## MEETING AGENDA

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## Executive Committee Agenda

**MAY 21-22, 2021**

**The Hyatt Regency Grand Reserve | Rio Grande, Puerto Rico**

### Friday, May 21

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>3:30 – 5 p.m.</td>
<td>Professional Development Opportunity</td>
<td>Rio Grande</td>
</tr>
<tr>
<td>6 – 7 p.m.</td>
<td><strong>Reception</strong> Join us for a reception hosted by the NCSL Foundation for State Legislatures</td>
<td>Mirador Lawn</td>
</tr>
<tr>
<td>7 – 8:30 p.m.</td>
<td><strong>Dinner</strong> Casual outdoor dinner at the hotel</td>
<td>Mirador Pavilion</td>
</tr>
</tbody>
</table>

### Saturday, May 22

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 – 9 a.m.</td>
<td><strong>Officers’ Meeting</strong></td>
<td>Ponce</td>
</tr>
<tr>
<td>8 a.m. – 1 p.m.</td>
<td>Registration</td>
<td>Lobby Area</td>
</tr>
<tr>
<td>8 – 9 a.m.</td>
<td><strong>Breakfast</strong></td>
<td>El Yunque Ballroom</td>
</tr>
<tr>
<td>9 – 10:15 a.m.</td>
<td><strong>Budget, Finance and Rules Committee</strong></td>
<td>Mirador Pavilion</td>
</tr>
<tr>
<td></td>
<td><strong>Committee on Outreach and Member Services</strong></td>
<td>Puerto Rico 3</td>
</tr>
<tr>
<td>10:15 – 10:30 a.m.</td>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>10:30 – 11:45 a.m.</td>
<td><strong>Subcommittee on the Legislative Institution</strong></td>
<td>Mirador Pavilion</td>
</tr>
<tr>
<td></td>
<td><strong>Subcommittee on State/Federal Policy</strong></td>
<td>Puerto Rico 3</td>
</tr>
<tr>
<td>11:45 – 12:45 p.m.</td>
<td><strong>Lunch</strong></td>
<td>El Yunque Ballroom</td>
</tr>
<tr>
<td>1 – 2:15 p.m.</td>
<td><strong>Full Executive Committee Meeting</strong></td>
<td>Mirador Pavilion</td>
</tr>
<tr>
<td>2:30 – 4:30 p.m.</td>
<td><strong>Shuttles to Old San Juan</strong> Buses leave every 30 minutes until 4:30 p.m. Rides take 60-75 minutes.</td>
<td>Hotel Lobby</td>
</tr>
<tr>
<td>5:30 – 8:30 p.m.</td>
<td><strong>Reception and Dinner in Old San Juan</strong> Join us for dinner and a resplendent setting. Business casual dress (sport coat for men). Please note: Attendees will need to fill out a COVID-19 questionnaire (available at registration and on the bus).</td>
<td>La Fortaleza Governor’s Mansion 63 C. de la Fortaleza</td>
</tr>
</tbody>
</table>
AGENDA

EXECUTIVE COMMITTEE MEETING

The Hyatt Regency Grand Reserve
Rio Grande, Puerto Rico

MAY 22, 2021 | 1-2:15 PM | MIRADOR PAVILION

1. Call to Order
2. New Executive Committee Members
3. Approval of January 2021 Minutes
4. Report by the NCSL Executive Director
5. Committee Reports
   • Budget, Finance and Rules Committee
   • Committee on Outreach and Member Services
   • Subcommittee on the Legislative Institution
   • Subcommittee on State-Federal Policy
6. Legislative Staff Coordinating Committee Report
7. NCSL Foundation for State Legislatures Report
8. Closing Remarks
EXECUTIVE COMMITTEE

EXECUTIVE COMMITTEE MEMBERS

NCST OFFICERS

President

Speaker Robin Vos
Assembly Speaker
Wisconsin Legislature
(608) 266-9171
rep.vos@legis.wisconsin.gov

Staff Chair

Martha R. Wigton
Director – House Budget & Research Office
Georgia General Assembly
(404) 656-5050
martha.wigton@house.ga.gov

President-Elect

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

Staff Vice Chair

Joseph James “J.J.” Gentry, Esq.
Counsel, Ethics Committee – Senate
South Carolina General Assembly
(803) 212-6306
jjgentry@scsenate.gov

Vice President

Speaker Scott Bedke
Speaker of the House
Idaho Legislature
(208) 332-1123
sbedke@house.idaho.gov

Immediate Past Staff Chair

Jon Heining
General Counsel – Legislative Council
Texas Legislature
(512) 463-1151
jon.heining@tlc.texas.gov

Immediate Past President

Senator Leroy Garcia
Senate President
Colorado General Assembly
(303) 866-4878
leroy.garcia.senate@state.co.us
AT LARGE MEMBERS

Representative Marvin Abney  
Rhode Island General Assembly  
(401) 222-1478  
rep-abney@rilegislature.gov  
Year 2

Senator Ralph Alvarado  
Kentucky General Assembly  
(502) 564-8100  
ralph.alvarado@lrc.ky.gov  
Year 3

Assemblymember Dr. Joaquin Arambula  
California Legislature  
(916) 319-2031  
assemblymember.arambula@assembly.ca.gov  
Year 1

Senator Eric Bassler  
Indiana General Assembly  
(317) 232-9400  
senator.bassler@iga.in.gov  
Year 2

Representative Megan Blanksma  
House Majority Caucus Chair  
Idaho Legislature  
(208) 366-7976  
mblanksma@house.idaho.gov  
Year 1

Senator David Blount  
Mississippi Legislature  
(601) 359-3232  
dblount@senate.ms.gov  
Year 3

Representative Ann Bollin  
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(517) 373-1784  
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Year 1

Tim Bommel  
Photojournalist  
House of Representatives  
Missouri General Assembly  
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tim.bommel@house.mo.gov  
Year 1

Representative Giovanni Capriglione  
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Year 1

Charlotte Carter-Yamauchi  
Director – Legislative Reference Bureau  
Hawaii Legislature  
(808) 587-0666  
yamauchi@capitol.hawaii.gov  
Year 3
Executive Committee Roster 2020-21

Representative Gilda Cobb-Hunter
South Carolina General Assembly
(803) 734-2809
gildacobbhunter@schouse.gov
Year 1

Representative Sarah Copeland-Hanzas
Vermont General Assembly
(802) 828-2228
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Year 3

Jon Courtney
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Legislative Finance Committee
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Representative Kurt Daudt
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Year 2

Representative Marcus Evans
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Year 1

Matt Gehring
Staff Coordinator – House Research Department
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Senator Bill Hansell
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Aurora Hauke
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Year 2

Senator Matt Huffman
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Senator Jean Hunhoff
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Representative John Kavanagh
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Year 2

Senator Ron Kouchi
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Year 1

Othni J. Lathram
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Year 1

Senator Greg Leding
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Year 2

Sabrina Lewellen
Deputy Director – Senate
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Year 2

Senator Eddie Melton
House Assistant Minority Leader
Indiana General Assembly
(317) 232-9400
senator.melton@iga.in.gov
Year 2

Senator Ann Millner
Senate Majority Whip
Utah Legislature
(801) 538-1035
amillner@le.utah.gov
Year 2
EXECUTIVE COMMITTEE ROSTER 2020-21

**Executive Committee Members**

1. **Natalie Mullis**  
   Director – Legislative Council  
   Colorado General Assembly  
   (303) 909-9945  
   natalie.mullis@state.co.us  
   Year 1

2. **Assemblywoman Carol Murphy**  
   Assembly Deputy Majority Leader  
   New Jersey Legislature  
   (609) 847-3115  
   aswmurphy@njleg.org  
   Year 1

3. **Rich Olsen**  
   Director – Legislative Services Division  
   West Virginia Legislature  
   (304) 347-4749  
   rich.olsen@wvlegislature.gov  
   Interim year

4. **Representative Angelo Puppolo, Jr.**  
   Massachusetts General Court  
   (617) 722-2006  
   angelo.puppolo@mahouse.gov  
   Year 2

5. **Senator Robert Rodriquez**  
   Colorado General Assembly  
   (303) 866-4852  
   robert.rodriguez.senate@state.co.us  
   Year 1

6. **Assemblywoman Carol Murphy**  
   Assembly Deputy Majority Leader  
   New Jersey Legislature  
   (609) 847-3115  
   aswmurphy@njleg.org  
   Year 1

7. **Anthony “Steve” Pike**  
   Chief of Capitol Police  
   Virginia General Assembly  
   (804) 786-5035  
   spike@dcp.virginia.gov  
   Year 2

8. **Senator Sue Rezin**  
   Senate Assistant Minority Leader  
   Illinois General Assembly  
   (217) 782-3840  
   senatorrezin@gmail.com  
   Year 2

9. **Senator Carmelo Rios Santiago**  
   Senate Deputy Minority Leader  
   Puerto Rico Legislative Assembly  
   (787) 724-2030  
   crios@senado.pr.gov  
   Year 2

10. **Anne Sappenfield**  
    Director – Legislative Council  
    Wisconsin Legislature  
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    anne.sappenfield@legis.wisconsin.gov  
    Year 1

11. **John Snyder**  
    Committee Staff Administrator  
    Legislative Research Commission  
    Kentucky General Assembly  
    (502) 564-8100 EXT 478  
    john.snyder@lrc.ky.gov  
    Year 1
Assemblywoman Michaele Solages  
Assembly Deputy Majority Leader  
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solagesm@nyassembly.gov  
Year 1

Senator Trey Stewart  
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Year 1

Betsy Theroux  
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Interim year

Senator Greg Treat  
Senate President Pro Tempore  
Oklahoma Legislature  
(405) 521-5632  
treat@oksenate.gov  
Year 2

Representative Barry Usher  
House Majority Whip  
Montana Legislature  
(406) 444-4800  
barry.usher@mtleg.gov  
Year 1
EX-OFFICIO MEMBERS

Co-Chairs, NCSL Standing Committees

Representative Barbara Ballard
House Minority Caucus Chair
Kansas Legislature
(785) 296-7697
barbara.ballard@house.ks.gov
Year 3

Senator Wayne Harper
Utah Legislature
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Year 2

Staff Co-Chairs, NCSL Standing Committees

Jennifer Jones
Executive Director – Sunset Advisory Commission
Texas Legislature
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Lonnie Edgar
Principal Analyst – Legislative PEER Committee
Mississippi Legislature
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lonnie.edgar@peer.ms.gov
Year 1

Chair, Council of State Governments

Senator Joan Ballweg
Wisconsin Legislature
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sen.ballweg@legis.wisconsin.gov
Year 2

International Affiliate

Mathieu Lemay
Member of the National Assembly
National Assembly of Québec
(450) 966-0111
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Year 2
CSG REGIONAL MEMBERS

**Eastern Region**

Representative Ryan E. Mackenzie  
Pennsylvania General Assembly  
(717) 787-1000  
rmackenzie@pahousegop.com  
Year 1

**Midwestern Region**

Senator Joan Ballweg  
Wisconsin Legislature  
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sen.ballweg@legis.wisconsin.gov  
Year 2

**Southern Region**

Speaker David Ralston  
Speaker of the House  
Georgia General Assembly  
(404) 656-5020  
david.ralston@house.ga.gov  
Year 4

**Western Region**

Representative Debra Lekanoff  
Washington Legislature  
(360) 419-5266  
debra.lekanoff@leg.wa.gov  
Year 1
**NCSL ADVISORY COMMITTEE**
(Past Officers Still in Legislative Service)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Michael P. Adams</strong></td>
<td>Director of Human Resources</td>
<td>Senate Clerk's Office Virginia General Assembly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(804) 698-7405 <a href="mailto:madams@senate.virginia.gov">madams@senate.virginia.gov</a></td>
</tr>
<tr>
<td><strong>Senator Dan Blue</strong></td>
<td>Senate Democratic Leader</td>
<td>North Carolina General Assembly</td>
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<tr>
<td></td>
<td></td>
<td>(919) 733-5752 <a href="mailto:dan.blue@ncleg.net">dan.blue@ncleg.net</a></td>
</tr>
<tr>
<td><strong>Senator Curt Bramble</strong></td>
<td></td>
<td>Utah Legislature</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(801) 376-8297 <a href="mailto:curt@cbramble.com">curt@cbramble.com</a></td>
</tr>
<tr>
<td><strong>Raúl Burciaga</strong></td>
<td>Director – Legislative Council Service</td>
<td>New Mexico Legislature</td>
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<tr>
<td><strong>Representative John Martin</strong></td>
<td>Clerk of the Senate</td>
<td>Maine Legislature</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(207) 287-1430 <a href="mailto:john.martin@legislature.maine.gov">john.martin@legislature.maine.gov</a></td>
</tr>
<tr>
<td><strong>Patrick J. O’Donnell</strong></td>
<td>Clerk of the Legislature</td>
<td>Nebraska Unicameral Legislature</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(402) 471-2271 <a href="mailto:podonnell@leg.ne.gov">podonnell@leg.ne.gov</a></td>
</tr>
<tr>
<td><strong>John B. Phelps</strong></td>
<td>Staff Director – Senate Rules Committee</td>
<td>Florida Legislature</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(850) 487-5350 <a href="mailto:phelps.john@flsenate.gov">phelps.john@flsenate.gov</a></td>
</tr>
<tr>
<td><strong>Susan Clarke Schaar</strong></td>
<td></td>
<td>Secretary of the Senate</td>
</tr>
<tr>
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<td></td>
<td>Texas Legislature</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(512) 463-0100 <a href="mailto:patsy.spaw@senate.texas.gov">patsy.spaw@senate.texas.gov</a></td>
</tr>
<tr>
<td><strong>Sharon Crouch Steidel</strong></td>
<td>Chief Technology Officer – House of Delegates</td>
<td>Virginia General Assembly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(804) 698-1561 <a href="mailto:scrouchsteidel@house.virginia.gov">scrouchsteidel@house.virginia.gov</a></td>
</tr>
</tbody>
</table>
## BUDGET, FINANCE AND RULES COMMITTEE

### OFFICERS

<table>
<thead>
<tr>
<th>Speaker Scott Saiki</th>
<th>Senator Ralph Alvarado</th>
<th>Martha Wigton</th>
<th>Lonnie Edgar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hawaii</td>
<td>Kentucky</td>
<td>Georgia</td>
<td>Mississippi</td>
</tr>
<tr>
<td>Chair</td>
<td>Vice Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
</tr>
</tbody>
</table>

### LEGISLATOR MEMBERS

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

### STAFF MEMBERS

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

## COMMITTEE ON OUTREACH AND MEMBER SERVICES

### OFFICERS

<table>
<thead>
<tr>
<th>Speaker Scott Bedke</th>
<th>Representative Angelo Puppolo</th>
<th>J.J. Gentry</th>
<th>Jennifer Jones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idaho</td>
<td>Massachusetts</td>
<td>South Carolina</td>
<td>Texas</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
- Senator Eric Bassler, Indiana
- Representative Ann Bollin, Michigan
- Representative Gilda Cobb-Hunter, South Carolina
- Representative Marcus Evans, Illinois
- Senator Leroy Garcia, Colorado
- Senator Wayne Harper, Utah
- Senator Jean Huhnoff, South Dakota
- Representative John Kavanagh, Arizona
- Senator Ron Kouchi, Hawaii
- Representative Debra Lekanoff, Washington
- Representative Ryan Mackenzie, Pennsylvania
- Assemblywoman Carol Murphy, New Jersey
- Speaker David Ralston, Georgia
- Senator Carmelo Rios Santiago, Puerto Rico
- Senator Robert Rodriguez, Colorado
- Assemblywoman Michaele Solages, New York
- Senator Trey Stewart, Maine
- Representative Barry Usher, Montana

### STAFF MEMBERS

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

### OFFICERS

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

### LEGISLATOR MEMBERS

- Senator Ralph Alvarado, Kentucky
- Representative Barbara Ballard, Kansas
- Representative Megan Blanksma, Idaho
- Representative Ann Bollin, Michigan
- Representative Gilda Cobb-Hunter, South Carolina
- Representative Marcus Evans, Illinois
- Senator Leroy Garcia, Colorado
- Senator Wayne Harper, Utah
- Senator Jean Hunhoff, South Dakota
- Senator Ron Kouchi, Hawaii
- Representative Debra Lekanoff, Washington
- Representative Ryan Mackenzie, Pennsylvania
- Senator Ann Millner, Utah
- Representative Angelo Puppolo, Massachusetts
- Speaker David Ralston, Georgia
- Senator Carmelo Rios Santiago, Puerto Rico
- Senator Trey Stewart, Maine
- Representative Barry Usher, Montana

### STAFF MEMBERS

- Lonnie Edgar, Mississippi
- Matt Gehring, Minnesota
- J.J. Gentry, South Carolina
- Jennifer Jones, Texas
- Natalie Mullis, Colorado
- Rich Olsen, West Virginia
- Anne Sappenfield, Wisconsin

## SUBCOMMITTEE ON THE LEGISLATIVE INSTITUTION

### OFFICERS

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

### LEGISLATOR MEMBERS

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

### STAFF MEMBERS

- Tim Bommel, Missouri
- Jon Courtenay, New Mexico
- Aurora Hauke, Alaska
- Jennifer Jackson, Texas
- Scott Kaiser, Illinois
- Othni Latham, Alabama
- Sabrina Lewellen, Arkansas
- Steve Pike, Virginia
- Betsy Theroux, Georgia
To: Members of the NCSL Executive Committee  
From: Tim Storey, NCSL Executive Director  
Date: May 5, 2021  
Re: Executive Director’s Report

This is the time of year when many of you have recently completed regular sessions or can see the finish line. I have heard from too many legislators and staff that 2021 sessions have been challenging and extremely hectic. I hope you are recovered from the long days and nights plus relentless deadlines. If you still have session days ahead, or hail from a full-time state, I wish you success in the home stretch.

Gathering in Puerto Rico seems like a tremendously positive step forward, sparking optimism for renewed friendships and collegiality in the months to come, although I regret that not everyone can join in person. Whether you are participating in person or via Zoom, as always, I am exceedingly grateful that you are willing to share your extremely valuable time with NCSL to help your organization excel at what it exists to do—strengthen legislatures and serve the people who work in them.

**Tampa 2021**

It’s been an eventful four months for NCSL since we gathered on Zoom in January. The big news is the rescheduling and relocation of NCSL’s Legislative Summit, America’s largest annual gathering focused on public policy and making democracy stronger. Mark your calendars and tell your friends: **The NCSL 2021 Legislative Summit will convene in Tampa, Fla. from Nov. 3-5!** As NCSL approaches its 50th anniversary, this will be an annual meeting unlike any in our history. For the first time, we will not meet in the height of summer. And we are operating under a new model: It will be a condensed three-day meeting and we will not have a formal host state legislature. Because of that, we need you more than ever to rally and help us pull this off.

And, of course, the Summit will occur as the nation emerges from a historic pandemic. We will place a major emphasis on the health of everyone who attends and make certain that we follow public health guidance to keep everyone safe.

In addition to the Summit, we will again offer a top-shelf virtual event, NCSL Base Camp 2021, on Aug. 3-5. The 2020 inaugural Base Camp clearly found a strong audience, so we will build from that and determine if it is something that should have a permanent place among NCSL’s many products and services for legislatures.

**FY 2022 Budget**

At this meeting, we will present NCSL’s FY 2022 budget for your consideration. It’s often said that a budget is an organization’s ultimate expression of values. I believe that the proposed budget clearly reflects our values and mission. The largest category of spending is for NCSL staff who are committed to serving legislatures and providing the timely and comprehensive research and information you need.
Because of the fiscal uncertainty that continues to loom over states, we propose to suspend the previously enacted dues increase for another year. While we believe that is the right decision, it did make developing the budget a challenge. Still, the proposed budget has a significant impact on the financial health of the organization, including the projected elimination of the negative fund balance that has bedeviled NCSL for several years. This step will allow us to address a top priority of NCSL’s leadership—establishing a reserve fund. The budget does not allow us to restore all staffing eliminated in last year’s lean budget, but it moves us in a positive direction toward returning to our full complement. It also includes new funding for strategic initiatives (see below), increased legislator engagement and other pressing priorities such as modernizing the website. I am genuinely excited about discussing it with you and getting your input.

NCSL Strategic Plan

We are nearing completion of a strategic plan for the Conference. Work on the plan began way back in the “before time” and got put on pause until we could bring people together and discuss what legislatures might look like after the pandemic. NCSL’s officers met recently to determine goals and objectives for the Conference for the next three years. After reviewing the strategic planning discussions of the Executive Committee, legislative survey information and input from NCSL staff, Foundation partners and others, the officers identified four primary goals to focus on during the next three years.

1. Improve member engagement and participation through effective communication techniques and focused outreach to new staff and legislators.

2. Identify and establish new, ongoing funding sources to increase overall revenue and reduce the share of budget from dues.

3. Empower and equip legislators and staff to promote the legislature as the preeminent branch of governance while elevating NCSL’s brand and profile.

4. Elevate NCSL’s position as the leading convenor of solution-oriented bipartisan conversations

We intend to build on these goals with objectives and specific tactics and share the full strategic plan with the Executive Committee soon. This is an exciting step forward for the organization and I look forward to working beside you over the next three years, using the plan as our guide.

As the apocryphal blessing/curse goes, “may we live in interesting times.” I applaud you as you continue to lead our country through these challenging months and thank you immensely for sharing your leadership with NCSL.

Thank you,
To: Members of the NCSL Executive Committee  
From: Speaker Robin Vos, NCSL President  
Speaker Scott Saiki, NCSL President-Elect  
Speaker Scott Bedke, NCSL Vice President  
Senate President Leroy Garcia, NCSL Immediate Past President  

Subject: Executive Committee – Legislator Vacancies  

Pursuant to Article VIII, Section 2 of the NCSL Bylaws, the NCSL Officers select Assemblymember Dr. Joaquin Arambula of the California State Legislature; Representative Ann Bollin of the Michigan Legislature; and Representative Marcus Evans* of the Illinois General Assembly, to fill the legislator vacancies on the NCSL Executive Committee and request your approval to these selections.

Senator Robert Rodriguez of the Colorado General Assembly as been selected by the Colorado leadership to fill the ex-officio position for the 2022 Legislative Summit host state.

Representative Ryan MacKenzie of the Pennsylvania General Assembly will fill the CSG East ex-officio position.

*Note: Representative Marcus Evans will fill an at-large vacancy on the executive committee and leave his current ex-officio position as the 2021 Legislative Summit Host State representative due to the relocation of the Legislative Summit in 2021.
To: Members of the NCSL Executive Committee  
From: Martha Wigton, Staff Chair  
Subject: Executive Committee – Staff Vacancy

Pursuant to Article VIII, Section 2 of the NCSL Bylaws, I select Rich Olsen, Director, West Virginia Legislative Services Division and Betsy Theroux, Director, Georgia House Media Services to fill the two legislative staff vacancies on the NCSL Executive Committee and request your consent to these selections.
The Hyatt Regency Grand Reserve
Rio Grande, Puerto Rico

MAY 22, 2021 | 9-10:15 AM | MIRADOR PAVILION

1. Welcome and Introductions

2. FY 2021 Budget Updates

3. FY 2022 Proposed NCSL General Fund Budget

4. Other Business

*Budget documents will be provided in a separate budget book.

OFFICERS

<table>
<thead>
<tr>
<th>Speaker Scott Saiki</th>
<th>Senator Ralph Alvarado</th>
<th>Martha Wigton</th>
<th>Lonnie Edgar</th>
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<tbody>
<tr>
<td>Hawaii</td>
<td>Kentucky</td>
<td>Georgia</td>
<td>Mississippi</td>
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<tr>
<td>Chair</td>
<td>Vice Chair</td>
<td>Staff Chair</td>
<td>Staff Vice Chair</td>
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LEGISLATOR MEMBERS

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

Senator Ann Millner, Utah
Senator Sue Rezin, Illinois
Senator Greg Treat, Oklahoma

STAFF MEMBERS

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

The Hyatt Regency Grand Reserve
Rio Grande, Puerto Rico

MAY 22, 2021 | 9-10:15 AM | PUERTO RICO 3

1. Welcome and Introductions
2. Grants and Contracts
   a. Approval and Review
3. Meetings
   a. NCSL Base Camp 2021: Aug. 3-5, 2021
   b. NCSL Legislative Summit 2021: Nov. 3-5, 2021
      i. Schedules
      ii. Initial Programming
      iii. Ideas From Committee Members
4. NCSL News
   b. State Legislatures News (Online): Editorial Calendar and Columns
5. Other Communications Division Activity
6. Other Business

OFFICERS

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

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

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

STAFF MEMBERS

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

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

1. Building a Strong Early Learning Workforce: State Policymakers Leading the Way
   Source: Foundation for Child Development
   Amount: $400,000 – FUNDED AT $400,000
   Direct/Indirect Costs: $374,923 Direct Costs; $25,077 Indirect Costs (@ 15% of salaries)
   Description: NCSL will improve legislators’ understanding of policy options to improve early care/learning workforce, bringing them together with other state policymakers and stakeholders to create a state-specific action plan.
   Time Period: April 1, 2021 to March 31, 2023
   Deliverables: In-person 1.5-day state team meetings, eight technical assistance opportunities for state teams and five state plans.
   Submitted to EC: May 22, 2021

2. Juvenile Justice Fellows Program
   Source: Andrus Family Fund
   Amount: $100,000
   Direct/Indirect Costs: $94,792 Direct Costs; $5,208 Indirect Costs (@ 10% of salaries + benefits)
   Description: NCSL will create a fellow’s program that provides educational opportunities and networking for legislators and other stakeholders around important juvenile justice policy issues.
   Time Period: October 1, 2021 to December 30, 2022
   Deliverables: One in-person meeting, webinars, and virtual web meeting.
   Submitted to EC: May 22, 2021

3. Election Data
   Source: U.S. Election Assistance Commission
   Amount: $381,000 – FUNDED AT $381,000
   Direct/Indirect Costs: $292,890 Direct Costs; $87,653 Indirect Costs (@ 45.14% of salaries)
   Description: U.S. Election Assistance Commission is contracting with NCSL to gather and vet data on election administration systems and core election parameters such as voter ID, online voter registration and post-election audits.
   Time Period: May 16, 2021 to March 31, 2024
   Deliverables: Election database, update data, publication and web resources.
   Submitted to EC: May 22, 2021
4. Election Cybersecurity: Lawmakers Teaming Up

Source: University of Southern California
Amount: $225,000
Direct/Indirect Costs: $204,305 Direct Costs; $20,430 Indirect Costs (@ 10% of direct)
Description: A convening for legislators (mostly chairs of election committees) at the University of Southern California campus, to learn about the legislative role in election cybersecurity.
Time Period: June 1, 2021 to May 31, 2022
Deliverables: Meeting, a variety of webpages, blogs and articles.
Submitted to EC: May 22, 2021

5. Educating Legislators About Today’s Students, Affordability and Non-Tuition Costs in Higher Education

Source: ECMC Foundation
Amount: $190,041
Direct/Indirect Costs: $172,765 Direct Costs; $17,276 Indirect Costs (@ 10% of direct)
Description: NCSL will focus work on the basic needs among students enrolled in postsecondary education including affordability, barriers to completion and supporting students with non-tuition costs.
Time Period: July 1, 2021 to June 30, 2023
Deliverables: Meeting sessions, web resources, webinar and legislative tracking.
Submitted to EC: May 22, 2021

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


Source: U.S. Department of Energy and Office of Nuclear Energy (DOE-NE)
Amount: $800,000 – STILL NEGOTIATING
Direct/Indirect Costs: $653,799 Direct Costs; $146,201 Indirect Costs (@ 45.14% of salaries)
Description: A new four-year cooperative agreement with the Department of Energy will expand NCSL’s support of two working groups on nuclear energy, one made up of state legislators and one made up of tribal representatives.
Time Period: December 15, 2020 to December 13, 2024
Deliverables: Three to four policy research publications, three to four meetings/webinars, four technical assistance, and one legislative tracking.
Submitted to EC: January 30, 2021
STATUS OF RENEWALS

7. Improving Early Learning Outcomes for all Students: Legislators Leading
Source: Heising-Simons Family Foundation
Amount: $600,000 – FUNDED AT $600,000
Direct/Indirect Costs: $545,455 Direct Costs; $54,545 Indirect Costs (@ 10% of direct costs)
Time Period: March 1, 2021 to March 1, 2024
Deliverables: Six State Policy and Research for Early Education Workgroup meetings and one Legislative Summit meeting, one rural pre-kindergarten workgroup meeting and report, and general support.
Reported to EC: May 22, 2021

8. Supporting State Maternal and Child Health Policy Innovation
Source: U.S. Health Resources and Services Administration, Maternal and Child Health Bureau
Amount: $400,000 – FUNDED AT $400,000
Direct/Indirect Costs: $332,344 Direct Costs; $67,656 Indirect Costs (@ 45.14% of salaries)
Time Period: May 1, 2021 to April 30, 2022
Deliverables: One state policy collaborative, one national meeting session, four publications, one legislative tracking and one technical assistance.
Reported to EC: May 22, 2021

9. Educating Legislators About Child Maltreatment Prevention Strategies
Source: Casey Family Programs
Amount: $205,000 – FUNDED AT $205,000
Direct/Indirect Costs: $205,000 Direct Costs; $0 Indirect Costs
Time Period: January 1, 2021 to December 31, 2021
Deliverables: One Health and Human Services Chairs session, one Legislative Summit session, one state policy scan, one member survey, legislative tracking, research requests and technical assistance.
Reported to EC: May 22, 2021

10. Exploring Interconnecting Behavioral Health and Public Health at a Systems Level
Source: Centers for Disease Control and Prevention
Amount: $200,000
Direct/Indirect Costs: $159,450 Direct Costs; $40,550 Indirect Costs (@ 45.14% of salaries)
Description: NCSL will engage state legislators and legislative staff in educational opportunities related to the interconnection of public health and behavioral health systems.
Time Period: August 1, 2021 to July 31, 2022
Deliverables: Publications, webinar, technical assistance and podcast.
Reported to EC: May 22, 2021

11. Injury and Violence Prevention Fellows
Source: Centers for Disease Control and Prevention
Amount: $363,000
Direct/Indirect Costs: $303,783 Direct Costs; $59,217 Indirect Costs (@ 45.14% of salaries)
Description: Support legislators and staff around key injury and violence prevention topics, including opioid misuse and overdose, marijuana, adverse childhood experiences, suicide prevention and more.
Time Period: August 1, 2021 to July 31, 2022
Deliverables: Databases, opioid policy fellows, child welfare fellows and publication.
Reported to EC: May 22, 2021

12. Informing State Leaders on Effective Infectious Disease Policies and Systems Strategies
Source: Centers for Disease Control and Prevention
Amount: $100,000
Direct/Indirect Costs: $79,762 Direct Costs; $20,238 Indirect Costs (@ 45.14% of salaries)
Description: NCSL will provide capacity building and educational assistance to state policymakers on infectious disease policies and system strategies.
Time Period: August 1, 2021 to July 31, 2022
Deliverables: Database and publications.
Reported to EC: May 22, 2021

13. Providing State Legislators with Information on Vaccines
Source: Centers for Disease Control and Prevention
Amount: $300,000
Direct/Indirect Costs: $239,776 Direct Costs; $60,224 Indirect Costs (@ 45.14% of salaries)
Description: NCSL will support legislators and legislative staff around vaccine topics.
Time Period: August 1, 2021 to July 31, 2022
Deliverables: Database, publications, podcast and webinar.
Reported to EC: May 22, 2021

PROPOSALS UNDER $100,000

14. Educating State Legislators on Military Issues
Source: U.S. Department of Defense
Amount: $91,489 – FUNDED AT $91,489
<table>
<thead>
<tr>
<th>Description</th>
<th>Time Period</th>
<th>Reported to EC</th>
<th>Source</th>
<th>Amount</th>
<th>Amount Funded</th>
<th>Description</th>
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<tr>
<td>This is the second year of this cooperative agreement that allows NCSL to continue educating state legislatures on military and veteran's issues. This funding also helps to support NCSL’s Military and Veterans Affairs Task Force.</td>
<td>April 1, 2021 to March 31, 2022</td>
<td>May 22, 2021</td>
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<td><strong>15.</strong> Justice Counts: Informing Legislators About Criminal Justice Data</td>
<td>February 1, 2020 to December 31, 2021</td>
<td>May 22, 2021</td>
<td>Council of State Governments Justice Center (sub-grant under Bureau of Justice Assistance, U.S. Department of Justice)</td>
<td>$84,500 – FUNDED AT $84,500</td>
<td>NCSL will support the data-led governing project by representing legislative interests and convening key legislators and legislative staff to develop and implement best practices for use of data in policy and budget decisions.</td>
<td></td>
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<td><strong>16.</strong> Educating State Policymakers on Oral Health Policy Options</td>
<td>April 1, 2021 to March 31, 2022</td>
<td>May 22, 2021</td>
<td>CareQuest Institute for Oral Health (formerly DentaQuest)</td>
<td>$50,500 – FUNDED AT $50,500</td>
<td>NCSL will develop new resources and learning opportunities for state legislators and legislative staff designed to increase their awareness of oral health and policy opportunities.</td>
<td></td>
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<td><strong>17.</strong> Justice System Responses to Covid</td>
<td>April 1, 2021 to September 30, 2021</td>
<td>May 22, 2021</td>
<td>Council on Criminal Justice (CCJ)</td>
<td>$20,000 – FUNDED AT $20,000</td>
<td>NCSL will partner with CCJ to help inform criminal justice policies, specifically addressing justice system responses to COVID.</td>
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<td><strong>18.</strong> Census Quality and Outreach Work</td>
<td></td>
<td></td>
<td>New Venture Fund</td>
<td>$12,500 – FUNDED AT $12,500</td>
<td>NCSL will continue to work on informing states of upcoming census developments and the accuracy of redistricting and reapportionment data produced by the Census Bureau.</td>
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Time Period: April 1, 2021 to September 30, 2021
Reported to EC: May 22, 2021

19. NEI Partnership with the Nuclear Legislative Working Group
Source: Nuclear Energy Institute
Amount: $10,000 – FUNDED AT $10,000
Description: The Nuclear Energy Institute will be a Foundation sponsor of NCSL’s Nuclear Legislative Working Group for 2021-2022. This first-time $10,000 sponsorship will go towards the planning and development of meetings and materials associated with nuclear generation and waste disposition, as well as the cleanup of the nuclear weapons complex. NLWG will meet virtually or in-person in 2021-2022.

Time Period: January 1, 2021 to December 31, 2022
Reported to EC: January 30, 2021
March 2020 – March 2021

Progress during the Pandemic

NCSL | COVID-19 Report:
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In a historic year, NCSL operations were dramatically changed.

Travel was halted. The organization’s entire staff had to work from home in a moment’s notice. State legislatures had to consider new ways of operating. Policy priorities shifted in state legislatures and NCSL had to meet the needs of its member states. This report is a broad look at how the organization successfully worked externally and internally to reimagine itself in this new environment.
In a year that brought unforeseen challenges to state lawmakers, it was more important than ever to have access to timely and relevant information to guide state action in many policy areas. State lawmakers across the nation acted immediately and relied on NCSL policy experts to inform difficult and unexpected decisions.

**COVID-19:** The State Policy Research team adjusted to the work-from-home environment and its associated challenges to support members immediately. A new COVID-19 Resources for States landing page was launched in early March 2020 to house all the new resources in policy areas ranging from education to health care costs and access. The landing page was visited more than 109,000 times and documents on the site were viewed by millions. One document alone, State Quarantine and Isolation Statutes, received nearly 800,000 visits and the State Action on Coronavirus (COVID-19) database received more than 615,000 visits.

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**Top COVID-19 Resources and Web Views**

<table>
<thead>
<tr>
<th>Resource</th>
<th>Visits</th>
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</thead>
<tbody>
<tr>
<td>State Quarantine and Isolation Statutes</td>
<td>791,068</td>
</tr>
<tr>
<td>State Action on Coronavirus (COVID-19)</td>
<td>619,178</td>
</tr>
<tr>
<td>COVID-19: Essential Workers in the States</td>
<td>573,538</td>
</tr>
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</table>

**State Policy Research Continued**

**2020 State Elections:** The 2020 state elections were another noteworthy area of focus. The Elections and Redistricting team tracked more than 6,000 election races and received more than 50,000 visits to the State Elections 2020 landing page. Resources on the State Elections 2020 site were seen by millions, with two documents—The Electoral College and 2020 State Primary Election Dates—receiving more than a million views each. The team also wrote more than 70 elections-specific blogs, several receiving more than 20,000 views.

**Overall Member Support**

The State Policy Research division provided trusted information to NCSL members in several other vital ways, including:

- Completed 2,250+ policy research requests from legislators and staff.
- Conducted 1,000+ online meetings with legislators and staff.
- Hosted 97+ policy webinars reaching more than 10K people.
- Researched, wrote and released 405+ policy publications.
- Responded to 275+ requests for technical assistance and policy presentations.
- Updated or created 58 new policy databases and 415+ webpages.
- Wrote and distributed more than 125 policy newsletters.

**State Policy 101:** NCSL’s State Policy Research division created State Policy 101 to provide new members—especially those newly elected or looking to build their knowledge in a specific policy area—an opportunity to learn from NCSL experts. The online series was offered to NCSL members only with 30-plus educational sessions presented by 55+ 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. In all, 847 members benefited from the State Policy 101 series. Most notable, for 266 of the members, this was the first time engaging with NCSL.
NCSL provided timely summaries and updates on federal actions and states' responses, becoming the premier resource for state legislatures during the COVID-19 global pandemic.

NCSL’s D.C. team was instrumental in providing members with three timely summaries of key federal bills. The first was a summary of the CARES Act in March 2020 followed by a summary of the Economic Relief Bill in December 2020. And in March 2021, the team produced a summary of the American Rescue Plan which received more than 240,000 views in three weeks.

Bill Summaries and Web Views

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<tr>
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<tbody>
<tr>
<td>Views</td>
<td>242,100</td>
<td>294,787</td>
<td>240,035</td>
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Additionally, the D.C. team participated in more than two dozen briefings on the federal response to COVID-19 for individual state chambers, legislative committees and caucuses. Staff also participated in Zoom discussions with fiscal, education, labor and workforce chairs, fiscal officers and NCSL standing committee members. NCSL continues to work with the U.S. Treasury Department to provide members with timely answers to questions on the allowable uses of federal funds.

NCSL was instrumental in securing aid to states to address the pandemic and worked to ensure additional flexibility in allowable uses of federal funds as well as an extension of the deadline by which states had to spend the Coronavirus Relief Funds, from Dec. 30, 2020, to Dec. 31, 2021. NCSL held several Facebook Live Living Room Town Hall events featuring legislators from around the country and NCSL staff to highlight the ways states were addressing budget issues and to explain the state budgeting process.

The NCSL D.C. team also hosted six virtual Capitol Hill briefings, highlighting state legislators. Topics addressed include immigration, education, unemployment insurance trust fund solvency, use of coronavirus relief funds and the fiscal condition of states. The team arranged for congressional staff and administration officials to meet with NCSL’s standing committee and task force members on important issues to states including policing, cybersecurity, education, and redistricting and elections.

NCSL also successfully developed relationships with congressional leadership and the new administration in a virtual world. As part of the presidential transition, NCSL developed policy papers on more than two dozen issues, which were pushed out to the White House, federal agencies and Capitol Hill.

NCSL’s efforts in D.C. also resulted in:

- A one-year extension—from Oct. 1, 2020 to Oct. 1, 2021—of the full enforcement date of the Real ID Act, the 2005 law requiring states to establish federal standards for state-issued drivers licenses in order for the license to be accepted for certain federal purposes, including boarding a commercial aircraft. NCSL was also instrumental in passage of the Real ID Modernization Act, which makes needed improvements to the 2005 Act. Due to the pandemic, the enforcement deadline has been further extended to May 3, 2023.

- Avoidance of any federal preemption of states’ ability to collect remote sales taxes.

- A one-year extensions of the Fixing America’s Surface Transportation (FAST) Act and an extension of the Temporary Assistance for Needy Families program until Sept. 30, 2021.
NCSL’s Legislative Staff Services Program provides strategic, programmatic and administrative support to the professional staff associations of NCSL, carries out the priorities and projects for NCSL’s staff chair and the Legislative Staff Coordinating Committee (LSCC) and delivers many of the professional development programs designed specifically for legislative staff.

During the COVID-19 pandemic, all programming, networking opportunities and professional development for legislative staff moved online. Below is a summary of staff programming that was delivered during the pandemic.

**Legislative Staff Management Institute (LSMI):** Celebrating its 31st anniversary in 2020, LSMI moved its eight-day in-person residency program to a five-week online experience with two-hour sessions offered every Thursday and Friday during August. Forty-five participants representing 20 states were accepted into the 2020 program. The LSMI curriculum focused on self-awareness and social awareness and covered nine content areas including feedback, resilience, negotiation and influence, and leading in an environment of risk. There was a heavy focus on creating connection and helping facilitate networking opportunities.

**2020 Legislative Staff Certificate Program:** The goal of the recently created Legislative Staff Certificate Program is to provide newer legislative staff with important perspectives and insights about their roles in supporting the legislative institution. Initially envisioned as a one-day training seminar in the fall of 2020, the program was shifted online during October 2020. More than 200 legislative staff applied for this program and 104 staff from 40 states earned their certificate. Participants completed 10 hours of learning covering five core competency areas: 1) the legislative institution, 2) legislative fiscal procedures, 3) the model code of conduct for legislative staff (ethics), 4) effective communication skills and 5) leadership skills.

**Professional Development and Networking for Staff Directors:** Shortly after the start of the COVID-19 pandemic, NCSL brought together staff directors to share current and evolving information about how their agency or chamber was responding to the COVID-19 crisis. Six roundtable/networking discussions were held in 2020. These meetings were an opportunity for legislative staff leaders to share ideas and build supportive networks as they navigated the many challenges in keeping legislatures operating and managing staff and services during the pandemic. Approximately 25 to 35 directors attended each roundtable discussion.
In addition, NCSL offered a three-part professional development series, “Managing and Leading Through Uncertain Times,” for directors. The purpose was to provide staff leaders with critical skill development and practical tools to effectively manage their teams and lead their organization through uncertainty. The series covered three main topics: empathy, decision-making and communication.

NCSL also recognized legislative staff and many of their contributions to their legislatures during this extraordinary year.

**2020 Legislative Staff Week:** The third Legislative Staff Week—an event to celebrate legislative staff and recognize their contributions to their legislature and NCSL—was held May 4-8, 2020. This event took on new meaning as most legislative staff were forced into remote work overnight while legislatures figured out how to operate during a pandemic. The theme of the week was resiliency and recognition. This event included 387 shoutouts for legislative staff, numerous blogs, a webinar on “Managing, Leading and Growing in Uncertain Times,” a podcast about resiliency and readiness, and tweets that shined a light on staff contributions during these unprecedented times and encouraged legislative staff participation in NCSL programs and activities.

Saluting Legislative Staff: Twenty-three outstanding legislative staff, along with one legislative agency, were recognized on the national level with a 2020 Legislative Staff Achievement Award. In addition, the Minnesota Legislature received the 2020 LINCS/NALIT Online Democracy Award and 12 publications, many produced by legislative agencies, received the Legislative Research Librarians Notable Documents Award. These awards were presented as part of NCSL Base Camp 2020 and recipients were honored by the “Salute to Legislative Staff” program where Jessica Buchanan, a humanitarian and kidnapping survivor, offered a message of hope and resilience even in the most difficult of times.

**Mason’s Manual of Parliamentary Procedure:** Written specifically for state legislatures, Mason's is a resource for state legislatures to deal with procedural issues and problems that arise in state legislative chambers. A Mason’s Manual Commission is appointed to update the book every 10 years and, after close collaboration with the commission, NCSL released a new edition in October 2020. In addition to the new print edition, NCSL staff worked to provide the book in a frequently requested, but never before available, electronic format. Requests for the resource jumped 71% over the 2010 book sales during the same time period.

**Fiscal Affairs Program**

NCSL’s Fiscal Affairs Program kept members informed of real-time developments during a period of rapidly changing state budget conditions. From unprecedented revenue losses to better-than-expected tax collections and an influx of federal relief, NCSL tracked it all.

**Activities included:**

- Arranged a call with U.S. Treasury Department representatives exclusively for state legislative fiscal directors so they could ask direct questions about allowable expenditures under the federal Coronavirus Relief Fund (CRF).
- Surveyed state fiscal offices at the request of the White House to determine the real need for federal aid. The team was able to provide 50-state revenue data within a couple of days. NCSL data was viewed as credible by the administration and was influential in the stimulus discussions.
- Established a new weekly Budget and Tax News newsletter.
- Created a new searchable database on actions states were taking to balance their budgets.
- Created a new searchable database on ways states were spending CRF.
Facilitated six roundtables between legislative fiscal leaders and legislative fiscal directors to brainstorm budget-balancing ideas.
Testified before 10-plus state legislative committees.
Participated in dozens of presentations for other organizations about state budget and tax developments and how states were spending CRF.
Provided a fall webinar series on six different state fiscal issues.
Held several virtual educational meetings for fiscal legislators and legislative staff, in addition to NCSL Base Camp 2020 and State Policy 101 programming.
Wrote 12 Fiscal Briefs and more than 10 other short publications for State Legislatures News, the NCSL Blog and LegisBriefs.

Center for Legislative Strengthening

The Center for Legislative Strengthening (CLS) is NCSL’s hub for consulting, projects and research in service of the legislative institution. CLS has been a strong, helpful, often-cited resource on legislative operations, continuity of government, legislative information technology’s impact on the legislative process, and legislative oversight of the executive branch throughout the COVID-19 emergency. In addition, CLS engaged in three legislative consulting projects and continued to produce quality learning, training and professional development opportunities for legislators, staff and NCSL partners.

Legislative operations underwent a dramatic, and in many cases sudden, shift due to the pandemic. Emerging issues such as the frequently changing session and special session dates, public access to the process, and challenges around overseeing the executive branch rose to the forefront, along with convening in virtual floor sessions and committee operations, and teleworking for legislative staff. CLS, together with others at NCSL, remains at the forefront of informing and advising legislatures on these topics.

Noteworthy accomplishments included:
Created new webpages, including a database on actions related to legislative operations, a primer on continuity of legislatures, a daily update on legislative sessions, and resources on legislative efforts to temper the actions of the executive branch in an emergency.
Featured and shared continuity of government-related research and analysis with legislators, staff and NCSL partners in Zoom presentations, committee testimony, legislature-specific briefings, Facebook Living Room Town Halls, blogs and LegisBriefs.
In collaboration with the Society for Human Resource Management (SHRM), hosted a Zoom call on “Return to Work,” featuring SHRM COO Sean Sullivan, for legislative staff. More than 80 staff from approximately 30 legislatures attended.
Sponsored sessions at NCSL Base Camp 2020 and the State Policy 101 series focused on leading and legislating through crisis, lobbying and public access to the legislative process during the pandemic, and learning legislative procedure.
Developed and delivered new training programs on state legislatures for the 2020 Legislative Staff Management Institute (LSMI) and the Legislative Staff Certificate Program.
Answered approximately 500 requests from legislators and legislative staff, many of which focused on how the pandemic is affecting legislative institutions.

Center for Ethics in Government

During the pandemic, the Ethics Center made numerous presentations remotely (and several in person) to nearly 1,500 legislators, legislative staff and leaders. These presentations included ethics and civility, as well as Tracom Social Styles leadership team training. Many research requests were also answered, and the Ethics Center continues to be the source for ethics and civility for state legislatures.
The Quad Caucus and Women’s Legislative Network

The team updated the Women’s Legislative Network (WLN) website with results from the November 2020 election and answered numerous media requests about women in state legislatures. The WLN board held a live virtual celebratory event for the 100th anniversary of women’s suffrage and launched a resource on suffrage state history. WLN staff co-hosted Episode 4 on women’s suffrage for the “Building American Democracy” podcast series. The WLN also hosted a virtual event on cardiovascular health in women and another with the America-Israel Friendship League to celebrate International Women’s Day.

The Quad Caucus comprises more than 1,300 legislators of color, representing almost 20% of NCSL’s members. NCSL has worked for the past nine years with the four national caucuses of color—the National Asian Pacific American Caucus of State Legislators, the National Black Caucus of State Legislators, the National Caucus of Native American State Legislators and the National Hispanic Caucus of State Legislators.

NCSL staff continue to serve as the internal and external resource for Quad Caucus legislators of color. Staff connected projects within NCSL with Quad Caucus contacts. The Quad Caucus convened for a virtual meeting on the fiscal impacts on communities of color due to COVID-19 and a town hall on health equity.
The Communications and Marketing division was reorganized to bring separate programs together and provide a cohesive purpose and vision.

Perhaps the most notable accomplishment was the creation of **NCSL Base Camp 2020**, involving a collaboration among the division, the NCSL Foundation for State Legislatures and the State Policy Research and State Services divisions to host a three-day online event. In a time of remoteness and pandemic-forced isolation, NCSL Base Camp 2020 provided a way for 1,200-plus attendees from 50 states and seven countries to feel connected and learn together.

**Communications and Marketing Progress During the Pandemic • March 2020 – March 2021**

Clockwise from top left: Jenifer Sarver, Ian Rowe and Dr. Camara Jones discuss assumptions and potential solutions surrounding racial disparities during NCSL Base Camp 2020.

Clockwise from top left: Joe Kiani, Captain America actor Chris Evans, Mark Kassen and NCSL's Tim Storey discuss the web-based civic engagement platform A Starting Point during NCSL Base Camp 2020.

All four groups in the division had other significant achievements during the pandemic:

**Marketing and Member Outreach:** A new position, the Director of Outreach and Engagement, was created in the Communications and Marketing division to lead marketing and enhance member engagement. In addition to various other innovative outreach efforts, this team initiated and completed two major projects:

- **Newsletter transformation:** The team worked closely with content owners of the 20-plus program/policy newsletters and transitioned those communications into new mobile-friendly NCSL-branded templates; integrated a new email software (Mailchimp) platform allowing for enhanced visual appeal, improved deliverability rates and valuable analytics; updated and targeted distribution lists; created a new streamlined subscription center
Communications and Marketing

integrated with Fonteva; and integrated an important LSCC project, the Preference Center. In the eight months from the launch in June 2020 to March 2021, the team sent 576 NCSL communications and 129 program/policy newsletters. Monthly analytic reports are pulled and studied to inform continual improvement.

- **New legislator outreach:** The team created and executed a comprehensive plan to engage newly elected legislators.

**Within eight days of the 2020 election, the team welcomed nearly every new state legislator elected across the country to NCSL—the earliest outreach in its history.**

The outreach plan continued through February 2021 with online trainings; introductions to the NCSL president and executive director via informal Zoom calls; a new legislator welcome kit consisting of an NCSL calendar, the January *State Legislatures* magazine, a handwritten note from their NCSL state liaison and other items; and special invitations to the February State Policy 101 series.

**Publishing and Digital Content:** After a retirement, a new director was named just before the pandemic hit. With NCSL staff unable to travel, work volume to this team increased dramatically as demands for NCSL’s research and resources were stronger than ever. Highlights from the year include:

- **NCSL website optimization:** The team collaborated closely with the State Policy Research division to ensure members had access to the most timely and relevant resources on the NCSL website. Increased attention was directed toward search engine optimization to ensure NCSL documents appeared in organic web (Google) searches.

**The website attracted 33.8 million pageviews over the year—an increase of more than 110% over the previous year.**

By analyzing SEO, the team changed “StateVote” to “State Elections 2020.” The State Elections 2020 landing page received more than 50,000 visits and two subpages/resources received more than 1 million views each. The election month of November resulted in 5.4 million page views alone, breaking all previous monthly records. Comparing November 2020 to November 2016, ncsl.org saw a 168% increase in page views and 189% increase in visits. The NCSL Blog also recorded its best year ever, with nearly 500,000 page views.

- **State Legislatures magazine restructure:** The decision was made to reduce the number of printed magazine editions from six to twice a year, with the printed publications becoming “keepsake” editions. Taking a portion of those savings, the team launched a digital feature, “State Legislatures News,” which allows the organization to write and immediately share timely articles. New stories are added daily, and the team initiated two columns, “My District,” which features state legislators talking about the areas they represent, and “First Branch News,” a weekly news summary covering legislative operations. The shift to sharing relevant news immediately paired well in a year where NCSL members relied on their screens for everything.

**Meetings:** With unexpected health and travel restrictions combined with a skyrocketing need for online information, the Meetings team leapt into action and worked incessantly to serve NCSL members. In particular:
In-person meeting transition: The team was pressed to quickly cancel more than 40 previously scheduled in-person meetings, which had a potential financial impact of $840,000. And, when NCSL had to make the difficult decision to cancel the 2020 Legislative Summit in Indianapolis and was faced with $3.4 million dollars in potential cancellation fees, the Meetings director successfully—and with zero financial penalty—delayed the Indianapolis Summit to 2023. Early in 2021, due to travel concerns and local restrictions, she conquered the challenge of rescheduling the 2021 Legislative Summit from August in Chicago to November in Tampa. Through skillful negotiation with the convention and hotel industries, she successfully moved the Chicago Legislative Summit to 2026, again without occurring any financial penalties.

Online meeting logistics: Beyond successfully cancelling and rescheduling in-person meetings, the NCSL Meetings crew was the behind-the-scenes heroes when it came to pivoting without a pause to support members in the new virtual world. With the Meeting team’s support, NCSL staff hosted a record number of online meetings (1,500-plus) and webinar trainings (97-plus) reaching nearly 10,000 attendees from March 2020 to March 2021.

Public Affairs and Broadcasting: The Public Affairs and Broadcasting team played a vital role in positioning NCSL as the leading authority on state policy. Highlights include:

Media engagement: NCSL earned a historic number of media mentions during the pandemic as the team’s director successfully promoted NCSL’s COVID-19 resources not only to members, but to media outlets across the country. Over the course of the year, NCSL was mentioned in the media more than 64,000 times with the top five outlets being the Associated Press, Yahoo News, MSN News, U.S. News and World Report and The Washington Post. The number of media mentions during the 2020 election cycle quadrupled from four years earlier.

Broadcast innovations: Again, with the reliance on online communication during the pandemic, the team’s director quickly concepted a new Facebook Live program called “NCSL Living Room Town Hall.” The team organized and broadcast 46 Living Room Town Hall interviews during the year to highlight NCSL resources, staff and members. The team also released 45 episodes of the podcast “Our American States.”

Martha Wigton, Georgia House Budget & Research Office Director and NCSL Staff Chair, joins NCSL Public Affairs Director Mick Bullock for an NCSL Living Room Town Hall.
The NCSL Leaders Center and Legislative Training Institute played a critical role engaging with, training and bringing legislative leaders together to further their leadership strategies and build their peer network. Highlights include:

**Leadership Speaker Series:** Throughout the summer of 2020, the Leaders Center provided leaders with unique opportunities to learn from influential speakers in a virtual format. At a time when leadership skills were more important than ever, leaders attending this series were able to sharpen these skills through personal conversations with industry leaders attending this series—ranging from military (General Stanley McChrystal) to business (Bruce Mehlman) to politics (Charlie Cook, publisher of the Cook Political Report). Each session in the series was attended by between 40 and 65 leaders and Foundation members.

**Leadership Cohort:** The Leaders Center crafted a special three-part leadership experience for the top leaders in legislatures across the country. The cohort brought together top legislative leaders to share about challenges and successes, develop leadership strategies and build a network of relationships within the exclusive group of people in America who know what it is like to lead a legislative chamber. Eleven top leaders attended.

**Leaders Symposium–Miami:** In December, the Leaders Center hosted an in-person Leaders Symposium in Miami. This event represented a valuable opportunity for leaders to gather, exchange problems and solutions, and hear from guest speakers on topics of leadership, history, economics and the future. The event also featured live-broadcasted virtual sessions for leaders who were unable to attend in person. This event was attended by 29 legislative leaders and 20 Foundation sponsors.

**Private Briefings:** The Leaders Center, along with the NCSL State-Federal Affairs team, arranged 16 private briefings on federal COVID-19 relief legislation for leaders and their leadership teams or caucuses.

**Communication and Relationship Building:** In addition to regular research requests and formal meetings, the Leaders Center made a concerted effort to maintain regular close contact with leaders. Each of the top 99 leaders, along with a targeted group of other leaders, received personal check-in phone calls to hear how they and their chambers were coping with COVID-19. In addition, the Leaders Center sent eight emails over the course of the last year with federal stimulus information, NCSL reports and other timely information.

**Legislative Training Institute:** As COVID-19 necessitated lockdowns across the country, NCSL quickly converted its training offerings into virtual versions, offering in-person and Zoom-based options for all states. Leaders across the country benefited from 68 trainings during the 12-month period, an average of 5.6 trainings/month, with virtual versions preferred by roughly a 3:1 ratio (52:16).

In addition, NCSL created 11 evergreen “Daily Development” training categories for self-paced exploration of popular training topics, all available on the NCSL website. The most popular trainings in each format include:

**Virtual** (52 total trainings)
- How to Run a Virtual Event (6)
- Resiliency (5)
- Emotional Intelligence (5)
- Ethics (5)
- Committee Chair Training (5)
- Writing for a Legislative Audience (4)
- Legislative Negotiation (4)
- Sexual Harassment (3 states with 7 extra sessions for two of the states)

**In-Person** (16 total trainings)
- Caucus Retreats (4)
- Effective Messaging (3)
- Workplace Respect (2)
- Legislative Negotiation (2)
- Presentation Skills (2)
When the pandemic began, the Finance and Accounting team depended on paper systems for processing and recording cash receipts, invoices, voucher payments, payroll, and normal general ledger and financial statement activities. The team quickly adapted its processes and procedures, taking advantage of cloud-based software, to fulfill all responsibilities in the new work-from-home environment.

Members of the team contacted funders and asked for electronic payments in lieu of paper checks which had the added benefit of accelerating cash flow and decreasing transaction processing. Conversely, they reached out to vendors and set up electronic payments from NCSL. Together, these approaches improved the predictable cash flow and allowed for timely transaction records, leading to improved overall NCSL financial records.

In the midst of the pandemic, NCSL generated a welcome bit of good news by paying off and taking outright ownership of the Denver headquarters. The $13.8 million in public bonds used to purchase and finance the construction of the building in 2001 were scheduled to mature on June 1, 2021. However, market conditions were favorable in the spring of 2020—as they were in 2010 when the original bonds were refunded saving $820,000 in interest costs—which allowed NCSL to pay off the outstanding principal balance on June 15, 2020. Owning the Denver building brings additional flexibility in its use as well as a reduction of outstanding debt on NCSL’s balance sheet.

Finally, the annual audit was conducted on a fully remote basis with all meetings online and paperwork in digital format. The result was a faster than normal and successful audit.
Operations

The focus and progress of NCSL’s Operations team was unparalleled during this 12-month period. With a relatively new chief operating officer onboard, the team was energetic and driven to embark upon an ambitious project list ... all in the spirit of advancing NCSL’s internal practices and policies. COVID-19, of course, affected how they tackled their work, but it absolutely didn’t slow them down.

During the pandemic year, the team accomplished significant feats, including:

Remote Work Environment: When the decision was made on March 13, 2020, to move to a work-from-home environment, the IT and Facilities teams rallied to make sure every NCSL employee could work from home comfortably and productively. The teams gathered and distributed monitors and chairs, trained staff on how to use Microsoft Teams and solved random IT issues that popped up. The transition to working remotely truly was seamless thanks to the hard work of these teams.

New Human Resource Information System (HRIS): UKG was implemented as NCSL’s online solution for human resources and payroll functions. UKG allows for enhanced data entry, data tracking and data information needs. The system packages talent management—including the annual performance process—with time management, payroll and much more. Part of the UKG implementation involved transitioning from a semi-monthly payroll process to biweekly. All in all, the adoption of UKG brought countless efficiencies to NCSL.

Administration of the CARES and Families First Coronavirus Response Acts: The team studied new federal legislation to ensure that all components of the acts were incorporated as necessary to benefit NCSL staff.

Diversity, Equity and Inclusion (DEI): Knowing that DEI is vital to creating and maintaining a successful workplace where staff can thrive personally and professionally, the Operations team amplified efforts to train NCSL staff. The work began with a staff survey to gauge NCSL staffs’ initial DEI knowledge and beliefs. An internal DEI committee was formed to inform the work and soon an internal DEI site was created to guide training efforts. The Human Resources team also has revised hiring practices to include a DEI lens and approach.

NCSL Staff Professional Development: The team secured access to the LinkedIn Learning platform for all NCSL staff. With online courses and learning paths covering technology, business and creative skills led by instructors with real-world experience, this represents a tremendous advancement in professional development opportunities for staff.

Remote Onboarding of New Staff: The HR team transitioned all hiring processes allowing for remote onboarding for new staff.

Careers at NCSL Webpage: This new webpage provides important information for new candidates on items like NCSL’s mission, values, benefits and hiring process.

Staff Appreciation Events: The pandemic and resulting work-from-home conditions were difficult for the entire nation and NCSL employees were no different. To show appreciation and recognize staffs’ diligence and commitment to supporting members, the team organized several special events which fell throughout the year. This included cooking and serving three different meals for NCSL staff and their families via special drive-thru events.
NCSL Operational Values: To build a common NCSL mindset, the team worked to identify and launch a set of six NCSL operational values. When used regularly and championed at all levels, operational values can unite employees and members of an organization and inspire them to be their best selves; guide decision-making; help employees and members of an organization hold themselves and each other accountable; assist in attracting employees and members who are well-suited for the organization; lead to more consistent internal and external communication; and help drive an organization's strategic plan. The newly adopted NCSL operational values include:

- **Legislative Institution**: We value effective systems of state, territorial, local, tribal and federal governments and believe they are a necessary and desirable function of representative democracy. Specifically, we work to strengthen the legislative institution and enhance its power to govern in the best interest of their constituents. We support the mission of NCSL and are dedicated to working in service of state legislators and legislative staff.

- **Nonpartisanship**: Governed as a bipartisan organization, we develop and provide objective, fact- and evidence-based research and informational resources to support legislative institutions and the policymaking process. We respect the diverse perspectives within state legislatures and work to enhance their relevance and effectiveness while remaining neutral and not advocating for specific state policies.

- **Excellence and Innovation**: Working in service of state legislatures, we are committed to the highest standards and aspire for excellence in all areas. We embrace a culture of continuous growth, knowing we must constantly innovate our products and services to meet the evolving needs of our members.

- **Collaboration and Teamwork**: With the conviction that we are stronger and more effective as a team than as individuals, we intentionally reach out across the organization seeking the input and expertise of our colleagues. We support an open, communicative culture and recognize differing viewpoints can help us anticipate and solve problems. We are empowered to be curious, take initiative, make decisions and solve problems, all resulting in improved member service.

- **Federalism**: We work to restore the balance in our federal system through process changes, thoughtful consideration and broad national debate. We believe that shared power between levels of government enhances America’s ability to develop responsive policy in a changing world. We are committed to a strong state-federal partnership where state legislatures have flexibility to shape public policy as they can be more innovative and responsive to their individual states' needs.

- **Diversity, Equity and Inclusion**: We believe a culture that fully embraces diversity, equity and inclusion leads to a stronger organization. We strive to create an environment where everyone is empowered to bring their full, authentic selves to work. We acknowledge that this work will be ongoing and are committed to prioritizing our DEI work for all levels of staff.
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<td>TUESDAY 11/2</td>
<td>8 a.m.-3 p.m.</td>
<td>Pre-Conferences</td>
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<td>8:30 a.m.-1 p.m.</td>
<td>NCSL Task Forces</td>
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<td>8:30 a.m.-1 p.m.</td>
<td>Legislative Staff Coordinating Committee</td>
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<td>10:15 p.m.</td>
<td>Executive Committee Meetings</td>
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<td>3:30-5:30 p.m.</td>
<td>Subcommittee Meetings</td>
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<td>3:30-5:30 p.m.</td>
<td>Full Executive Committee</td>
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<td>WEDNESDAY 11/3</td>
<td>8 a.m.-4 p.m.</td>
<td>Exhibit Hall</td>
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<td>9-10:15 a.m.</td>
<td>New Attendee Orientation</td>
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<td>10:30-11:30 a.m.</td>
<td>General Session</td>
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<td>11:45 a.m.-12:45 p.m.</td>
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<td>12:30 p.m.-2 p.m.</td>
<td>Exhibit Hall Luncheon</td>
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<td>THURSDAY 11/4</td>
<td>8 a.m.-4 p.m.</td>
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<td>Committee Breakfast Meetings</td>
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<td>FRIDAY 11/5</td>
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<td>Business Meeting</td>
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<td>11 a.m.-Noon</td>
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<td>Legislative Staff University</td>
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-State's Night
The Hyatt Regency Grand Reserve  
Rio Grande, Puerto Rico

MAY 22, 2021 | 10:30-11:45 AM | PUERTO RICO 3

1. Welcome and Introductions
2. Finalize Recommendations
   • State-Federal Priorities
   • Major State Issues
3. Roundtable Discussion on State Uses of American Rescue Plan Funds
4. Update on NCSL in D.C. Activities (time permitting)
5. Other Business

OFFICERS

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<tr>
<th>Senator Greg Treat</th>
<th>Representative Marvin Abney</th>
<th>Jon Heining</th>
<th>John Snyder</th>
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LEGISLATOR MEMBERS

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<td>Representative Barbara Ballard, Kansas</td>
<td>Senator Carmelo Rios Santiago, Puerto Rico</td>
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<td>Representative Megan Blanksma, Idaho</td>
<td>Senator Trey Stewart, Maine</td>
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<td>Representative Ann Bollin, Michigan</td>
<td>Representative Barry Usher, Montana</td>
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<td>Representative Gilda Cobb-Hunter, South Carolina</td>
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<td>Representative Marcus Evans, Illinois</td>
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STAFF MEMBERS

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<tr>
<th>Lonnie Edgar, Mississippi</th>
<th>Matt Gehring, Minnesota</th>
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<td>J.J. Gentry, South Carolina</td>
<td>Jennifer Jones, Texas</td>
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<td>Natalie Mullis, Colorado</td>
<td>Rich Olsen, West Virginia</td>
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<td>Anne Sappenfield, Wisconsin</td>
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To: NCSL Executive Committee
From: Molly Ramsdell, Director, Washington Office
Date: May 22, 2021
Subject: Update on State-Federal Activities

This report provides highlights of NCSL activities in Washington, D.C., since the Jan. 30, 2021, virtual Executive Committee meeting.

**Working With the New Administration**

NCSL continues its outreach efforts to the new administration. Recent activities included meetings with:

- The Department of Education on American Rescue Plan (ARP) implementation. More specifically, the factors impacting state educational agencies’ allocation of ARP Elementary and Secondary School Emergency Relief fund dollars to local education agencies, including the involvement of state legislators.
- Congressional staff on maintenance of effort and maintenance of equity provisions included in the education funding portion of the ARP.
- Senior staff from the Department of Labor’s Employment and Training Administration (ETA) about ARP funds for unemployment insurance administration and NCSL’s occupational licensing and employing people with disabilities grants.
- U.S. Trade Representative (USTR) Office of Intergovernmental Affairs, and a roundtable Zoom call with the USTR Intergovernmental Policy Advisory Committee.
- White House staff and other state and local associations regarding immigration priorities.
- The Consumer Financial Protection Bureau on regulations related to consumer protection such as payday loans, interest rate caps and other areas.
- The Federal Communications Commission on broadband, consumer protection, spectrum management, state broadband plans and robocalling.
- Director of Intergovernmental and External Affairs at the Department of Health and Human Services (HHS) to discuss HHS priorities and NCSL priorities in the health and human services space.

In addition, NCSL’s Natural Resources and Infrastructure Committee hosted four “meet and greets” with new intergovernmental staff with each federal agency/department—the Environmental Protection Agency, Department of Energy, Department of Transportation and Department of Interior—under the committee’s jurisdiction. The “meet and greets” provided NCSL members a chance to interact face-to-face with the new intergovernmental staff and an opportunity for them to share their own specific state concerns while also hearing about the new administration’s priorities and how they may impact states. Between 17-44 legislators and a handful of legislative staff participated in each event. One final “meet and greet” with the Department of Interior is scheduled for June 4.
Gabe Uy (gabriel.a.uy@who.eop.gov) is the new point of contact for legislators at the Office of Intergovernmental Affairs (IGA) at the White House.

**Virtual Congressional Briefings**
NCSL has conducted the following congressional briefings since the January Executive Committee meeting:

**Education:** On Feb. 12, NCSL briefed Congress on what federal actions would be most beneficial to states for pandemic recovery and made the case for long-standing education priorities to maintain a strong state-federal relationship in education. NCSL was joined by Delaware Senate President Pro Tempore David Sokola (D) and Utah Senate Majority Whip Ann Millner (R). You can access a recording of the briefing [here](#).

**Immigration:** In March, NCSL was joined by the National Association of Counties (NACo), National League of Cities (NLC) and United States Conference of Mayors (USCM) to brief Hill staffers on state and local priorities in immigration reform. Representative Sharon Tomiko Santos (D-Wash.) represented NCSL. The bipartisan panel of state and local elected officials shared insights from their communities and their perspectives on many of the pressing issues in immigration reform, including a pathway to citizenship, border management and immigrants in the workforce. You can access a recording of the briefing [here](#).

**Policing Reform:** On May 6, NCSL, the National Governors Association and the National Criminal Justice Association hosted a briefing to highlight policing reform efforts in the states and territories. Representative Leslie Herod (D-Colo.) who was one of the authors of Colorado’s 2020 police reform bill was joined by staff from the office of Ohio Governor Mike DeWine (R) and an individual from the Ohio Office of Criminal Justice Services.

**Reauthorization of the Temporary Assistance to Needy Families:** On May 14, NCSL hosted a briefing for congressional staff entitled “Temporary Assistance of Needy Families (TANF): State Challenges, Successes and Priorities.” NCSL Executive Committee member Senator Ralph Alvarado (R-Ky.) and Representative Ann Pugh (D-Vt.) shared their priorities for TANF and the appropriate federal role.

**Infrastructure Priorities**
In late April, NCSL sent a letter to congressional leadership reinforcing the importance of a state-federal partnership on critical infrastructure priorities. The letter focused on transportation, water, disaster mitigation, electric grid resiliency, broadband and the need to preserve tax-exempt financing.

**Testimony Before Senate Committee on Transportation**
In April, NCSL Transportation Program Director Doug Shinkle testified before the U.S. Senate Environment and Public Works Committee on the important issue of transportation funding and financing, with a focus on how states have addressed funding shortfalls. NCSL supports a user-fee, formula-based national transportation funding stream, and encourages continued outreach to and consultation with states to develop a shared, long-term vision for funding and financing surface transportation systems that will enhance the nation’s prosperity and quality of life for all Americans. Read what Shinkle had to say in the NCSL Blog.
COVID-19
With the passage of American Rescue Plan Act, NCSL staff continues to serve as a resource for legislators and legislative staff on implementation of programs and the rollout of federal funds. NCSL hosted a briefing for more than 350 legislators and staff the Monday after the president signed the bill and has also provided personalized briefings for several legislatures.

NCSL collected and submitted to the U.S. Treasury numerous questions from legislators and staff in an effort to influence the guidance on the use of the $219.8 billion provided to the State Fiscal Recovery Fund. In general, questions fell into three broad categories: the allowable use; how revenue/revenue loss will be calculated; and the restriction that the funds may not be used to “Reduce taxes directly or indirectly between March 3, 2021, and the last day of the fiscal year in which all funds received have been spent or returned.”

NCSL arranged for a roundtable discussion for members of the National Association of State Fiscal Offices to share ideas on the use of funds, as they wait for guidance. NCSL continues to regularly engage with the Treasury and the White House and is already working to schedule a call for NCSL members when guidance is released. More to follow.

Waiver of State Cost Share for COVID-19 FEMA Assistance
In February, the president signed a memorandum that directs the Federal Emergency Management Agency to provide emergency COVID-19 assistance under the declaration at 100% federal cost share. NCSL joined the nation’s governors and emergency managers in repeatedly urging the administration to waive the 25% state cost share requirement for assistance under the COVID-19 National Emergency Declaration and subsequent COVID-19 Major Disaster Declarations. The waiver also applies retroactively to the Jan. 20, 2020, start of the pandemic declarations, saving states billions of dollars in emergency aid. For additional details, read the NCSL Blog.

Other
Redistricting, higher education reauthorization, cybersecurity, broadband, emerging technology, data privacy, TANF, Family First implementation, child care, Medicaid’s INM exclusions, student-athlete compensation, bank chartering of financial technology and payments companies, the “true lender” rule, cannabis banking and cryptocurrency are also areas of significant focus for the D.C. office.

Letters and Comments to Congress and the Administration: Feb. 1 to May 1, 2021
NCSL has issued more than eight letters/statements to either Congress or the administration since Jan. 30, 2021. Issues addressed include infrastructure, FEMA public assistance, funding for Byrne Justice Assistance Grants and the operation of drones and autonomous vehicles.
AGENDA

SUBCOMMITTEE ON THE LEGISLATIVE INSTITUTION

The Hyatt Regency Grand Reserve
Rio Grande, Puerto Rico

MAY 22, 2021 | 10:30-11:45 AM | MIRADOR PAVILION

1. Welcome and Introductions

2. Puerto Rico Legislature Overview and Q & A

3. Update on 2021 Programming and Summit Planning Discussion

4. Activity: Institution Trend or Fad

5. Other Business

OFFICERS

Speaker Scott Bedke  Senator Greg Leding  Susan Kannarr  Charlotte Carter-Yamauchi
Idaho  Arkansas  Kansas  Hawaii
Chair  Vice Chair  Staff Chair  Staff Vice Chair

LEGISLATOR MEMBERS

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

STAFF MEMBERS

Representative Tim Bommel, Missouri
Representative Jon Courtney, New Mexico
Representative Aurora Hauke, Alaska
Representative Jennifer Jackson, Texas
Representative Scott Kaiser, Illinois
Representative Othni Lathram, Alabama
Representative Sabrina Lewellen, Arkansas
Representative Steve Pike, Virginia
Representative Betsy Theroux, Georgia
MEMO TO: NCSL EXECUTIVE COMMITTEE

FROM: Senate President Leroy Garcia, NCSL Foundation President

SUBJECT: Status Report as of May 5, 2021

DATE: May 22, 2021

The Foundation’s Revenues—FY 2021

The Foundation Board approved an unrestricted fundraising goal of $2,050,000 for fiscal year 2021. As of May 5, the Foundation raised $1,939,500 in unrestricted giving. This amount compares to $2,295,000 in unrestricted contributions at the same time last year.

We are pleased to report that we have **five sponsors at the new Capitol Circle level**. Four of these are upgrades from Platinum while Amazon upgraded from Gold.

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<th>Nuclear Energy Institute</th>
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We have **48 Platinum sponsors**, and, combined with the Capitol Circle level, we have **53 top sponsors**, which is up from 47 at this time last year. To date in FY 2021, we’ve recruited seven new Platinum sponsors—Biogen, Curriculum Associates, Door Dash, HCA Healthcare, the Mentor Network, Rock Central and Smile Direct Club—and secured three Platinum upgrades—the American Kratom Association, Ancestry.com and HP, Inc.

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<th>1-800 CONTACTS</th>
<th>GlaxoSmithKline Consumer Healthcare</th>
<th>Qualtrics</th>
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<td>RELX</td>
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<td>American Kratom Association</td>
<td>HCA Healthcare</td>
<td>Reynolds American Inc.</td>
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<td>Amgen</td>
<td>HP, Inc.</td>
<td>Roche Diagnostics</td>
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<td>Ancestry.com</td>
<td>Institute of Scrap Recycling Industries, Inc.</td>
<td>Rock Central</td>
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<td>Apple</td>
<td>Juul Labs</td>
<td>Smile Direct Club</td>
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<td>The Mentor Network</td>
<td>State Farm Insurance Companies</td>
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<td>Vistra Corp.</td>
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<td>Genentech</td>
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<td>Western Governors University</td>
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In FY 2021, the NCSL Foundation welcomed seven new Gold sponsors and eight new Silver sponsors.

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<td>GlaxoSmithKline</td>
<td>American Heart Association</td>
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<td>Information Technology Industry Council (ITI)</td>
<td>AUVSI</td>
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<td>Kimberly-Clark</td>
<td>BOMA International</td>
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<td>Management &amp; Training Corporation</td>
<td>Campaign for Transformative Therapies</td>
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<td>Sage Therapeutics</td>
<td>Ernst &amp; Young</td>
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<td>Share our Strength</td>
<td>ExxonMobil</td>
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<td>Waymo</td>
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<td>Horizon Therapeutics</td>
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Additionally, the National Association of State Procurement Officials upgraded to Gold while International Paper and Southern California Edison have downgraded from Platinum to Gold. The American Hotel & Lodging Association downgraded from Gold to Silver.

We have 10 new commitments: Airbnb, Cisco and Live Nation at Platinum; Hyundai Air Mobility, the Leukemia & Lymphoma Society, LexMark and LPL Financial at Gold; the American Traffic Safety Services Association, H&R Block and Lyft at Silver.

The Foundation has continued to offer opportunities to bring value to new and renewing sponsors. Outreach efforts include:

**NCSL Base Camp 2020, Sept. 15-17**
Adapting to a year unlike any other, NCSL hosted its first NCSL Base Camp online learning experience for legislators, legislative staff and Foundation sponsors. When possible, Foundation sponsors were tapped for presentations and keynotes. Sponsors were highlighted in the Foundation Hall and included in networking opportunities. Special thanks to AT&T, Intuit, Maximus and Western Governors University as Banner Sponsors of the event, and to the American Heart Association and the State Government Affairs Council for supporting ancillary events.

**NCSL Foundation Election Recap, Nov. 10**
Tim Storey and the NCSL Elections Program hosted a special presentation for Foundation sponsors and offered an in-depth analysis of the 2020 election’s impact on state legislatures. NCSL Elections staff provided more than a dozen presentations to sponsor organizations leading up to and following Election Day.

**NCSL Standing Committee Priority-Setting Calls, Various Dates**
Foundation sponsors were invited to participate in Zoom meetings to observe each NCSL Standing Committee’s biennium priority-setting exercise. The results of the calls will be presented to the NCSL Executive Committee on Jan. 30, 2021, to help establish NCSL’s overall priorities for the upcoming biennium.

**NCSL Leaders Symposium, Key Biscayne, Fla., Dec. 14-16**
Capitol Circle and Platinum sponsors were invited to attend NCSL’s first in-person meeting during the pandemic. The Leaders Symposium brought together more than 20 legislative leaders from across the country to learn from each other and experts on how to best navigate the upcoming year.
NCSL Officers Roundtable, Dec. 21
The NCSL officers joined sponsors for a virtual discussion about lobbying in the pandemic era. Sponsors had the opportunity to hear from the officers about 2021 priorities, strategies for engaging in their state, and participated in small group discussions with the officers.

Sponsor Spotlights in the Daily NCSL Today News Docket
Foundation sponsors have been highlighted in NCSL Today, which is distributed daily to more than 27,000 individuals including all U.S. state legislators.

Sponsor Policy Calls
Foundation staff and NCSL policy teams have regular meetings with Foundation sponsors to share policy goals, provide updates on national trends and explore potential partnerships. To date, we have scheduled more than 20 such meetings.

Task Force Engagement and Foundation Streamlining
Foundation staff are implementing a new policy requiring task force sponsors to first join the NCSL Foundation before giving funding to the relevant task force. This new requirement will ensure all private sector partners are supporting NCSL as a whole in addition to their support of the task forces’ policy work. We anticipate a minimum $100,000 in additional Foundation revenue each fiscal year due to this policy change.

Board of Directors, Capitol Circle, Platinum and Gold Thank You Gifts
Capitol Circle sponsors, Platinum sponsors and private sector directors received an NCSL-branded laptop travel bag. Gold sponsors received an NCSL-branded Yeti travel mug. These gifts were provided in appreciation of our sponsors’ continued commitment to NCSL and the NCSL Foundation.

Foundation Partnership

Disaster Mitigation and Recovery Partnership
The partnership recently published its fourth and final written deliverable, the 2019 Natural Disaster State Policy Recommendations. After postponing its planned May and August in-person meetings, NCSL staff have continued to host regular briefings for the steering committee. NCSL staff are exploring plans for a final in-person meeting in the fall of 2021.

Many thanks to our partners: American Electric Power, the American Property Casualty Insurers Association, the American Society of Civil Engineers, Facebook, the International Code Council, The Pew Charitable Trusts and Wells Fargo.

Foundation Operating Expenses for FY 2021
The Board of Directors approved an operating budget of $628,000 and $1,422,000 for awards to NCSL, down from $1,003,514 and $2,010,000 in FY 2020. Currently, our operating expenses are reduced due to travel cuts, limited events and the cancellation of NCSL 2020 national meetings.
### Capitol Circle Sponsors

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### Platinum Sponsors

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### Gold Sponsors

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<td>Alkermes</td>
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<td>Alzheimer's Association</td>
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<td>American Association for Justice</td>
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<td>Association for Accessible Medicines</td>
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<td>Catalyst</td>
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<td>Center for Growth and Opportunity</td>
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<td>Coalition of State Rheumatology Organizations</td>
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<td>The College Board</td>
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<td>Information Technology Industry Council (ITI)*</td>
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<td>International Code Council*</td>
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*Level based on total contributions—unrestricted and restricted  **In-kind contribution
Gold Sponsors (continued) $12,500

- International Council of Shopping Centers
- International Paper
- Johnson & Johnson
- LexisNexis State Net**
- Lockridge Grindal Nauen P.L.L.P
- Mallinckrodt Pharmaceuticals
- Management & Training Corporation
- MasterCard Worldwide
- McKesson Specialty Health
- Merck
- Microsoft
- MultiState Associates
- National Association of State Procurement Officials
- National Rural Electric Cooperative Association
- NEC Corporation of America
- NWEA
- PayPal
- Pearson
- The Pew Charitable Trusts
- Pharmaceutical Care Management Association (PCMA)
- Rare Access Action Project
- Reason Foundation
- Red Bull
- Sage Therapeutics
- SAIM Coalition
- Salesforce
- Salt River Project
- Sanofi
- SAS Institute
- Sazerac
- Share Our Strength
- Siemens
- Society for Human Resource Management
- Sodexo
- Sourcewell
- Southern California Edison
- Sprint
- Stateside
- Target
- T-Mobile
- Ultragenyx
- UPS
- Waymo
- Weedmaps
- Wells Fargo
- West, A Thomson Reuters Business**

Silver Sponsors $7,500

- AAA
- Advantage Capital
- Aflac
- Agrium
- Air-Conditioning, Heating, and Refrigeration Institute
- America’s Health Insurance Plans
- American Chemistry Council
- American Electric Power
- American Federation for Children
- American Financial Services Association
- American Heart Association
- American Hospital Association
- American Hotel & Lodging Association
- American Medical Association
- AmerisourceBergen
- Aqua America
- Association of American Railroads
- Association of National Advertisers
- Axon
- AUFSI
- BOMA International
- Boston Scientific
- BSA | The Software Alliance
- Campaign for Transformative Therapies
- CEDIA
- Change Healthcare
- Consumer Healthcare Products Association
- Cummins
- Diageo
- Dominion Energy, Inc.
- eBay Inc.
- Educational Testing Service
- Enterprise Holdings
- Epstein Becker Green
- Ernst & Young
- ExxonMobil
- GoodRX
- Gulfstream Aerospace Corporation
- Hallmark Cards
- Helicopter Association International
- Horizon Therapeutics
- The Humane Society of the United States
- International Association of Amusement Parks
- Johnson Controls
- JPMorgan Chase & Co.
- Kimberly-Clark Corporation
- MAGNA International
- McGuireWoods Consulting
- McLaren Company, Inc.
- Molina Healthcare
- Motorola Solutions
- National Association of Chain Drug Stores
- National Association of Home Builders
- National Marine Manufacturers Association
- National Retail Federation
- New York Life Insurance Company
- Nike
- Northrop Grumman
- Novo Nordisk
- Philips Healthcare
- Responsibility.org
- Satellite Broadcasting and Communications Association
- Securities Industry and Financial Markets Association
- Service Employees International Union
- TC Energy
- Tucson Electric Power
- University of Phoenix
- U.S. Tire Manufacturers Association
- West, A Thomson Reuters Business**
### Board of Directors 2020-2021

**President**  
The Honorable Leroy Garcia  
Senate President  
Denver, Colorado

**Vice President**  
Ms. Maureen Riehl  
MultiState Associates, Inc.  
Alexandria, Virginia

**Secretary/Treasurer**  
Mr. Jon Heining  
Texas Legislative Council  
Austin, Texas

#### At-Large Members

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<th>Position</th>
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<td>President</td>
<td>The Honorable Ralph Alvarado</td>
<td>Frankfort, Kentucky</td>
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<td>The Honorable Greg Leding</td>
<td>Little Rock, Arkansas</td>
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<td>Secretary/Treasurer</td>
<td>Ms. Martha Wigton</td>
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<td>Ms. Christine Csizmadia</td>
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<td>The Honorable Jeremy Miller</td>
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<td>President</td>
<td>The Honorable Dan Blue</td>
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<td>Legislative Research Office</td>
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<td>Walmart</td>
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<td>The Carpet &amp; Rug Institute</td>
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The following officers and members were present:

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

**EXECUTIVE COMMITTEE MEMBERS**
- Senator Ralph Alvarado, Kentucky
- Senator Joan Ballweg, Wisconsin
- Representative Megan Blanksma, Idaho
- Representative Barbara Ballard, Kansas
- Senator Eric Bassler, Indiana
- Senator David Blount, Mississippi
- Tim Bommel, Missouri
- Representative Giovanni Capriglione, Texas
- Charlotte Carter-Yamauchi, Hawaii
- Representative Gilda Cobb-Hunter, South Carolina
- Representative Sarah Copeland Hanzas, Vermont
- Jon Courtney, New Mexico
- Representative Kurt Daudt, Minnesota
- Lonnie Edgar, Mississippi
- Representative Marcus C. Evans Jr., Illinois
- Matt Gehring, Minnesota
- Senator Wayne Harper, Utah
- Aurora Hauke, Alaska
- Senator Jean Hunhoff, South Dakota
- Jennifer Jackson, Texas
- Jennifer Jones, Texas
- Scott Kaiser, Illinois
- Susan Kannarr, Kansas
- Representative John Kavanagh, Arizona
- Senator Ron Kouchi, Hawaii
- Othni Lathram, Alabama
- Senator Greg Leding, Arkansas
- MNA Mathieu Lemay, Quebec
- Sabrina Lewellen, Arkansas
- Senator Ann Millner, Utah
- Natalie Mullis, Colorado
- Assemblywoman Carol Murphy, New Jersey
- Steve Pike, Virginia
- Representative Angelo Puppolo Jr., Massachusetts
- Representative Kevin Ryan, Connecticut
- Anne Sappenfield, Wisconsin
- John Snyder, Kentucky
- Assemblywoman Michaelle Solages, New York
- Senator Trey Stewart, Maine
- Senator Greg Treat, Oklahoma
- Representative Barry Usher, Montana

A quorum was present with 48 members in attendance.
OPENING REMARKS
Wisconsin Assembly Speaker and NCSL President Robin Vos thanked everyone for participating in this second Zoom meeting.

APPROVAL OF MINUTES AND VACANCIES
The new legislator members are Colorado Senate President Leroy Garcia serving as immediate past president, and at-large members are Idaho Representative Megan Blanksma, Texas Representative Giovanni Capriglione, New Jersey Assemblywoman Carol Murphy, New York Assemblywoman Michaelle Solages and Montana Representative Barry Usher. The new at-large legislative staff members are Jon Courtney, New Mexico Legislative Finance Committee; and Natalie Mullis, Colorado Legislative Council. The new members were unanimously approved. The minutes of the June 12, 2020 virtual meeting were unanimously approved.

Julie Chavez Rodriguez, director of the White House Office of Intergovernmental Affairs, extended a welcome and shared plans from the new administration.

REMARKS BY THE NCSL EXECUTIVE DIRECTOR
Tim Storey noted that NCSL staff are doing a terrific job teleworking. The demands for NCSL services have increased, and engagement is very strong. The 10% reduced budget adopted last year is on track with no substantial surprises or changes, and the organization anticipates ending in the black. The biggest wild card moving forward is what to do about the Chicago Legislative Summit the first week of August. Local health rules may not allow for the meeting, but NCSL is financially obliged to the hotel contracts. Negotiations are underway to move the meeting to later in the year, move it to another year in Chicago or move it to later in the year to Tampa or Atlanta. Storey expressed that they are hoping to hold the next Executive Committee meeting in Puerto Rico on Saturday, May 22.

BUDGET, FINANCE AND RULES COMMITTEE
Hawaii House Speaker and NCSL President-Elect Scott Saiki reported that for the 2021 appropriations, NCSL has collected $8.5 million in state dues, which is 72% of the dues scheduled with 48 states paying. The 3% increase in state dues approved last year was suspended. As of Dec. 31, General Fund revenues received by NCSL total $11.2 million for fiscal year 2021. This is 71% of the budget revenues, which is in line with history because that amount basically consists of state dues. Revenues are lower than results for FY20 because of the Indianapolis Legislative Summit cancellation and other COVID-related cancellations. Expenses for the first six months total $7.1 million and represent 45.1% of the budget. The savings are due to restrictions in building and travel-related expenses. The budget is on track, and the year should finish in the black.

The comparative statements show our assets increased by $4.3 million since June 30 because of an influx of cash receipts in the first half of the year. NCSL staff worked with investment advisors to move $2 million into low-risk commercial paper, allowing NCSL to collect 0.13% compared with the typical 0.01% received for money market fund.

The loan forgiveness application for the $3.1 million PPP loan is on hold until February. If approved, this would allow for a substantial reduction of our negative fund balance. The other factor in our negative fund balance is the retirement of the mortgage bonds for the Denver headquarters, which were paid off this past year. The building is a substantial asset for NCSL, and the organization will be looking at ways to utilize it going forward.
Arkansas Senator Greg Leding described the audit report from Plante Moran as very encouraging given the challenges of 2020. There are still things to watch for in 2021. The audit report was unanimously adopted.

COMMITTEE ON OUTREACH AND MEMBER SERVICES
Idaho House Speaker and NCSL Vice President Scott Bedke reported on NCSL outreach activities in recent months. Newly elected legislators were contacted within eight days of the November election, a historic benchmark for the organization. A welcome packet will be mailed out this week to all new members. The staff is creating State Policy 101, a series of about 30 meetings on policy and legislative information that will be held Fridays in February.

The committee also heard a report on the success of the organization's first three-day online meeting known as NCSL Base Camp 2020. Legislators and staff from all 50 states attended the meeting, and surveys indicated high satisfaction with the event. NCSL Staff Vice Chair J.J. Gentry announced he will be working to establish a staff liaison in every state. Details were also provided about the record number of visits to the NCSL website.

NCSL staff are analyzing if a successful Summit can be held in Chicago in early August. Since attendance accounts for 80-90% of revenue, identifying a time when legislators and staff can travel is paramount. Currently, Chicago is cancelling meetings through early spring. Negotiation is key as NCSL has about $1.8 million in hotel contracts to address. Staff are leaning toward recommending that we hold this year's Legislative Summit in late October or early November in Chicago or another city.

The committee approved 10 contract and grant proposals. Speaker Bedke moved for the adoption of the proposals, which was approved by the Executive Committee.

- Educating State Legislators about State Policy Options Related to Economic Mobility ($475,000 from Rockefeller Foundation).
- Enhancing Legislative Capacity for State Level Police Accountability ($275,272 from Arnold Ventures/Laura and John Arnold Foundation).
- Occupational Licensing: Improving State Policy and Practice ($250,000 from Council of State Governments - CSG/Subaward from U.S. Dept. of Labor).
- Health Equity ($173,000 from Amgen).
- Road Usage Charge Project ($159,222 from Federal Highway Administration - FHWA).
- Creating and Supporting State Legislative Champions for Health System Reforms ($115,000 from Commonwealth Funds).
- Legislative Operations and Procedures ($100,000 from Democracy Funds).
- Early Learning Fellows Advanced Learning Series ($100,000 from Buffett Early Childhood Fund).

SUBCOMMITTEE ON STATE/FEDERAL POLICY
Oklahoma Senate President Pro Tempore Greg Treat, co-chair of the subcommittee, reported that the group did not finalize its recommendations on major state issues and state federal priorities. Treat noted that the subcommittee had a very in-depth discussion on some of the hot button issues in the country and across the
states. The group will continue the dialogue via email and then vote electronically. The subcommittee will provide its recommendations, for consideration by the executive committee, at the next meeting.

**STATE-FEDERAL ACTIVITIES REPORT**

Kansas Representative Barbara Ballard commented that NCSL staff in D.C. are busy engaging with officials from the new administration and members and staff of the 117th Congress. As part of that outreach, NCSL will launch a series of virtual Capitol Hill briefings in early February. The first briefing on Feb. 12 will focus on education, and NCSL Executive Committee member Utah Senator Ann Millner will participate. Senator Millner was also a member of a bipartisan group of legislators who participated in a roundtable discussion with the education transition team on issues related to assessments and standards. NCSL will continue to create these opportunities for state legislators. NCSL has developed policy papers on more than two dozen issues that provide an overview of the issue, summarize NCSL’s position, and in many cases, highlights states leading the way in many of these policy areas. NCSL has shared these papers with the new administration and congressional staff. The State-Federal Report in the Executive Committee report provides links to recordings of several Hill briefings and a few of NCSL’s summaries of federal COVID 19 actions. The report also highlights some of NCSL’s non-COVID 19 successes in the second half of 2020.

Utah Senator Wayne Harper encouraged anyone who is interested in participating in future Capitol Hill briefings to email Molly Ramsdell, as these briefings are valuable.

**SUBCOMMITTEE ON THE LEGISLATIVE INSTITUTION**

Idaho House Speaker and NCSL Vice President Scott Bedke reported that this subcommittee focuses on strengthening the legislative institution and maintaining the balance of powers through formidable legislative branches. The new chapters in “Mason's Manual” dealing with remote participation were very helpful for various states whose rules are silent on that subject.

They talked about what would create interesting venues at the Legislative Summit. Two questions were discussed: What positive institutional changes have we observed in this COVID year? What institutional challenges are on the horizon? They spoke about virtual meetings and participation or the lack thereof. There are challenges in the various states constitutionally or by rule about being present. In various states, some legislatures are in the process of changing rules to accommodate virtual participation. Some states are being sued over these issues for not providing a virtual experience to legislators and the public. The positive about the democratization of our process is there is another way for the public to participate in government. Even though some are not going to have all the technology that is needed to participate, that is certainly better than having to spend a day or two coming to the State Capitol and waiting for your three minutes in the hearing. They discussed the executive versus legislative authority conflicts and how they have been playing out in the various states, and possibly building venues for conversations around that. They also discussed the need to talk about the best management practices and what technical platforms are working, which ones are not and how to streamline as technology becomes a bigger part of the future.

**LEGISLATIVE STAFF COORDINATING COMMITTEE**

NCSL Staff Chair Martha Wigton from Georgia stated for the new members that the Legislative Staff Coordinating Committee (LSCC) is composed of legislative staff from across the nation who serve in an advisory role to the Executive Committee, and that the purpose of the LSCC is to oversee NCSL services to legislative
Chair Wigton shared that since the June 2020 Executive Committee meeting, LSCC has met quarterly to discuss the planning of staff programs, services and outreach.

She shared some of the accomplishment of the LSCC from the last six months:

- Launching the inaugural legislative staff certificate program, which was offered in October 2020 as an online program for newer legislative staff. There were 104 legislative staff from 40 states who completed the 10 hours of learning to receive a certificate. This program will be repeated in 2021.

- The 2020 Legislative Staff Management Institute (LSMI), NCSL’s premier leadership and management development program for senior level legislative staff, converted to an online five-week program in August. Instead of one class, we graduated two classes of senior level staff. Thank you to the NCSL Foundation for its continued support of this program.

- After two years, the update for the “NCSL Guide for Writing a State Legislative Personnel Manual” was completed during the summer of 2020. This revised document serves as a helpful tool for your legislative staff directors and HR directors to provide clear policies for employees and the legislature.

- Instead of holding in-person meetings in 2020, the nine professional staff associations at NCSL shifted their programming and professional development online. More than 35 programs and information sharing sessions were offered by these groups in 2020.

- Twenty-three outstanding staff along with one legislative agency were recognized on the national level with 2020 Legislative Staff Achievement Awards. The Minnesota Legislature received the 2020 LINCS/NALIT Online Democracy award, and 12 publications, many of them produced by legislative agencies, received the Legislative Research Librarian’s Notable Documents Award.

In addition to sharing the accomplishments of the LSCC, Wigton also pointed to a future focus of the LSCC: to memorialize how NCSL and the legislatures have responded to the pandemic. From legal steps to human resources and general operations, the goal is to document the progress of legislatures as they shift towards the future and create new innovations.

Chair Wigton thanked both the NCSL staff for their consistent responsive assistance and the extraordinary group of legislative staff who make up the LSCC. She shared that many of them are serving for an additional year and did not hesitate to keep going without missing a beat. Even with a raging pandemic and many challenges in their own legislatures, each member contributed to the success of the LSCC and strengthened NCSL services and outreach to staff. She concluded by saying that the continuity of LSCC members strengthens legislatures and NCSL programming and empowers the legislative staff roles within our institutions.

**NCSL FOUNDATION FOR STATE LEGISLATURES REPORT**

Colorado Senate President and NCSL Immediate Past President Leroy Garcia reported the Foundation is on track to make its fundraising goal of $2 million. It is more than halfway there at $1.11 million, and most renewals take place between January and June. The Foundation has sustained strong sponsorship upgrades, and new sponsors continue to join. The sponsors at the new Capital Circle Level include AT&T, Amazon, Walmart and a commitment from the Nuclear Energy Institute. The list of platinum sponsors is in the report.
On Sept. 15-18, the Foundation offered complimentary registration for sponsors to NCSL Base Camp. On Nov. 10, the Foundation offered individual election briefings to sponsors. On Dec. 14-16, the Foundation hosted a small, in-person meeting for legislative leaders. On Dec. 21, the Foundation offered an officer roundtable on Zoom for the Platinum and the Capital Circle sponsorship level. Additionally, all sponsors are encouraged to share their sponsor spotlight in the NCSL Today newsletter.

**CLOSING REMARKS BY TIM STOREY**
Tim Storey added that NCSL is looking forward to meeting in person in May and hopes to see committee members in Puerto Rico. NCSL staff is honored to have this caliber of governance and leadership from all over the country. This is an impressive group of legislators and legislative staff. Thank you.

**CLOSING REMARKS BY SPEAKER ROBIN VOS**
Speaker Voz stated that this has been a good and informative opportunity to get together as the Executive Committee, and that NCSL continues to do good things. He expressed his sincere appreciation to those who are staying on the Executive Committee a little bit longer. He stated that legislatures must adapt and try to ensure they are at the forefront and doing the very best they can to get to the point where there is herd immunity, most people are vaccinated and life can get back to some semblance of normalcy. Vos thanked everyone for joining today and hopes to see everyone in Puerto Rico.
RULE I
RULES OF PROCEDURE

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

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

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

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

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

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

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

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

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

RULE III
POLICY DIRECTIVES AND RESOLUTIONS, AND AMICUS BRIEF ADOPTION PROCESS

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

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

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

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

RULE IV
STANDING COMMITTEE PROCEDURES

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

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

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

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

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

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

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

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

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

**RULE V**

**STEERING COMMITTEE PROCEDURES**

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

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

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

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

RULE VI
QUORUM AND PROXIES – FORUM AND ANNUAL BUSINESS MEETINGS

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

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

RULE VII
VOTING IN FORUM AND ANNUAL BUSINESS MEETINGS

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

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

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

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

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

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

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

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

RULE VIII
RECOMMENDATIONS REGARDING STATE ISSUES AND LEGISLATIVE MANAGEMENT

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

RULE IX
ADOPTION, AMENDMENT AND SUSPENSION OF RULES

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

ARTICLE I
Name

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

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

ARTICLE II
Purpose

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

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

ARTICLE III
Membership and Divisions

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

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

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

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

ARTICLE V
Meetings and Rules

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

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

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

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

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

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

ARTICLE VI
Officers and Executive Committee

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

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

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

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

3) Ex officio members are voting members of the Executive Committee, unless otherwise provided.

4) Following the NCSL Annual Meeting, the CSG Regional Conference Members and Alternates shall be elected from states not having at-large legislator representation on the Executive Committee.

ARTICLE VII
Nomination and Election Procedures

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

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

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

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

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

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

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

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

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

ARTICLE VIII
Terms of Office and Vacancies

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

ARTICLE IX
Duties of Officers

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

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

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

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

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

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

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

ARTICLE X
Powers of the Executive Committee

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

ARTICLE XI
Executive Committee Procedures

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

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

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

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

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

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

ARTICLE XII
Committees and Subcommittees of the Executive Committee

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

ARTICLE XIII
Executive and Staff

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

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

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

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

ARTICLE XIV
Finance

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

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

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

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

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

ARTICLE XVI
Dissolution

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

ARTICLE XVII
Definitions

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

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

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

ARTICLE XVIII
Amendments

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

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