to May beginning in 2018). The event has grown in size/impact every year. Metrics are included later in this report.</td>
</tr>
<tr>
<td></td>
<td>Social Media</td>
<td></td>
</tr>
<tr>
<td><strong>Promote Professional Development Opportunities for Legislative Staff</strong></td>
<td>Mail/Email/ Web/Social Media</td>
<td>NCSL staff in the Legislative Staff Services division coordinate very carefully with the communications division to widely promote annual professional development opportunities, including:</td>
</tr>
<tr>
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<td>- Annual Professional Development Seminars sponsored by the Professional Staff Associations</td>
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<td>- LESN Convening (two annually)</td>
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<td>- NCSL Base Camp</td>
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<td>- Legislative Staff Management Institute</td>
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<td></td>
<td></td>
<td>- National Seminar on Human Resources Management in State Legislatures</td>
</tr>
<tr>
<td><strong>NCSL Podcasts</strong></td>
<td>Podcast</td>
<td>The NCSL podcast “Our American States” talks with experts and drills down into the details of public policy relevant to those working in state legislatures. Legislative staff have served as guests.</td>
</tr>
</tbody>
</table>
Legislative Staff Outreach Efforts Beginning in the Past Five Years

The information below provides a snapshot of outreach efforts that have been developed and implemented over the past five years that are above and beyond the items listed previously. These represent examples of how NCSL continues to seek new ways to support and serve legislative staff.

<table>
<thead>
<tr>
<th>Method</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<tbody>
<tr>
<td><strong>Get Ready for Session Week</strong>: A mini-staff-week hosted in Dec.</td>
<td>X</td>
<td>X</td>
<td>*</td>
<td>X</td>
<td>*</td>
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<tr>
<td>featuring staff-focused blogs, daily emails and a webinar.</td>
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<tr>
<td><strong>Executive Committee Video</strong>: Short video explaining the purposes of the NCSL Executive Committee and the benefits of serving. This video was used to help recruit staff to run for the Executive Committee. *Terms of office were extended in 2019 due to the pandemic so the video wasn’t needed.</td>
<td>X</td>
<td>*</td>
<td>X</td>
<td></td>
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</tr>
<tr>
<td><strong>Professional Development and Networking for Staff Directors</strong>: NCSL seeks to engage legislative staff directors (apex leaders) through professional development in networking. Specific programs have been offered for staff directors at the annual Legislative Summit starting in 2018. In 2020, NCSL convened six roundtable discussions that provided a forum for directors to share how their agency or chamber was responding to the COVID-19 crisis. A three-part professional development series was also offered. In 2021, the Summit included two roundtables and a lunch.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Promote Award Nominations</strong>: NCSL staff in the Legislative Staff Services division coordinate very carefully with the communications division to solicit nominations for the Legislative Staff Awards, Notable Document Awards and Online Democracy Awards.</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promote Award Winners</strong>: In addition to the Legislative Summit, NCSL began recognizing award winners via email, social media and the NCSL website.</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>“Building Democracy: The Story of Legislatures.”</strong> Special six-part series covers the history, characters and stories of state legislatures in America from the beginnings in Jamestown to the present day and into the future.</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Online Newsletter Subscription Center</strong>: Launched in June 2020, this new subscription center allows staff to easily subscribe to any/all NCSL communications.</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NCSL Base Camp</strong>: Created and launched in 2020 as a virtual option for NCSL members to benefit from policy updates and professional development sessions. Legislative staff are the main</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
audience and the focus as NCSL develops Base Camp 2022.

<table>
<thead>
<tr>
<th>Method</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excel with NCSL:</strong> Created in collaboration with the LSCC, this infographic depicts the many ways staff can become involved with NCSL.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Staff Snapshots:</strong> Web series featuring legislative staff from across the country and in the territories who answer questions about their roles in the legislature, what inspires them and what they love about their jobs. This was started in 2019, gained frequency at the end of 2021, and now more than 80 staff profiles are published.</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Staff Professional Development Letter:</strong> Physical letter mailed to legislative staff directors detailing all staff professional development offerings for the year, including dates and target audience. A letter for 2022 will soon be mailed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Legislative Video Resource Center:</strong> Collection of recorded policy and professional development webinars hosted in one easy to search platform.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Legislative Staff Certificate Program:</strong> Five-week program for newer legislative staff (one to three years of legislative employment) who are seeking a broader context about state legislatures.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>NCSL Calendar:</strong> Wall calendar featuring all state and territory capitol buildings. NCSL reinstated this member gift in 2021 and it is sent to many legislative staff.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>State Policy 101:</strong> NCSL offered this online series to members only. It included 30-plus educational sessions presented by 55-plus NCSL policy experts over the course of the four Fridays in February. All sessions were live and recorded so members could learn in the manner that best met their needs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Preference Center/Key Areas of Interest:</strong> Functionality was added to allow members to choose ‘key areas of interest’ in their NCSL account settings.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>NCSL Town Halls:</strong> NCSL Town Halls feature interviews on topical issues with NCSL staff, policy specialists, legislators and legislative staff.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
Legislative Staff Week: Five-year metrics

As noted in the first chart, Legislative Staff Week is an event NCSL has planned and hosted every year for the past five years. While the event is consistent, participation and engagement has grown steadily over the years.

* A post is a text or graphic message shared with followers.

** An impression measures the total number of times a post was seen.

*** A pageview measures each time a web page was loaded in a browser.
After the email newsletter overhaul was complete and the subscription center was launched in July 2020, the Outreach and Engagement team began closely tracking email analytics, including breaking data down for legislators versus legislative staff. By carefully studying the data monthly and adjusting various outreach and marketing strategies, legislative staff email engagement has increased significantly. Legislative staff email engagement is also higher than industry standards.

*Open rate measures general interest from our audience.

**Click-to-open rate measures how engaging the email content is to our audience.
### Legislative Staff Subscribed to NCSL Newsletters

Note: This information represents NCSL organizational and program newsletters that are distributed via the communication department using Mailchimp email marketing software (not Lyris lists).

<table>
<thead>
<tr>
<th>Newsletter</th>
<th># of Legislative Staff Subscribed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NCSL NEWSLETTERS</strong></td>
<td></td>
</tr>
<tr>
<td>NCSL Today</td>
<td>7,096</td>
</tr>
<tr>
<td>NCSL This Month</td>
<td>7,360</td>
</tr>
<tr>
<td>NCSL News Alerts</td>
<td>7,299</td>
</tr>
<tr>
<td>NCSL Reports and Resources</td>
<td>7,347</td>
</tr>
<tr>
<td>NCSL State Legislatures News</td>
<td>7,304</td>
</tr>
<tr>
<td>NCSL Capitol to Capitol</td>
<td>1,488</td>
</tr>
<tr>
<td>NCSL Legislative Staff News</td>
<td>9,441</td>
</tr>
<tr>
<td>NCSL Legislative Summit and Events</td>
<td>9,087</td>
</tr>
<tr>
<td><strong>PROGRAM NEWSLETTERS</strong></td>
<td></td>
</tr>
<tr>
<td>Afterschool and Summer Learning News</td>
<td>97</td>
</tr>
<tr>
<td>The Canvass: Elections Update</td>
<td>638</td>
</tr>
<tr>
<td>Children, Youth and Families Update</td>
<td>728</td>
</tr>
<tr>
<td>Disability Employment Update</td>
<td>156</td>
</tr>
<tr>
<td>Education Update</td>
<td>592</td>
</tr>
<tr>
<td>Employment and Economic Update</td>
<td>482</td>
</tr>
<tr>
<td>Environment and Natural Resources Update</td>
<td>50</td>
</tr>
<tr>
<td>First Appearance: Criminal Justice Update</td>
<td>439</td>
</tr>
<tr>
<td>Health and Human Services Link</td>
<td>828</td>
</tr>
<tr>
<td>Health Systems Digest</td>
<td>454</td>
</tr>
<tr>
<td>Juvenile Justice Update</td>
<td>381</td>
</tr>
<tr>
<td>News Reactor: Nuclear Update</td>
<td>159</td>
</tr>
<tr>
<td>Plugged In: Energy Update</td>
<td>411</td>
</tr>
<tr>
<td>State Budget and Tax News</td>
<td>689</td>
</tr>
<tr>
<td>Transportation Update</td>
<td>345</td>
</tr>
<tr>
<td>Young and New Professionals Update</td>
<td>517</td>
</tr>
</tbody>
</table>
ListServ Information

NCSL offers listservs as a communication resource for members of the professional staff associations and standing committees. Some listservs are very active and are used by members and NCSL staff to answer research questions as requested by members. In other instances, NCSL uses the listserv to send out information and specific announcements and tailored messages promoting meetings, webinars and programs supported by the sponsorship group.

<table>
<thead>
<tr>
<th>List Name</th>
<th>Frequency</th>
<th>Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>aslcs-assoc-dist</td>
<td>2-3x/month</td>
<td>311</td>
</tr>
<tr>
<td>aslcs-l</td>
<td>2-3x/month</td>
<td>283</td>
</tr>
<tr>
<td>aslcs-principals-dist</td>
<td>2-3x/month</td>
<td>105</td>
</tr>
<tr>
<td>LegalServ-L</td>
<td>10+/year</td>
<td>191</td>
</tr>
<tr>
<td>legis-editor-l</td>
<td>4-6/ year</td>
<td>72</td>
</tr>
<tr>
<td>lincs-all-l</td>
<td>6-8x/year</td>
<td>246</td>
</tr>
<tr>
<td>lincs-dist</td>
<td>1-2x/month</td>
<td>230</td>
</tr>
<tr>
<td>lrl-l</td>
<td>12-20/ year</td>
<td>141</td>
</tr>
<tr>
<td>lscc-dist</td>
<td>1-2x/month</td>
<td>71</td>
</tr>
<tr>
<td>lss-dist</td>
<td>12-20/ year</td>
<td>988</td>
</tr>
<tr>
<td>nalfodirectory-dist</td>
<td>1/year</td>
<td>136</td>
</tr>
<tr>
<td>fiscaldirectors</td>
<td>15-25/year</td>
<td>81</td>
</tr>
<tr>
<td>lfofisk-dist</td>
<td>Monthly</td>
<td>499</td>
</tr>
<tr>
<td>nalit-dist</td>
<td>12-16/ year</td>
<td>408</td>
</tr>
<tr>
<td>nalit-l</td>
<td>30-40/ year</td>
<td>230</td>
</tr>
<tr>
<td>nlpes-l</td>
<td>30-40x/year</td>
<td>439</td>
</tr>
<tr>
<td>nlssa-l</td>
<td>rarely/members only</td>
<td>280</td>
</tr>
<tr>
<td>nlssa-dist</td>
<td>12-20x/year</td>
<td>319</td>
</tr>
<tr>
<td>relacs-dist</td>
<td>12-18/ year</td>
<td>1074</td>
</tr>
<tr>
<td>List Name</td>
<td>Frequency</td>
<td>Recipients</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td><strong>Standing Committees</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sc-budgets-dist</td>
<td>247</td>
<td>125</td>
</tr>
<tr>
<td>sc-elections-dist</td>
<td>Monthly</td>
<td>189</td>
</tr>
<tr>
<td>sc-law-dist</td>
<td>2/3 Month</td>
<td>260</td>
</tr>
<tr>
<td>sc-nri-dist</td>
<td>Weekly</td>
<td>330</td>
</tr>
<tr>
<td>scx-elections-dist</td>
<td></td>
<td>173</td>
</tr>
<tr>
<td>scxl-comm</td>
<td>12+/year</td>
<td>179</td>
</tr>
<tr>
<td>scxl-educ</td>
<td>Weekly</td>
<td>226</td>
</tr>
<tr>
<td>scxl-hhs-dist</td>
<td>Monthly</td>
<td>221</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ecfellowsalum-dist</td>
<td>8-10/year</td>
<td>15</td>
</tr>
<tr>
<td>ecfellows-dist</td>
<td>20+/year</td>
<td>2</td>
</tr>
<tr>
<td>electionandredistrictstaff_dist</td>
<td>Monthly</td>
<td>2</td>
</tr>
<tr>
<td>electstaff</td>
<td>Bi-weekly</td>
<td>3</td>
</tr>
<tr>
<td>redistrict-l</td>
<td>Weekly</td>
<td>90</td>
</tr>
<tr>
<td>redistrictstaff_dist</td>
<td>Bi-weekly</td>
<td>3</td>
</tr>
</tbody>
</table>
MAY 20, 2022 | 11:00 A.M. – 12:15 P.M. PT | GRAND PACIFIC E

1. Welcome and Introductions
2. Oral history project
3. YNP mentor program
4. Legislative staff exchange programs
5. Staff retention survey (Phase 2)
6. Process to update NCSL/LSCC publications
7. LSCC Bylaws review
8. Other business

MEMBERS

Matt Gehring, Minnesota, Chair  Will Tracy, Arkansas, Vice 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

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

NCSL STAFF

Laura Tobler, Lead
Natalie Wood
Alex Alavi
The following officers and members were present:

**OFFICERS**
- Speaker Scott Saiki, Hawaii
- Speaker Scott Bedke, Idaho
- Speaker Robin Vos, Wisconsin
- Representative Brian Patrick Kennedy, Rhode Island
- J.J. Gentry, Counsel, Ethics Committee–Senate, South Carolina
- Anne Sappenfield, Director, Legislative Council, Wisconsin
- Martha Wigton, Director, House Budget and Research Office, Georgia

**EXECUTIVE COMMITTEE MEMBERS**
- Assemblymember Dr. Joaquin Arambula, California
- Senator Joan Ballweg, Wisconsin
- Senator Eric Bassler, Indiana
- Representative Megan Blanksma, Idaho
- Representative Anne Bollin
- Tim Bommel, Missouri
- Martin W. Brock, North Carolina
- Senator Cristina Castro, Illinois
- Representative Giovanni Capriglione, Texas
- Representative Gilda Cobb-Hunter, South Carolina
- Jon Courtney, New Mexico
- Representative Sarah Copeland-Hanzas, Vermont
- Jon Courtney, New Mexico
- Kevin Drennan, New Jersey
- Senator Bob Duff, Connecticut
- Lonnie Edgar, Mississippi
- Sarah Elmore-Hernandez, Guam
- Senator Wayne Harper, Utah
- Senator Donna Frett-Gregory, U.S. Virgin Islands
- Matt Gehring, Minnesota
- Senator Bill Hansell, Oregon
- Aurora Hauke, Alaska
- Senator W. Briggs Hopson III, Mississippi
- Senator Jean Hunhoff, South Dakota
- Scott Kaiser, Illinois
- Susan W. Kannarr, Kansas
- Othni Lathram, Alabama
- Senator Greg Leding, Arkansas
- Mathieu Lemay, Québec
- Sabrina Llewellen, Arkansas
- Senator Ann Millner, Utah
- Representative Ryan Mackenzie, Pennsylvania
- Assemblywoman Carol Murphy, New Jersey
- K.C. Norwalk, Indiana
- Rich Olsen, West Virginia
- Representative Angelo Puppolo, Jr., Massachusetts
- Jill Reinmuth, Washington
- Senator Sue Rezin, Illinois
- John Snyder, Kentucky
- Assemblywoman Michaeelle Solages, New York
- Senator Karen Spilka, Massachusetts
- Senator Harold Trey Stewart, Maine
- Betsy Theroux, Georgia
- Representative Barry Usher, Montana

A quorum was present with 51 members in attendance.
INTRODUCTIONS
NCSL President Speaker Scott Saiki opened the virtual meeting with new member introductions.

APPROVAL OF MINUTES
Speaker Saiki 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.

APPROVAL OF NEW MEMBERS
Marin Brock, North Carolina is unanimously approved at the request of the Legislative Staff Coordinating Committee.

REMARKS BY THE NCSL CHIEF EXECUTIVE OFFICER
Chief Executive Officer Tim Storey reports the conference is in a great position. The NCSL Legislative Summit in Tampa had 2800-2900 registrants and hundreds of members have participated in meetings both online and virtual. Storey spoke about the newest edition of State Legislatures Magazine and congratulated the publications team on a job well done.

Storey projects a strong finish to the budget year, though still five and a half months out, to the tune of perhaps a $950,000 or more surplus on a general fund budget of around $19 million. NCSL will now be erasing our negative fund balance in projecting this strong surplus and begin funneling it to the reserve fund. We will exceed 94% of assessed dues from member states and territories this year which is the most we’ve collected of the dues assessment since 2007. We are continuing to push strong and lean hard into the strategic plan. It has a number of variables, especially around outreach, around identifying new revenue sources.

Storey announces the retirement of Mary Wild, NCSL’s Chief Financial Officer, and welcomes Alex Alavi as her successor.

AUDIT AND COMPLIANCE COMMITTEE
Senator Duff gives the report for the Audit and Compliance Committee. Plante Moran presented the full FY21 audit. The Audit and Compliance Committee recommends the acceptance of the audit to the full committee. You can find the full audit in draft form on page 22 of the agenda book. The Budget Finance and Rules Committee also got an overview of the audit. It was clean, unqualified audit, and there were no findings. Senator Duff moves for the full Executive Committee to approve the audit. Motion is approved.
BUDGET, FINANCE AND RULES COMMITTEE

Senator Duff gives the report for the Budget, Finance and Rules Committee. In the FY22 budget projecting where NCSL staff believes the budget will be at the end of the fiscal year. Through November 2021, revenues were strong, especially due to excellent dues collections of $9 million, and a legislative senate revenue in line with the approved budget around $2.2 million. Fiscal year 2022 appropriations received through January 2022 include full payments from 44 states and territories with additional 11 strongly anticipated by year end. Expected annual collection rate is 94.3%, as Tim alluded to with the budget, compared to the budget of 92.6%. This portends additional general fund revenue of another $200,000.

Discuss NCSL’s dues increase of 4% after having frozen increases for 2 years due to the pandemic.

Senator Duff thanks Mary Wild and her staff for their hard work and welcomes Alex Alavi.

Speaker Saiki motions for approval. Motion is approved.

SUBCOMMITTEE ON BYLAWS

Speaker Saiki gives the report for the Subcommittee on Bylaws. The subcommittee plans to meet again in May to continue their work to modernize NCSL’s bylaws. Speaker Saiki welcomes input from all Executive Committee Members.

COMMITTEE ON OUTREACH AND MEMBER SERVICES

Representative Brian Patrick Kennedy gives the report on Outreach and Member Services. Representative Kennedy speaks about how all new grants were approved by the committee, two requiring approvals from the Executive Committee. Motion is filed, grants are approved.

Representative Kennedy reviews the Summit briefing. Approximately 2900 people were in attendance, which was anticipated. The overall attendee score for the meeting was higher than the 2019 meeting in Nashville. Feedback was given on Summit scheduling and the potential to switch days of the week. The committee brainstormed on ways to keep legislators there through the final day of the meeting.

The committee was briefed on NCSL’s Strategic Plan by Stacy Householder. Householder updated the committee on plans through the year 2025 and the efforts to increase member engagement.

The committee heard updates from Amy Skinner and Mick Bullock on the work of the NCSL Communications Division.

LEGISLATIVE INSTITUTION SUBCOMMITTEE

Senate President Karen Spilka gives the report for the Legislative Institution subcommittee. The committee discussed some of the projects NCSL has worked on over the last year. Senate President Spilka acknowledged that the Massachusetts Senate, has had the great benefit of NCSL to do a compensation study to strengthen our institutional, legislative institutional operations and believes it
will have a significant and positive impact on the staff and overall Senate, of the Massachusetts legislature.

The committee spoke about bipartisan traditions and civility and what can be done to enhance that. Potential programming for the upcoming Legislative Summit was also discussed.

**SUBCOMMITTEE ON STATE/FEDERAL POLICY**

Representative Barry Usher gives the report for the Subcommittee on State/Federal Policy.

The committee had a 30-minute discussion with the US Treasury who came to discuss the final rule they released relating to the state and local fiscal recovery fund program. This was the $350 billion that was for state and local governments from the ARPA Act.

Representative Usher introduces Senator Wayne Harper for further updates. Senator Harper introduces his new co-chair is Senator Cristina Castro from Illinois.

NCSL staff in DC has been very busy working on implementation of the Infrastructure, Investment and Jobs Act, which contains several NCSL infrastructure priorities. Since the law’s enactment, NCSL published a timely summary, hosted widely attended briefing on the components of the bill and will continue to host more targeted briefings with the next one scheduled later this month, focusing on water infrastructure. They have also provided briefings for individual state committees and in legislators.

The committee votes to not renew the Task Force on International Relations. The motion is approved.

**LEGISLATIVE STAFF COORDINATING COMMITTEE**

Speaker Saiki calls on J.J. Gentry to give the report from the LSCC meeting.

LSCC met with the goals of enhancing outreach to legislative staff through technology, identifying legislative staff who are not currently involved in NCSL and developing programs for outreach and involvement, and to enhance opportunities for legislative staff to participate in professional development.

As staff chair, Gentry put together a special pandemic work group, the goal is that this work group will study in conjunction with NCSL staff, how various state legislatures have responded to the pandemic, and then try to provide a resource for the legislatures to use to be able for the future operations during emergency.

Gentry thanks Angela Andrews and staff for all their work.

**NCSL FOUNDATION REPORT**

Speaker Saiki calls on Speaker Robin Vos to give the NCSL Foundation Report.

The foundation has raised set a goal of $3.25 million and has raised more than $1.5 million. More than $600,000 above where we were currently last year. Capital Circle sponsors increased to 10 versus 5.
earlier in the fiscal year. Additionally, 11 sponsors have been recruited or promoted to the Platinum Sponsorship level.

Speaker Vos spoke about the NCSL International Leaders Symposium in Ireland.

Speaker Vos thanked NCSL Foundation Sponsors.

Speaker Saiki calls for any questions or comments. Speaker Saiki and Tim Storey thanks Mary Wild for her years of service.

The meeting concludes.
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.

ARTICLE I
ESTABLISHMENT

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

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

PURPOSE
Section 3. The Conference shall:

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

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

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

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

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

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

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

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

ARTICLE III
MEETINGS

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

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

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

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

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

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

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

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

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

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

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

ARTICLE IV
EXECUTIVE COMMITTEE

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

OFFICERS

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

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

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

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

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

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

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

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

COMPOSITION

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

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

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.
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.
