



NCSL

NATIONAL CONFERENCE OF STATE LEGISLATURES

EXECUTIVE COMMITTEE AGENDA

JAN. 11-13, 2024

CAESARS PALACE

LAS VEGAS

EXECUTIVE COMMITTEE

MEETING SCHEDULE.....	1
EXECUTIVE COMMITTEE	
Agenda Executive Committee.....	3
Roster Executive Committee Members.....	4
Roster Committee and Subcommittee Assignments.....	13
Report Chief Executive Officer.....	16
COMMITTEE MEETING RESOURCES	
Agenda Subcommittee on Audit & Compliance.....	19
Report Audited Financial Statements as of June 30, 2023.....	20
Report Federal Awards Supplemental Information.....	57
Report Required Communication Letter to Governance.....	68
Agenda Budget, Finance & Rules Committee.....	72
Report Comparative Statements of Net Position as of November 30, 2023.....	73
Report Statement of Revenue and Expense through November 30, 2023.....	74
Report FY2024 Appropriations Update.....	76
Report NCSL Draft Investment Policy.....	78
Report NCSL Asset Allocation Analysis.....	84
Agenda Committee on Outreach and Member Services.....	92
Report Grant and Contract.....	93
Report Communication and Outreach.....	103
Report NCSL at 50.....	109
Report Meetings.....	113
Agenda Subcommittee on State-Federal Policy.....	118
Report State-Federal Activities.....	119
Agenda Subcommittee on the Legislative Institution.....	123
Report Center for Legislative Strengthening.....	124
FOUNDATION FOR STATE LEGISLATURES	
Report President’s Report.....	126
Sponsors Foundation for State Legislatures.....	130
Members Foundation Board of Directors.....	133
LEGISLATIVE STAFF COORDINATING COMMITTEE RESOURCES	
Agenda Full Legislative Staff Coordinating Committee.....	139
Roster Legislative Staff Coordinating Committee.....	140
Summary Sept. 2023 Meeting Minutes.....	147
Agenda LSCC Work Group Agendas.....	151
Agenda LSCC Subcommittee Agendas.....	155
APPENDIX	
Summit 2023 Executive Committee Meeting Minutes.....	163
Rules of Procedure.....	171
Bylaws.....	177

CAESARS PALACE | LAS VEGAS

Thursday, Jan. 11

4 – 5 p.m.	Registration	Milano Foyer East, Promenade Level
5 – 6:30 p.m.	LSCC Reception	Milano 5

Friday, Jan. 12

8 a.m. – 4:30 p.m.	Registration	Milano Foyer East, Promenade Level
8 – 9 a.m.	Breakfast	Milano 5
9 – 10:30 a.m.	LSCC Work Groups	
	NCSL 50 th Anniversary	Milano 7
	Standing Committee Officers	Salerno
	Strategic Planning	Milano 8
	Professional Staff Association Officers	Milano 6
10:30 – 10:45 a.m.	Break	
10:45 a.m. – 12:15 p.m.	LSCC Subcommittees	
	Legislative Institution	Milano 8
	Information Technology, Social Media, E-Learning and Outreach	Milano 6
	Programs and Professional Development	Milano 7
12:15 – 1:15 p.m.	LSCC Lunch	Milano 5
1:30 – 3 p.m.	Legislative Staff Coordinating Committee	Milano 1-2
5 – 6:30 p.m.	NCSL Reception	Octavius Terrace. Promenade South

Saturday, Jan. 13

8 a.m.– Noon	Registration	Milano Foyer East
8 – 9 a.m.	Breakfast	Milano 5
8 – 9 a.m.	Subcommittee on Audit and Compliance	Milano 6
9 – 10:15 a.m.	Executive Committee Committees	
	Outreach & Member Services	Milano 7
	Budget, Finance & Rules	Milano 6
10:15 – 10:30 a.m.	Break	

EXECUTIVE COMMITTEE

10:30 – 11:45 a.m.	Executive Committee Subcommittees	
	State-Federal Policy	Milano 6
	Legislative Institution	Milano 7
Noon – 1:15 p.m.	NCSL Foundation Board Meeting	Neopolitan 1-3
Noon – 1:15 p.m.	Executive Committee Lunch	Milano 5
1:30 – 3 p.m.	Executive Committee	Milano 1-3
3 – 4:15 p.m.	Foundation Bylaws Committee	Neopolitan 1-3
4:15 – 5:15 p.m.	Work Group on NCSL Dues	Neopolitan 1-3

JAN. 13, 2024 | 1:30-3 P.M. | MILANO 1-3

1. Call to Order
2. Remarks by Speaker Steve Yeager, Nevada State Assembly
3. Remarks by Apostolos Tzitzikostas, First Vice President, European Committee of the Regions
4. Approval of Summit 2023 Executive Committee Meeting Minutes
5. NCSL Chief Executive Officer Report
6. Committee Reports
 - a. Budget, Finance and Rules Committee
 - b. Committee on Outreach and Member Services
 - c. Subcommittee on the Legislative Institution
 - d. Subcommittee on State-Federal Policy
7. Legislative Staff Coordinating Committee Report
8. NCSL Foundation for State Legislatures Report
9. Other Business and Closing Remarks

NCSL OFFICERS

President



Representative Brian Patrick Kennedy
Speaker Pro Tem
Rhode Island General Assembly
(401) 377-8818
rep-kennedy@rilegislature.gov

Staff Chair



Sabrina Lewellen
Deputy Director – Senate
Assistant Secretary of the Senate
Arkansas General Assembly
(501) 682-5608
sabrina.lewellen@senate.ar.gov

President-Elect



Senator Wayne Harper
President Pro Tempore
Utah Legislature
(801) 538-1035
wharper@le.utah.gov

Staff Vice Chair



John Snyder
Committee Staff Administrator
Legislative Research Commission
Kentucky General Assembly
(502) 564-8100 EXT 478
john.snyder@lrc.ky.gov

Vice President



Representative Marcus C. Evans Jr.
Assistant Majority Leader
Illinois General Assembly
(217) 782-8272
office@repevans.com

Immediate Past Staff Chair



Anne Sappenfield
Director - Legislative Council
Wisconsin Legislature
(608) 266-1304
anne.sappenfield@legis.wisconsin.gov

President Emeritus



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

AT LARGE MEMBERS



Representative Tyler August
 Assembly Majority Leader
 Wisconsin Legislature
 (608) 266-1190
 rep.august@legis.wi.gov
 Year 2



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



Senator Cristina Castro
 Illinois General Assembly
 (217) 782-7746
 senatorcastro@gmail.com
 Year 1



Natalie Castle
 Director
 Colorado Legislative Council
 Colorado General Assembly
 (303)909-9945
 natalie.castle@coleg.gov
 Year 2



Representative Kurt Daudt
 Minnesota Legislature
 (651) 296-5364
 rep.kurt.daudt@house.mn
 Year 2



Senator Marilyn Dondero-Loop
 Nevada Legislature
 (775) 684-1445
 marilyn.donderoloop@sen.state.nv.us
 Year 1



Lonnie Edgar
 Deputy Director
 Legislative PEER Committee
 Mississippi Legislature
 (601) 359-1226
 lonnie.edgar@peer.ms.gov
 Year 2



Representative Deborah Ferguson
 Arkansas General Assembly
 (870) 735-7098
 deborah.ferguson@arkansashouse.org
 Year 3



Senator Donna Frett-Gregory
 Legislature of the U.S. Virgin Islands
 (340) 643-0901
 senatorfrett-gregory@legvi.org
 Year 3



Representative Roger Goodman
 Washington Legislature
 (360) 786-7878
 roger.goodman@leg.wa.gov
 Year 2

EXECUTIVE COMMITTEE


Speaker Roger Hanshaw
 Speaker of the House
 West Virginia Legislature
 (304) 347-2115
 roger.hanshaw@wvhouse.gov
 Year 2



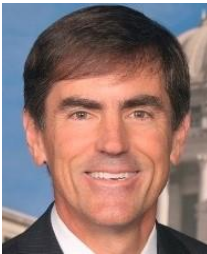
Aurora Hauke
 Chief of Staff
 Senator Jesse Kiehl
 Alaska Legislature
 (907) 465-5051
 aurora.hauke@akleg.gov
 Year 1



Representative Sonya Harper
 Illinois General Assembly
 (217) 782-5971
 repsonyaharper@gmail.com
 Year 2



Doug Himes
 Ethics Counsel
 Office of the Chief Clerk
 Tennessee General Assembly
 (615) 741-1195
 doug.himes@capitol.tn.gov
 Year 2



Senator W. Briggs Hopson III
 Mississippi Legislature
 (601) 359-3250
 bhopson@senate.ms.gov
 Year 3



President Matt Huffman
 President of the Senate
 Ohio General Assembly
 (614) 466-7584
 huffman@ohiosenate.gov
 Year 1



Jennifer Jackson
 Senior Legislative Counsel
 Legal Division – Legislative Council
 Texas Legislature
 (512) 463-1155
 jennifer.jackson@tlc.texas.gov
 Year 1



Wendy Jackson
 Administrative Services Manager
 Legislative Reference Bureau
 Wisconsin Legislature
 (608) 266-9983
 wendy.jackson@legis.wisconsin.gov
 Year 1



Eric Katz
 Counsel to the Majority, New York State
 Senate Office of Majority Counsel and
 Program
 New York Legislature
 518-455-2603
 katz@nysenate.gov
 Year 2



Delegate Terry Kilgore
 Virginia General Assembly
 (276) 386-7011
 deltkilgore@house.virginia.gov
 Year 2

EXECUTIVE COMMITTEE

Terri Kondeff
Director
Legislative Services Office
Idaho State Legislature
(208) 334-4828
tkondeff@iso.idaho.gov
Year 2



Representative T. Ryan Lane
Minority Floor Leader
New Mexico Legislature
(505) 986-4221
ryan@laneforliberty.com
Year 2



Senator Becky Massey
Tennessee General Assembly
(615) 741-1648
sen.becky.massey@capitol.tn.gov
Year 2



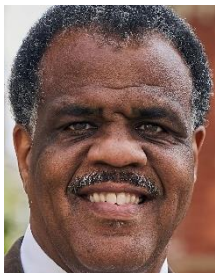
Senator Ty Masterson
Senate President
Kansas Legislature
(785) 296-2419
ty.masterson@senate.ks.gov
Year 1



Cliff McCollum
Director of Constituent Services
Baldwin County Legislative Delegation
Alabama
(518) 462-2867
cliff.mccollum@baldwincountyal.gov
Year 1



Assemblymember John T. McDonald
New York Legislature
(518) 455-4474
mcdonaldj@nyassembly.gov
Year 1



Representative Sam McKenzie
Tennessee General Assembly
(615) 741-0768
rep.sam.mckenzie@capitol.tn.gov
Year 1



Senator Ann Millner
Senate Majority Whip
Utah Legislature
amillner@le.utah.gov
(801) 900-3897
Year 1



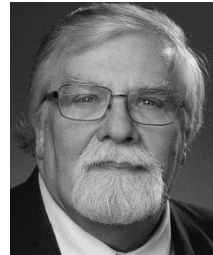
Representative Billy Mitchell
House Minority Caucus Chair
Georgia General Assembly
(404) 656-0298
billy.mitchell@house.ga.gov
Year 2



Eric Nauman
Principal Fiscal Analyst
Minnesota Legislature
(651) 296-5539
eric.nauman@senate.mn
Year 1

EXECUTIVE COMMITTEE

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



Speaker Sherman Packard
Speaker of the House
New Hampshire General Court
(603) 271-2548
sherman.packard@leg.state.nh.us
Year 2



Jill Reinmuth
Staff Director - Office of Program Research
Washington Legislature
(360) 786-7102
Jill.reinmuth@leg.wa.gov
Year 3



Representative Dan Saddler
House Majority Leader
Alaska Legislature
(907) 465-3783
rep.dan.saddler@akleg.gov
Year 1



Speaker K. Joseph Shekarchi
Speaker of the House
Rhode Island General Assembly
rep-shekarchi@rilegislature.gov
(401) 222-2447
Year 1



Paul Smith
Clerk of the House
House of Representatives
New Hampshire General Court
(603) 271-2548
paul.smith@leg.state.nh.us
Year 2



President Karen Spilka
Senate President
Massachusetts General Court
(617) 722-1500
Karen.Spilka@masenate.gov
Year 3



Betsy Theroux
Director, Media Services
House of Representatives
Georgia General Assembly
(404) 656-3996
betsy.theroux@house.ga.gov
Year 3



Speaker Ben Toma
Speaker of the House
Arizona Legislature
(602) 926-3298
btoma@azleg.gov
Year 1



Will Tracy
Communications Specialist/Videographer
Arkansas House of Representatives
(501) 682-7771
will.tracy@arkansashouse.org
Year 2



Erica Warren
Assistant Reviser of Statutes
Legislative Research Commission
Kentucky General Assembly
(502) 564-8100 EXT. 512
erica.warren@lrc.ky.gov
Year 1



Senator Whitney Westerfield
Kentucky General Assembly
(270) 881-8583
whitney.westerfield@lrc.ky.gov
Year 1

EX-OFFICIO MEMBERS

Co-Chairs, NCSL Standing Committees



Senator Bob Duff
Senate Majority Leader
Connecticut General Assembly
(860) 240-0414
bob.duff@cga.ct.gov



Representative Jon Eubanks
Speaker Pro Tempore of the House
Arkansas General Assembly
(479) 438-0533
jon.eubanks@arkansashouse.org

Staff Co-Chairs, NCSL Standing Committees



Miriam Fordham, Ph. D
Legislative Fiscal Analyst
Legislative Research Commission
Kentucky General Assembly
(502) 564-8100, Ext. 347
miriam.fordham@lrc.ky.gov



Melissa Renick
Assistant Director for Research
Legislative Research Department
Kansas Legislature
(785) 296-3181
melissa.renick@klrd.ks.gov

NCSL Legislative Summit Host State 2023



Senator Eric Bassler
Senate Assistant Majority Caucus Chair
Indiana General Assembly
(317) 232-9400
senator.bassler@iga.in.gov

NCSL Legislative Summit Host State 2024



President Robert Stivers
President of the Senate
Kentucky General Assembly
(606) 598-2322
robert.stivers@lrc.ky.gov

Chair, Council of State Governments



Representative Kevin Ryan
House Majority Assistant Deputy
Speaker Pro-Tempore
(860) 240-8378
kevin.ryan@cga.ct.gov

International Affiliate



MNA Mathieu Lemay
Member of the National Assembly
National Assembly of Québec
(450) 966-0111
mathieu.lemay@assnat.qc.ca

CSG REGIONAL MEMBERS

Eastern Region



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

Midwestern Region



Senator Joan Ballweg
Wisconsin Legislature
(608) 266-8077
sen.ballweg@legis.wisconsin.gov

Southern Region



Senator Beth Mizell
Senate President Pro Tempore
Louisiana Legislature
(985) 839-3936
mizellb@legis.la.gov

Western Region



Representative Debra Lekanoff
Washington Legislature
(360) 419-5266
debra.lekanoff@leg.wa.gov

NCSL ADVISORY COMMITTEE

(Past Officers Still in Legislative Service)

Michael P. Adams

Director of Human Resources
Senate Clerk's Office
Virginia General Assembly
(804) 698-7405
madams@senate.virginia.gov

Senator Dan Blue

Senate Democratic Leader
North Carolina General Assembly
(919) 733-5752
dan.blue@ncleg.net

Senator Curt Bramble

Utah Legislature
(801) 376-8297
curt@cbramble.com

Raúl Burciaga

Director – Legislative Council Service
New Mexico Legislature
(505) 986-4671
raul.burciaga@nmlegis.gov

Jon Heining

General Counsel
Texas Legislative Council
(512) 936-1941
jon.heining@tlc.texas.gov

Joseph James “J.J.” Gentry, Esq.

Counsel, Ethics Committee – Senate
South Carolina General Assembly
(803) 212-6306
jjgentry@scsenate.gov

Speaker Scott Saiki

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

Susan Clarke Schaar

Clerk of the Senate
Virginia General Assembly
(804) 698-7400
sschaar@senate.virginia.gov

Patsy Spaw

Secretary of the Senate
Texas Legislature
(512) 463-0100
patsy.spaw@senate.texas.gov

Sharon Crouch Steidel

Chief Technology Officer – House of Delegates
Virginia General Assembly
(804) 698-1561
scrouchsteidel@house.virginia.gov

BUDGET, FINANCE & RULES COMMITTEE

OFFICERS

Senate President Pro Tem Wayne Harper Utah Chair	Sen. Bob Duff Connecticut Vice Chair	Anne Sappenfield Wisconsin Staff Chair	Jill Reinmuth Washington Staff Vice Chair
---	---	---	--

LEGISLATOR MEMBERS

Rep. Tyler August, Wisconsin Sen. Cristina Castro, Illinois Rep. Kurt Daudt, Minnesota Rep. Jon Eubanks, Arkansas Sen. Donna Frett-Gregory, USVI Rep. Roger Goodman, Washington Speaker Roger Hanshaw, West Virginia Rep. Sonya Harper, Illinois Sen. Briggs Hopson, Mississippi Rep. Julia Howard, North Carolina Senate President Matt Huffman, Ohio Del. Terry Kilgore, Virginia Sen. Becky Massey, Tennessee	Asm. John McDonald, New York Senate President Karen Spilka, Massachusetts Sen. Whitney Westerfield, Kentucky Speaker Robin Vos, Wisconsin
--	--

STAFF MEMBERS

Natalie Castle, Colorado
Miriam Fordham, Kentucky
Doug Himes, Tennessee
Jennifer Jackson, Texas
Eric Nauman, Minnesota
Rich Olsen, West Virginia
Paul Smith, New Hampshire
Will Tracy, Arkansas

COMMITTEE ON OUTREACH & MEMBER SERVICES

OFFICERS

Assistant Majority Leader Marcus C. Evans Jr. Illinois Chair	Sen. Ann Millner Utah Vice Chair	Sabrina Lewellen Arkansas Staff Chair	Betsy Theroux Georgia Staff Vice Chair
---	---	--	---

LEGISLATOR MEMBERS

Rep. Barbara Ballard, Kansas Sen. Joan Ballweg, Wisconsin Sen. Eric Bassler, Indiana Sen. Marilyn Dondero Loop, Nevada Rep. Deborah Ferguson, Arkansas Rep. Ryan Lane, New Mexico Rep. Debra Lekanoff, Washington MNA Mathieu Lemay, Québec Rep. Ryan Mackenzie, Pennsylvania Senate President Ty Masterson, Kansas Rep. Sam McKenzie, Tennessee Sen. Beth Mizell, Louisiana Speaker Sherman Packard, New Hampshire Rep. Dan Saddler, Alaska	Speaker Joe Shekarchi, Rhode Island Senate President Robert Stivers, Kentucky Speaker Ben Toma, Arizona
---	---

STAFF MEMBERS

Lonnie Edgar, Mississippi
Aurora Hauke, Alaska
Wendy Jackson, Wisconsin
Eric Katz, New York
Terri Kondeff, Idaho
Cliff McCollum, Alabama
Melissa Renick, Kansas
John Snyder, Kentucky
Erica Warren, Kentucky

SUBCOMMITTEE ON STATE/FEDERAL POLICY
OFFICERS

Rep. Jon Eubanks Arkansas Co-Chair	Sen. Bob Duff Connecticut Co-Chair	Rich Olsen West Virginia Staff Chair	John Snyder Kentucky Staff Vice Chair
---	---	---	--

LEGISLATOR MEMBERS

Rep. Tyler August, Wisconsin
 Rep. Barbara Ballard, Kansas
 Sen. Cristina Castro, Illinois
 Rep. Marcus C. Evans Jr., Illinois
 Rep. Deborah Ferguson, Arkansas
 Sen. Wayne Harper, Utah
 Sen. W. Briggs Hopson, Mississippi
 Rep. Julia Howard, North Carolina
 Senate President Matt Huffman, Ohio
 Rep. Ryan Mackenzie, Pennsylvania
 Senate President Ty Masterson, Kansas
 Asm. John McDonald, New York
 Rep. Billy Mitchell, Georgia

Rep. Dan Saddler, Alaska
 Speaker Ben Toma, Arizona
 Sen. Whitney Westerfield, Kentucky
 Speaker Robin Vos, Wisconsin

STAFF MEMBERS

Aurora Hauke, Alaska
 Doug Himes, Tennessee
 Eric Katz, New York
 Terri Kondeff, Idaho
 Cliff McCollum, Alabama
 Anne Sappenfield, Wisconsin
 Will Tracy, Arkansas
 Erica Warren, Kentucky

SUBCOMMITTEE ON THE LEGISLATIVE INSTITUTION
OFFICERS

Sen. Marilyn Dondero Loop Nevada Co-Chair	Speaker Roger Hanshaw West Virginia Vice Chair	Jennifer Jackson Texas Staff Chair	Natalie Castle Colorado Staff Vice Chair
--	---	---	---

LEGISLATOR MEMBERS

Sen. Joan Ballweg, Wisconsin
 Sen. Eric Bassler, Indiana
 Rep. Kurt Daudt, Minnesota
 Sen. Donna Frett-Gregory, USVI
 Rep. Roger Goodman, Washington
 Rep. Sonya Harper, Illinois
 Del. Terry Kilgore, Virginia
 Rep. Ryan Lane, New Mexico
 Rep. Debra Lekanoff, Washington
 MNA Mathieu Lemay, Québec
 Sen. Becky Massey, Tennessee
 Rep. Sam McKenzie, Tennessee
 Sen. Ann Millner, Utah

Sen. Beth Mizell, Louisiana
 Speaker Joe Shekarchi, Rhode Island
 Senate President Karen Spilka, Massachusetts
 Senate President Robert Stivers, Kentucky

STAFF MEMBERS

Lonnie Edgar, Mississippi
 Miriam Fordham, Kentucky
 Wendy Jackson, Wisconsin
 Eric Nauman, Minnesota
 Jill Reinmuth, Washington
 Melissa Renick, Kansas
 Paul Smith, New Hampshire
 Betsy Theroux, Georgia

SUBCOMMITTEE ON AUDIT & COMPLIANCE
OFFICERS

Speaker Robin Vos
Wisconsin
Chair

Sen. Cristina Castro
Illinois
Vice Chair

Eric Nauman
Minnesota
Staff Chair

LEGISLATOR MEMBERS

Sen. Ryan Lane, New Mexico
Rep. Kurt Daudt, Minnesota
Rep. Roger Goodman, Washington
Rep. Billy Mitchell, Georgia

STAFF MEMBERS

Lonnie Edgar, Mississippi
Doug Himes, Tennessee
Melissa Renick, Kansas

WORKING GROUP ON NCSL DUES
OFFICERS

Senate President Pro Tem
Wayne Harper
Utah
Chair

Speaker Pro Tem
Brian Patrick Kennedy
Rhode Island
Vice Chair

LEGISLATOR MEMBERS

Rep. Tyler August, Wisconsin
Sen. Bob Duff, Connecticut
Sen. Becky Massey, Tennessee
Senate President Karen Spilka, Massachusetts

STAFF MEMBERS

Sabrina Lewellen, Arkansas
Jill Reinmuth, Washington
Anne Sappenfield, Washington

To: NCSL Executive Committee
From: Tim Storey, NCSL Chief Executive Officer
Date: Dec. 22, 2023
Re: NCSL Update

For most of you, January roars in as sessions gavel in shortly after the calendar turns. You hit the floor running and hardly get a chance to catch your breath until spring when most sessions wrap up. Because we understand the infinite demands of your time, all of us at NCSL are exceedingly grateful to you for sharing your expertise to help guide NCSL as we close in on our 50th year. Thank you.

LEGISLATIVE SUMMIT AND FALL MEETINGS

This is the point in the “NCSL Summit year” when we do a deep review of the past Summit and pivot toward the next one. The Summit in Indianapolis was successful by all measures. Registration topped 5,000 for the first time since Nashville, before the pandemic. The Net Promoter Score, or NPS, from the evaluation survey was 44, essentially identical to Denver (45) and higher than both Tampa (41) and Nashville (38). An NPS over 0 indicates that you have more “promoters” than “detractors.” A score over 20 is considered “favorable,” and a score above 50 is considered “excellent.” A whopping 85% of survey respondents said they plan to attend a future Summit. The revenue for the Summit slightly topped our estimates and was boosted by a 17% increase in exhibit hall revenue.

Attendees loved the session with Peyton Manning and the incredible social events sponsored by the extremely supportive Indiana Legislature host committee. The professional development sessions received very high marks as well. This all bodes well for the Summit in Louisville. The program is already taking shape, and the Kentucky Legislature is a phenomenal partner. The social events will be extra special and will highlight all that is cool and unique about Derby City.

NCSL’s completely virtual meeting, Base Camp, set a record for attendance, going past 1,200. Over 80% of Base Camp participation is from legislative staff. It is a great way to provide quality information and professional development for staff, especially those who cannot travel to meetings.

The fall in-person Professional Development Seminars for the Staff Professional Associations were also strongly supported. About 900 legislative staff attended one of the six meetings, and they all received high marks on evaluations. ASLCS had the strongest attendance with over 250 going to Eugene, Ore., for yet another terrific Clerks and Secretaries annual meeting.

The second edition of Forecast had a strong program and drew nearly 500 participants to Austin, Texas, a top-notch location for NCSL meetings. The attendance did not meet expectations, and the meeting went slightly over budget, so we will continue to evaluate this winter meeting and explore options for moving forward.

The fall was filled with dozens of smaller meetings that attracted thousands of participants, including a large proportion of legislators and staff. One highlight was the 2023 Summit on the State-Federal Relationship in Higher Education. A high-level conversation on higher ed policy among over 130 of the nation's top policymakers and experts. The annual Fiscal Institute Symposium was another major highlight, and huge success, bringing together over 150 legislative fiscal chairs and top fiscal staff to consider state budgets and the economy. Over 120 emerging legislative leaders and Foundation partners convened in Philadelphia, and well over 60 top legislative leaders ventured to Brazil to meet with their Brazilian counterparts as the leaders' programs continued to reach new heights.

NCSL's direct engagement of legislators and staff wasn't limited to in-person meetings that required travel. More than 1,900 attended NCSL-produced webinars. What's truly jaw dropping is that NCSL's training staff conducted over 215 sessions, mostly in state capitols. Those trainings connected with over 11,000 legislators, staff and Foundation partners. It's an incredible number, especially given that the Legislative Training Institute is still in its relative infancy.

It takes tremendous planning, talent and effort to produce and deliver these services. The NCSL staff did amazing work to deliver those meetings at the highest level of excellence.

BUDGET AND DUES

At the halfway point of our fiscal year, I am happy to share that the budget is right on track. Dues receipts and other revenue are all on target, and several areas are exceeding budgeted projections, including interest income and indirect cost recovery from grants and contracts. That extra revenue should more than offset a shortfall in the Forecast meeting revenue as well as higher-than-anticipated audiovisual expenses at the Summit. If everything holds steady, and we strongly believe that it will, then we are on track to again finish with a surplus that the adopted budget directs to the reserve fund.

At this meeting, the Budget, Finance and Rules Committee will consider a draft investment policy being proposed by our investment advisors from KeyBank. This is a monumental step in the history of NCSL. After several years of accumulating a reserve fund, NCSL is poised to conservatively invest the reserve fund so that it grows with inflation and ideally produces small returns over inflation that can be reinvested to strengthen the fiscal foundation of the Conference as we head into our second half-century.

NCSL in WASHINGTON

Even though Congress and the president have not enacted much legislation this year, NCSL continues to monitor what is in the pipeline and advocate for the states based on our adopted policies. We have submitted formal positions on over two dozen matters, most of them in coalition with other Big 7 partners. The Washington staff meet regularly with Hill staff and administration officials to maintain great communication with federal counterparts. The federal budget discussions in January could be momentous, with trillions of dollars at stake. NCSL will track developments closely, paying special attention to what they could mean for states.

NCSL RESEARCH

NCSL's constituent surveys typically tell us that legislators and staff value our balanced research and information above all other services. Very similar to last year, NCSL staff answered over 1,200 research requests over the past six months. More than 1,000 of those were from legislators and staff. In addition, the information on our website, which is produced by our incredible research and communications teams, remains central to policymaking. Millions of visitors viewed the website over the past six months. Most of NCSL's research is supported by grants and contracts from foundations and federal agencies. That support continues to grow. A recent highlight was the competitive renewal of major awards from the U.S Department of Energy, totaling more than \$5 million over the next five years.

In related news, I am thrilled to share that we filled a vacancy on our executive team a few weeks ago when longtime NCSL staffer Natalie Wood took on the position of vice president for research and policy following a robust recruitment and interview process. Natalie's deep knowledge of the legislative institution makes her a phenomenal fit for this key role at NCSL.

CONCLUSION

I want to mention one additional development that we are super excited about. In Austin, we jointly announced a promising partnership with A Starting Point, the civic engagement platform created by actor Chris Evans, actor/filmmaker/playwright Mark Kassen and tech entrepreneur Joe Kiani. "State of Play" will be a nonpartisan series demystifying state legislatures and public policy. It will offer explainer-style video content and lawmaker conversations about the significant issues states work on. The series kicks off in January, with new segments launching monthly. It is especially designed to engage millennial and Gen Z Americans with balanced and trusted information about issues that affect them. It should be an outstanding way for NCSL to contribute to civil discourse and civic education in a creative format, and a great new way for our legislator members to reach the newer generation of voters.

Thank you again for all of your extraordinary support of NCSL's activities and for being NCSL champions with your peers. I speak for all NCSL staff when I say that we are tremendously grateful for you and your service.

JAN. 13, 2024 | 8-9 A.M. | MILANO 6

1. Welcome and introductions
2. Report on the fiscal year 2023 financial audit
 - Lisa Meacham, partner, Plante Moran
 - Jeff Savage, senior manager, Plante Moran
 - a. Audited financial statements as of June 30, 2023
 - b. Federal awards supplemental information
 - c. Audit committee letter – required communication

SUBCOMMITTEE ON AUDIT AND COMPLIANCE

OFFICERS

Speaker Robin Vos
Wisconsin
Chair

Sen. Cristina Castro
Illinois
Vice Chair

Eric Nauman
Minnesota
Staff Chair

LEGISLATOR MEMBERS

Rep. Kurt Daudt, Minnesota
Rep. Roger Goodman, Washington
Rep. Ryan Lane, New Mexico
Rep. Billy Mitchell, Georgia

STAFF MEMBERS

Lonnie Edgar, Mississippi
Doug Himes, Tennessee
Melissa Renick, Kansas

National Conference of State Legislatures

**Financial Report
with Supplementary Information
June 30, 2023**

Independent Auditor's Report	1-2
Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards	3-4
Management's Discussion and Analysis	5-17
Basic Financial Statements	
Fund Financial Statements:	
Statement of Net Position	18
Statement of Revenue, Expenses, and Changes in Net Position	19
Statement of Cash Flows	20
Notes to Financial Statements	21-30
Other Supplementary Information	31

Independent Auditor's Report

To the Executive Committee
National Conference of State Legislatures

Report on the Audits of the Financial Statements

Opinion

We have audited the financial statements of National Conference of State Legislatures (NCSL) as of and for the years ended June 30, 2023 and 2022 and the related notes to the financial statements, which collectively comprise NCSL's basic financial statements, as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of NCSL as of June 30, 2023 and 2022 and the respective changes in its financial position and its cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are required to be independent of NCSL and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about NCSL's ability to continue as a going concern for 12 months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audits of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that audits conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

To the Executive Committee
National Conference of State Legislatures

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of NCSL's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about NCSL's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

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

Other Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the financial statements that collectively comprise NCSL's basic financial statements. The other supplementary information, which includes the schedule of appropriations by entity, as identified in the table of contents is presented for the purpose of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audits of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the other supplementary information is fairly stated in all material respects in relation to the basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated January 15, 2024 on our consideration of NCSL's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of NCSL's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering NCSL's internal control over financial reporting and compliance.

January 15, 2024

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

Independent Auditor's Report

To Management and the Executive Committee
National Conference of State Legislatures

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of National Conference of State Legislatures (NCSL) as of and for the year ended June 30, 2023 and related notes to the financial statements, which collectively comprise NCSL's basic financial statements, and have issued our report thereon dated January 15, 2024.

Report on Internal Control Over Financial Reporting

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

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

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

Report on Compliance and Other Matters

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

To Management and the Executive Committee
National Conference of State Legislatures

Purpose of this Report

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

January 15, 2024

Draft

Overview

This discussion and analysis of the financial performance of the National Conference of State Legislatures ("NCSL") offers readers an overall review and analysis of the financial activities as of and for the fiscal year ended June 30, 2023. NCSL is a bipartisan organization that serves legislators and legislative staff of all 50 U.S. states, as well as the District of Columbia, U.S. territories and the Canadian Province of Quebec. The legislative bodies are members of NCSL. NCSL fundamentally operates at a break-even level; that is, revenue received from its members is to be utilized for the benefit of its members. NCSL's financial performance is focused on providing the best possible service to its members and preserving its assets and capital. There is no focus on maximizing either revenue or operating income.

Financial Information and Analysis (Amounts Rounded to the Nearest '000)

Financial Highlights

- NCSL completed the year ended June 30, 2023 with an increase in net position of \$3,213,000 on total operating revenue of \$38,726,000. Operating revenue increased \$7,357,000 or 23% from the prior year. Contributors to the change in operating revenue include increases in state appropriations, grant and contracts revenue, meeting registration fees, and private contributions. Operating expense increased by \$6,986,000 or 23% primarily due to increased grant activity and the return of in-person meetings.
- State appropriations revenue increased by \$360,000 from the prior year and reflects a collection rate of 94.0%, compared to the 94.0% collection rate in fiscal year 2022 and 91.1% in fiscal year 2021.
- Total grant and contract revenue increased by \$4,417,000 in fiscal year 2023 compared to 2022, driven by increased in-person meetings. Activity for federal grants and contracts increased by 12.2% while private foundation revenue increased by 41.0%.
- The annual Legislative Summit held in Denver in August 2022 was very successful and attracted 5,000 attendees, exceeding expectations for both participation and revenue. Annual meeting, seminar, and committee registration increased by \$1,150,000 or 64.4%.
- Interest and dividend revenue increased by \$522,000 from the prior year due to rising interest rates.
- The State and Local Legal Center, further discussed in Note 13, was dissolved during the year ended June 30, 2023. A contribution of \$795,000 was received because of the dissolution and is recorded as other income within nonoperating revenue (expense) on the statement of revenue, expenses, and changes in net position.

Overview of Financial Statements

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

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

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

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

Financial Analysis of NCSL

Statement of Net Position Overview

As previously noted, net position may serve over time as a useful indicator of an entity's financial position. In the case of NCSL, assets and deferred outflows of resources exceeded liabilities by \$13,183,000, \$9,970,000, and \$5,322,000, on June 30, 2023, 2022, and 2021, respectively.

As noted in Exhibit 1, NCSL's total assets were \$33,827,000, \$27,872,000 and \$25,166,000 on June 30, 2023, 2022, and 2021. The largest portion of NCSL's total assets was its investment in capital assets (net of accumulated depreciation and amortization), of \$10,040,000, \$10,889,000, and \$11,888,000 on June 30, 2023, 2022, and 2021, respectively. NCSL's capital assets primarily consist of its headquarters building and related land which had an original cost basis of \$10,123,000 and \$1,405,000, and a net book value of \$7,228,000, \$7,430,000, and \$7,632,000 on June 30, 2023, 2022 and 2021, respectively.

During 2023, the Executive Committee approved the creation of an operating reserve fund to support NCSL's day-to-day operations in the event of unforeseen shortfalls. The target minimum funding is equal to three months of average recurring operations costs. The operating reserve was funded in the amount of \$4,716,000 during the year ended June 30, 2023 and is included as a component of the unrestricted net position on the statement of net position.

During 2022, NCSL adopted the provisions of the Governmental Accounting Standards Board (GASB) Statement No. 87, *Leases*, which was effective July 1, 2020 and applied using a retrospective approach. This resulted in an addition of capital assets with a cost basis of \$4,662,000 for NCSL's office space in Washington, D.C. As of June 30, 2023, 2022 and 2021, this property had a net book value of \$2,510,000, \$3,227,000, and \$3,944,000, respectively.

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

	June 30,			Increase/ (Decrease)	Percentage Increase/ (Decrease)
	2023	2022	2021		
Current assets	\$ 23,787,000	\$ 16,983,000	\$ 13,278,000	\$ 6,804,000	40.1%
Capital assets - Net	10,040,000	10,889,000	11,888,000	(849,000)	-7.8%
Total assets	33,827,000	27,872,000	25,166,000	5,955,000	21.4%
Current liabilities - Net of lease liabilities	17,920,000	14,494,000	12,646,000	3,426,000	23.6%
Long-term debt outstanding - Net	-	-	3,145,000	-	0.0%
Lease liabilities	2,723,000	3,408,000	4,053,000	(685,000)	-20.1%
Total liabilities	20,643,000	17,902,000	19,844,000	2,741,000	15.3%
Net investment in capital assets	7,317,000	7,481,000	7,835,000	(164,000)	-2.2%
Unrestricted	5,867,000	2,489,000	(2,513,000)	3,378,000	135.7%
Total net position	\$ 13,184,000	\$ 9,970,000	\$ 5,322,000	\$ 3,214,000	32.2%

2023 Summary

During the year ended June 30, 2023, total current assets increased by \$6,804,000 due to more in-person meetings, which generate significant cash and accounts receivables, and prepaid balances. Major contributors to this change include an increase in cash and short-term investments of \$6,220,000, prepaid expenses of \$235,000, deposits of \$198,000, and appropriations receivable of \$163,000 offset by miscellaneous decreases.

NCSL is affiliated with the NCSL Foundation for State Legislatures (the "Foundation") and provides certain management and administrative services to the Foundation, which includes holding cash on the Foundation's behalf. As a result of this relationship, NCSL had an amount of \$475,000 due from the Foundation as of June 30, 2023.

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

Current liabilities increased by \$3,544,000 compared to the previous year, primarily driven by revenue collected in advance of \$2,677,000 for grants and contracts, \$348,000 for the Indianapolis Legislative Summit held in August 2023, and \$271,000 for 2024 state appropriations.

NCSL's lease liabilities decreased by \$685,000 compared to the prior year, due to continued rent payments for the Washington, D.C. office space.

2022 Summary

During the year ended June 30, 2022, total current assets increased by \$3,705,000 due to the return of in-person meetings, which generate significant cash and accounts receivables, and prepaid balances. Major contributors to this change include an increase in cash and short-term investments of \$1,879,000, receivables from grants and contracts of \$1,223,000, and prepaid expenses of \$369,000.

NCSL is affiliated with the NCSL Foundation for State Legislatures (the "Foundation") and provides certain management and administrative services to the Foundation, which includes holding cash on the Foundation's behalf. As a result of this relationship, NCSL had an amount of \$72,000 due from the Foundation as of June 30, 2022.

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

Current liabilities increased by \$1,848,000 compared to the previous year, primarily driven by revenue collected in advance for the Denver Legislative Summit held in August 2022.

In April 2020, NCSL received \$3,145,200 in funding under the PPP. Under the provisions of the PPP, this loan was eligible for forgiveness, for which NCSL received notification of in August 2021, resulting in a reduction to long-term debt.

NCSL's lease liabilities decreased by \$645,000 compared to the prior year, due to continued rent payments for the Washington, D.C. office space.

2021 Summary

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

NCSL had an amount of approximately \$104,000 due from the Foundation as of June 30, 2021.

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

Current liabilities increased by approximately \$1,660,000 compared to the previous year. Of this amount, \$1,610,000 was due to an increase in revenue collected in advance, which included no cost extensions for certain private grants and contracts (\$1,342,000) along with increases due to the return of the Legislative Summit and other meeting events that had been postponed to future years (\$237,000), along with other miscellaneous increases. Other significant changes from the previous year included increases in accrued liabilities of approximately \$283,000, as a hiring freeze in relation to the COVID-19 pandemic has been relaxed.

At June 30, 2021, NCSL had a note payable of \$3,145,000 outstanding under the PPP. The proceeds of this loan were used to help sustain the normal course of business operations as allowable under the terms of the program. Under the provisions of the PPP, this loan was eligible for forgiveness up to the full principal amount. NCSL applied for and received forgiveness of the full amount of the loan subsequent to June 30, 2021 as described above.

NCSL's capital assets and lease liabilities increase by \$3,655,000 and \$4,053,000, respectively compared to the prior year, due to the implementation of GASB statement No. 87, resulting in the addition of balances related to the Washington, D.C. office space.

Capital Assets

NCSL had \$10,040,000, \$10,889,000, and \$11,888,000 of capital assets, net of accumulated depreciation and amortization, invested in capital assets as detailed below on June 30, 2023, 2022 and 2021. Of that amount, the most significant capital assets are the headquarters building in Denver, Colorado, and office space in Washington, D.C. The detail of capital assets is included in Exhibit 2 below.

Exhibit 2: Capital Assets

Capital assets, net of related accumulated depreciation and amortization as of June 30, 2023 was:

	<u>Cost</u>	<u>Accumulated Depreciation</u>	<u>Net Book Value</u>
Building	\$ 10,123,000	\$ (4,300,000)	\$ 5,823,000
Computers, software, and equipment	2,866,000	(2,777,000)	89,000
Office furniture and fixtures	1,638,000	(1,609,000)	29,000
Land	1,405,000	-	1,405,000
Other	1,122,000	(1,062,000)	60,000
Right to use asset - Building	4,662,000	(2,152,000)	2,510,000
Leasehold improvements	285,000	(161,000)	124,000
	<u>\$ 22,101,000</u>	<u>\$ (12,061,000)</u>	<u>\$ 10,040,000</u>

Capital assets, net of related accumulated depreciation and amortization as of June 30, 2022 was:

	<u>Cost</u>	<u>Accumulated Depreciation</u>	<u>Net Book Value</u>
Building	\$ 10,123,000	\$ (4,098,000)	\$ 6,025,000
Computers, software, and equipment	2,790,000	(2,782,000)	8,000
Office furniture and fixtures	1,692,000	(1,547,000)	145,000
Land	1,405,000	-	1,405,000
Other	1,094,000	(1,036,000)	58,000
Right to use asset - Building	4,662,000	(1,435,000)	3,227,000
Leasehold improvements	169,000	(148,000)	21,000
	<u>\$ 21,935,000</u>	<u>\$ (11,046,000)</u>	<u>\$ 10,889,000</u>

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

	Cost	Accumulated Depreciation	Net Book Value
Building	\$ 10,123,000	\$ (3,896,000)	\$ 6,227,000
Computers, software, and equipment	2,774,000	(2,774,000)	-
Office furniture and fixtures	1,692,000	(1,499,000)	193,000
Land	1,405,000	-	1,405,000
Other	1,094,000	(1,001,000)	93,000
Right to use asset - Building	4,662,000	(717,000)	3,945,000
Leasehold improvements	169,000	(144,000)	25,000
Total Capital Assets	\$ 21,919,000	\$ (10,031,000)	\$ 11,888,000

Capital purchases during fiscal year 2023 included the construction of two conference rooms in the headquarters building, security equipment, and contract management software. There were no disposals of capital equipment for the year ended June 30, 2023.

There were no major purchases or disposals of capital equipment, or new leased assets for the year ended June 30, 2022.

NCSL's customized association management software which was placed in service in 2005 was replaced by a more robust cloud-based system in November 2019. The previous software was fully depreciated but still active until it was retired in December 2020. NCSL additionally retired certain assets related to leasehold improvements in its Washington, D.C. office. There were no other major purchases or disposals of capital equipment for the year ended June 30, 2021.

Note Payable

The PPP was established by Congress as part of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), under which the Small Business Administration (SBA) was authorized to fund loans to qualifying entities to be used for coronavirus relief. The SBA will forgive up to the full amount of the loans issued if it deems certain employee retention and salary level criteria are met, and the funds are used for eligible expenses. In April 2020, NCSL utilized this loan program and received \$3,145,200 in funding. NCSL recognized significant uncertainty at the time of the receipt of these funds, including, but not limited to known cancellation of the August 2020 Legislative Summit, expected cancellations of future 2020 and 2021 meetings, uncertainty surrounding the liquidity of NCSL's state and local government member base, and expected decreases in grant and contract funding.

Under the provisions of the PPP, this loan was eligible for forgiveness up to the full principal amount. NCSL utilized the funds received in accordance with all available provisions of the PPP and applied for and received forgiveness of the full amount of the loan during the year ended June 30, 2022.

Lease Liability

NCSL has recorded a lease liability as of June 30, 2023, 2022, and 2021 of \$2,723,000, \$3,408,000, and \$4,053,000, respectively, related to its Washington, D.C. office space. The lease liability is representative of the present value of the future lease payments due through 2026. The liability is expected to decrease through the conclusion of the lease agreement.

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

As previously noted, the statement of revenue, expenses, and changes in net position measures operations over the year and can help determine whether NCSL has recovered all of its costs through its various revenue sources. NCSL does not endeavor to meet any specific targets in relation to its change in net position, rather focuses its effort on providing services to its members at a cost-efficient and fiscally responsible manner. For the years ended June 30, 2023, 2022, and 2021, NCSL had a change in net position of \$3,213,000, \$4,648,000, and \$806,000, respectively.

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

	For the Years Ended June 30,					
	2023		2022		2021	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Operating Revenue						
State appropriations	\$11,655,000	30.1%	\$ 11,295,000	36.0%	\$ 10,807,000	44.5%
Grants and contracts	19,322,000	49.9%	14,905,000	47.5%	11,758,000	48.5%
Meetings and conferences	2,936,000	7.6%	1,786,000	5.7%	397,000	1.6%
Private contributions	3,371,000	8.7%	2,582,000	8.2%	821,000	3.4%
Other	1,442,000	3.7%	801,000	2.6%	485,000	2.0%
	<u>38,726,000</u>	<u>100.0%</u>	<u>31,369,000</u>	<u>100.0%</u>	<u>24,268,000</u>	<u>100.0%</u>
Operating Expenses						
Salaries and benefits	21,127,000	57.5%	18,820,000	63.2%	18,472,000	79.2%
Travel and conferences	7,013,000	19.1%	3,961,000	13.3%	465,000	2.0%
Consultants and contract services	4,966,000	13.5%	3,624,000	12.2%	1,389,000	6.0%
Occupancy	639,000	1.7%	571,000	1.9%	533,000	2.3%
Office expenses	278,000	0.8%	314,000	1.1%	274,000	1.2%
Other	2,721,000	7.4%	2,469,000	8.3%	2,192,000	9.4%
	<u>36,744,000</u>	<u>100.0%</u>	<u>29,759,000</u>	<u>100.0%</u>	<u>23,325,000</u>	<u>100.0%</u>
Operating Income	1,982,000		1,610,000		943,000	
Nonoperating Income (Expense)	1,231,000		3,038,000		(137,000)	
Change in Net Position	3,213,000		4,648,000		806,000	
Net Position - Beginning of year, as restated	9,970,000		5,322,000		4,516,000	
Net Position - End of year	<u>\$ 13,183,000</u>		<u>\$ 9,970,000</u>		<u>\$ 5,322,000</u>	

Operating Revenues

State Appropriations

The largest source of General Fund revenue and the second largest source of total revenue is appropriations (dues) from member entities, which accounted for 30.1% of NCSL's total revenue for the fiscal year ended June 30, 2023, 36.0% for the year ended June 30, 2022, and 44.5% for the year ended June 30, 2021. Dues amounts for each member are calculated using a formula that includes a flat base amount plus a variable amount based on the population of the member. This formula is reviewed and updated periodically by NCSL's Budget, Finance and Rules Committee. Scheduled dues were \$12,377,000, \$11,927,000, and \$11,830,000 for the years ended June 30, 2023, 2022, and 2021, respectively. Actual dues revenue for the year ended June 30, 2023 reflects a 94.0% collection rate, compared to 94.0% for the year ended June 30, 2022, and 91.1% for the year ended June 30, 2021.

Grants and Contracts

Total grant and contract revenue increased by \$4,417,000 or 29.6%, in fiscal year 2023 compared to the prior year. During the years ended June 30, 2022 and 2021, grants and contract revenue increased by \$3,147,000, and decreased by \$4,658,000, respectively. Grant and contract revenue comprised 49.9% of NCSL's operating revenue in fiscal year 2023 compared to 47.5% in fiscal year 2022 and 48.5% in fiscal year 2021. Grants and contracts typically require NCSL to perform research related to matters of public policy and implementation of state and federal laws. They also often require NCSL to host meetings of groups of legislators and legislative staff; and therefore, overall NCSL revenues and expenses associated with meetings, conferences, and travel tend to move with the level of grant and contract activity. This relationship is the primary factor in NCSL's overall increase in total operating revenues and expenses in the current year.

Revenues from federal grant programs increased by \$713,000, increased by \$794,000, and decreased by \$2,347,000 during the years ended June 30, 2023, 2022, and 2021, respectively, compared to the previous year. During the 2023, 2022 and 2021 fiscal years, the Department of Energy awards and cooperative agreements provided the largest revenue in the federal grants and contracts category with \$2,207,000 or 11.4%, \$1,521,000 or 10.2% and \$1,586,000 or 13.5%, respectively, of such revenue.

Revenue from private foundations increased by \$3,704,000, increased by \$2,353,000, and decreased by \$2,311,000 during the years ended June 30, 2023, 2022, and 2021, respectively, compared to the previous year. The decrease in revenue for the year ended June 30, 2021 was primarily because of the pandemic and timing of contributions. The NCSL Foundation for State Legislatures was the largest funder in fiscal years 2023, 2022, and 2021, followed by The Pew Charitable Trust in these years.

NCSL's grant and contract revenue sources for the years ended June 30, 2023, 2022, and 2021 are detailed in Exhibit 4.

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

	For the Years Ended June 30,					
	2023		2022		2021	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Federal grants and contracts						
Department of Energy (aw ards)	\$ 2,207,000	11.4%	\$ 1,521,000	10.2%	\$ 1,586,000	13.5%
Department of Health and Human Services (aw ards)	1,575,000	8.2%	1,286,000	8.6%	1,083,000	9.2%
Centers for Disease Control and Prevention (aw ards)	1,342,000	6.9%	1,301,000	8.7%	997,000	8.5%
Department of Labor (contracts)	463,000	2.4%	193,000	1.3%	249,000	2.1%
Department of Transportation (aw ards)	356,000	1.8%	270,000	1.8%	188,000	1.6%
US Election Assistance Commission (contracts)	163,000	0.8%	174,000	1.2%	1,000	0.0%
Department of Defense (contracts)	136,000	0.7%	125,000	0.8%	48,000	0.4%
Department of Justice (aw ards)	130,000	0.7%	24,000	0.2%	14,000	0.1%
Department of Labor (aw ards)	89,000	0.5%	734,000	4.9%	720,000	6.1%
Department of Transportation (contracts)	37,000	0.2%	69,000	0.5%	72,000	0.6%
Department of Health and Human Services (contracts)	29,000	0.2%	51,000	0.3%	40,000	0.3%
Department of Commerce (contracts)	25,000	0.1%	25,000	0.2%	25,000	0.2%
Centers for Disease Control and Prevention (contracts)	15,000	0.1%	3,000	0.0%	6,000	0.1%
Department of Agriculture (contracts)	10,000	0.1%	5,000	0.0%	-	0.0%
Department of State (aw ards)	-	0.0%	77,000	0.5%	-	0.0%
Food and Drug Administration (contracts)	-	0.0%	6,000	0.0%	-	0.0%
Department of Housing and Urban Development (contracts)	-	0.0%	-	0.0%	37,000	0.3%
Department of Homeland Security (contracts)	-	0.0%	-	0.0%	4,000	0.0%
Total - federal grants and contracts	6,577,000	34.0%	5,864,000	39.3%	5,070,000	43.1%

	For the Years Ended June 30,					
	2023		2022		2021	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Foundations						
NCSL Foundation for State Legislatures	5,176,000	26.8%	3,220,000	21.6%	2,160,000	18.4%
The Pew Charitable Trust	2,111,000	10.9%	1,381,000	9.3%	814,000	6.9%
Laura and John Arnold Foundation	1,222,000	6.3%	754,000	5.1%	355,000	3.0%
Miscellaneous foundations less than \$100,000	519,000	2.7%	695,000	4.7%	876,000	7.5%
John D. and Catherine T. MacArthur Foundation	444,000	2.3%	431,000	2.9%	400,000	3.4%
Annie E. Casey Foundation	337,000	1.7%	175,000	1.2%	335,000	2.8%
Bill and Melinda Gates Foundation	283,000	1.5%	172,000	1.2%	111,000	0.9%
Charles Stewart Mott Foundation	267,000	1.4%	242,000	1.6%	236,000	2.0%
The Rockefeller Foundation	249,000	1.3%	219,000	1.5%	-	0.0%
Heising-Simons Foundation	234,000	1.2%	116,000	0.8%	201,000	1.7%
Casey Family Programs	227,000	1.2%	281,000	1.9%	147,000	1.3%
Wallace Foundation	216,000	1.1%	300,000	2.0%	119,000	1.0%
Democracy Fund	183,000	0.9%	228,000	1.5%	181,000	1.5%
Commonwealth Fund	171,000	0.9%	-	0.0%	-	0.0%
Learning Policy Institute	166,000	0.9%	217,000	1.5%	245,000	2.1%
Foundation for Child Development	155,000	0.8%	128,000	0.9%	-	0.0%
Gordon and Betty Moore Foundation	149,000	0.8%	-	0.0%	-	0.0%
Raikes Foundation	147,000	0.8%	119,000	0.8%	-	0.0%
Election Trust Initiative	145,000	0.8%	-	0.0%	-	0.0%
Massachusetts Institute of Technology	130,000	0.7%	-	0.0%	-	0.0%
Lumina Foundation	107,000	0.6%	-	0.0%	206,000	1.8%
ECMC Foundation	107,000	0.6%	-	0.0%	-	0.0%
Alliance for Early Success	-	0.0%	219,000	1.5%	302,000	2.6%
Novartis	-	0.0%	144,000	1.0%	-	0.0%
Total - foundations	12,745,000	66.0%	9,041,000	60.7%	6,688,000	56.9%
Total grants and contracts revenue	\$19,322,000	100.0%	\$14,905,000	100.0%	\$11,758,000	100.0%

Meetings and Conferences

NCSL conducts meetings and conferences to educate and inform its members and other parties interested in public policy issues. Revenues from these meetings accounted for 7.6% of NCSL's revenues in the year ended June 30, 2023, compared to 5.7% in 2022 and 1.6% in 2021. The Legislative Summit held in Denver in August 2022 generated \$4,233,000 of revenue through registration fees, exhibit and sponsorships, and private contributions, and had 5,000 attendees. The Legislative Summit held in Tampa in November 2021 generated \$2,274,000 of revenue and had 2,900 attendees. The Legislative Summit scheduled to be held in August 2020 was cancelled and no revenues were recorded for that event.

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

Publications and Exhibits

NCSL produces various publications about public policy both in written and electronic form. It publishes a periodic magazine that focuses on state legislatures and public policy. NCSL also generates revenues from exhibitors at the annual Legislative Summit. Revenues for the year ending June 30, 2023 were \$286,000 higher than the prior year due to a larger Legislative Summit. Revenues for the year ending June 30, 2022 were \$47,000 higher than the prior year due to exhibitor revenue from the November 2021 Legislative Summit. Revenues for the year ending June 30, 2021 were \$370,000 lower than the prior year due to the cancellation of the Legislative Summit in August 2020.

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

Operating Budgets

NCSL's activities are traditionally split between the General Fund and the Restricted Fund. The Restricted Fund is a composite of all individual grants and contracts. Each award is given a budget that reflects the agreement between NCSL and the funding source. Budget performance is monitored at the award level. At award end and as allowed by grantor agreements, any overage or shortage is transferred to the corresponding general fund program.

Expenses

Salaries and Benefits

As a professional services organization, NCSL's primary resource is its employees. Salaries and benefits account for 57.5% of total operating costs in the year ended June 30, 2023, 63.2% in the year ended June 30, 2022, and 79.2% in the year ended June 30, 2021. The significant increase in the percent of total operating costs in fiscal year 2021 is due to the reduction in travel and conferences and consultants and contract services because of the cancellation of in person meetings for the year. The increase in salaries and benefits for the year ended June 30, 2023 of \$2,307,000 or 12.2% is primarily due to hiring of positions previously put on hold and salary increases that were effective as of October 1, 2022. Salaries and benefits for the years ended June 30, 2022 and 2021 for both grant and general fund staff increased by 1.9% and decreased by 2.6%, respectively, compared to the prior year. The lower rate of increase for 2022 is due to a reduction in the cost of benefits. The decrease in 2021 is due to position and salary freezes put in place due to the pandemic.

Travel and Conferences

NCSL incurs meeting-related expenses (food services, audio and visual, and other) as well as travel for NCSL staff. These costs account for 19.1% of operating expenses this year compared to 13.3% in 2022 and 2.0% in 2021. During the year ended June 30, 2023, total travel and conference expenses increased \$3,052,000 compared to the prior year due to a larger Legislative Summit and increase in the number of meetings and conferences held. During the year ended June 30, 2022, total travel and conference expenses increased \$3,496,000 compared to the prior year due to cancellations of meetings and conferences in fiscal year 2021 related to the COVID-19 pandemic.

Consultants and Contractual Services

NCSL routinely performs work where a component of the work is performed by outside parties. In other instances, NCSL operates in partnership with other organizations to accomplish a common goal. These costs constitute approximately 13.5% of operating expenses in the year ended June 30, 2023, an increase from 12.2% in 2022 and 6.0% in 2021.

Occupancy Cost - Repairs and Property Maintenance

NCSL owns its headquarters in Denver, Colorado. Occupancy cost at this facility consists of utilities, management expense, landscaping, property insurance, repairs, and maintenance. Costs increased by \$68,000 in the year ended June 30, 2023 compared to 2022 due to inflation and higher natural gas costs. In addition, NCSL leases space in Washington DC. In the year ended June 30, 2023 occupancy represents 1.7% of total expenses while 2022 was 1.9% and 2021 was 2.3%.

Office Expense

NCSL maintains offices in Washington, D.C., and Denver, Colorado. The cost of operating these offices was 0.8%, 1.1%, and 1.2% of operating expenses for the years ended June 30, 2023, 2022 and 2021, respectively, and include items such as office equipment, supplies, postage and freight, maintenance of office equipment, and communications. Costs decreased by \$36,000 in the year ended June 30, 2023 compared to 2022 primarily due to lower credit card and banking fees.

Statement of Cash Flows Overview

As previously noted, the statement of cash flows reports cash receipts, cash disbursements, and net changes in cash resulting from operating, investing, and capital and non-capital activities. As of June 30, 2023, 2022, and 2021, NCSL held cash in the amount of \$1,809,000, \$1,288,000, and \$1,070,000, respectively.

Exhibit 5: Summary of Cash Flows

	For the Years Ended June 30,		
	2023	2022	2021
Net cash provided by operating activities	\$5,968,000	\$2,648,000	\$3,878,000
Net cash used in capital and related financing activities	(952,000)	(784,000)	(763,000)
Net cash used in investing activities	(4,495,000)	(1,646,000)	(2,927,000)
	521,000	218,000	188,000
Cash - Beginning of year	1,288,000	1,070,000	882,000
Cash - End of year	\$1,809,000	\$1,288,000	\$1,070,000

Net cash provided by operating activities during the years ended June 30, 2023, 2022, and 2021 totaled approximately \$5,968,000, \$2,648,000, \$3,878,000, respectively. The increase in cash provided by operations in fiscal year 2023 was driven by cash received from grants and contracts, NCSL Foundation, and contributions. Payments to suppliers increased by \$5,677,000 for the year ended June 30, 2023 due to an increase in grant activity and meetings. The decrease in cash provided by operations in fiscal year 2022 was primarily a result of additional payments to suppliers and a return to in-person meetings. The additional costs incurred in 2022 were primarily offset by increases in cash received from contributions, commissions, honorariums, and customers, which increased by \$4,707,000 compared to 2021. The increase in cash provided by operations during fiscal year 2021 was primarily due to reduced payments for employees and suppliers due to the cancellation of in person meetings in the fourth quarter of the year due to the impacts of COVID-19, and deposits not made due to the cancellation of the August 2020 Indianapolis Legislative Summit. Dues collections in fiscal year 2021 were modestly higher than the prior year, but receipts for private contributions were significantly lower than the previous year.

During the years ended June 30, 2023, 2022, and 2021, NCSL purchased and replaced capital assets through purchases in the amounts of \$167,000, \$16,000, and \$12,000. NCSL additionally made payments composed of principal and interest on lease obligations in the amount of \$785,000, \$768,000 and \$751,000 for the years ended June 30, 2023, 2022 and 2021, respectively.

During the years ended June 30, 2023, 2022 and 2021, net cash was used to purchase investments in the amount of \$5,699,000, \$1,661,000 and \$2,933,000, offset by the receipt of interest income in the amount of \$409,000, \$15,000 and \$5,000, respectively. Additionally, during the year ended June 30, 2023, NCSL received a payment from The State and Local Legal Center (SLLC) of \$795,000, which represented a portion of the SLLC's net assets distributed upon its dissolution to organizations designated within its charitable mission. The remainder of NCSL's investing activity relates exclusively to its short-term investment portfolio.

In summary, NCSL's cash and cash equivalents increased by \$521,000 for the year ended June 30, 2023, \$218,000 for the year ended June 30, 2022 and \$188,000 for the year ended June 30, 2021.

Economic Factors

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

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

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

NCSL relies on a significant portion of federal grants and contracts in order to support its members and carry out its objectives. With continuing pressure on the federal budget that could adversely affect future grant revenues from this source, management continues to diversify its sources of grant funding, from both federal and private sources, to mitigate any changes in the grant revenue mix.

Requests for Information

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

Alex Alavi, Chief Financial Officer
National Conference of State Legislatures
7700 East First Place
Denver, Colorado 80230
Telephone: 303-856-1454

National Conference of State Legislatures

Statement of Net Position

June 30, 2023 and 2022

	2023	2022
Assets		
Current assets:		
Cash	\$ 1,809,534	\$ 1,288,227
Short-term investments	18,020,292	12,321,357
Receivables:		
Receivables from grants and contracts - Net of allowance of \$97,539 (2023 and 2022)	1,468,411	1,765,491
Appropriations receivable	296,957	133,745
Trade receivables - Net of allowance of \$13,763 and \$16,561 (2023 and 2022)	17,060	50,828
Other receivables	194,881	280,918
Due from NCSL Foundation for State Legislatures	475,292	71,673
Prepaid expenses	1,135,303	900,230
Deposits	368,832	170,371
Total current assets	23,786,562	16,982,840
Noncurrent assets - Capital assets - Net	10,039,968	10,889,090
Total assets	33,826,530	27,871,930
Liabilities		
Current liabilities:		
Accounts payable	1,737,496	1,540,990
Accrued liabilities	1,870,770	1,826,934
Revenue collected in advance	14,269,295	11,054,431
Other current liabilities	42,251	71,510
Current portion of lease liability	802,712	684,360
Total current liabilities	18,722,524	15,178,225
Noncurrent liabilities - Lease liability - Net of current portion	1,920,706	2,723,419
Total liabilities	20,643,230	17,901,644
Net Position		
Net investment in capital assets	7,316,550	7,481,311
Unrestricted	5,866,750	2,488,975
Total net position	\$ 13,183,300	\$ 9,970,286

National Conference of State Legislatures

Statement of Revenue, Expenses, and Changes in Net Position

Years Ended June 30, 2023 and 2022

	2023	2022
Operating Revenue		
State appropriations	\$ 11,654,909	\$ 11,294,960
Grants and contracts	19,322,136	14,904,668
Annual meeting, seminar, and committee registration	2,936,220	1,785,723
Private contributions	3,371,080	2,582,359
Sales of publication and exhibits	712,664	426,445
Data processing services	109,234	84,012
Other	619,312	290,581
Total operating revenue	38,725,555	31,368,748
Operating Expenses		
Salaries	16,198,872	14,411,039
Travel and conferences	7,013,304	3,960,558
Consultants and contract services	4,966,211	3,623,905
Employee benefits	4,927,702	4,408,659
Rent and property maintenance	639,332	571,365
Office expenses	278,386	314,101
Printing and publications	568,626	472,449
Information technology services	843,055	806,414
Depreciation and amortization	1,016,027	1,014,593
Other	292,174	175,044
Total operating expenses	36,743,689	29,758,127
Operating Income	1,981,866	1,610,621
Nonoperating Revenue (Expense)		
Cancellation of debt income	-	3,145,200
Interest and dividend revenue	536,500	14,882
Interest expense	(100,689)	(122,243)
Other income - Dissolution of The State and Local Legal Center (Note 13)	795,337	-
Total nonoperating revenue (expense)	1,231,148	3,037,839
Change in Net Position	3,213,014	4,648,460
Net Position - Beginning of year	9,970,286	5,321,826
Net Position - End of year	\$ 13,183,300	\$ 9,970,286

National Conference of State Legislatures

Statement of Cash Flows

Years Ended June 30, 2023 and 2022

	2023	2022
Cash Flows from Operating Activities		
Cash received from appropriations	\$ 11,762,364	\$ 11,440,236
Cash received from grants and contracts	15,251,484	9,836,148
Cash received from NCSL Foundation for State Legislatures	7,796,867	4,292,900
Cash received from contributions, commissions, honorariums, and customers	8,001,736	6,659,742
Payments to and for employees	(21,112,910)	(19,281,137)
Payments to suppliers	(15,946,185)	(10,268,878)
Other payments	214,569	(31,243)
Net cash provided by operating activities	5,967,925	2,647,768
Cash Flows from Capital and Related Financing Activities		
Purchase of capital assets	(166,905)	(15,938)
Principal payments under lease obligations	(684,361)	(645,531)
Payments of interest under lease obligations	(100,689)	(122,243)
Net cash used in capital and related financing activities	(951,955)	(783,712)
Cash Flows from Investing Activities		
Purchases of investments	(29,523,365)	(25,300,816)
Sales of investments	23,824,430	23,640,381
Cash received for interest and dividend	408,935	14,882
Payment received from dissolution of the State and Local Legal Center	795,337	-
Net cash used in investing activities	(4,494,663)	(1,645,553)
Net Increase in Cash	521,307	218,503
Cash - Beginning of year	1,288,227	1,069,724
Cash - End of year	\$ 1,809,534	\$ 1,288,227
Reconciliation of Operating Income to Net Cash from Operating Activities		
Operating income	\$ 1,981,866	\$ 1,610,621
Depreciation and amortization expense		
Depreciation and amortization	1,016,027	1,014,593
Changes in assets and liabilities:		
Receivables from grants and contracts	297,080	(1,222,718)
Trade receivables	33,768	(19,131)
Appropriations receivables	(163,212)	101,467
Other receivables	213,602	(273,755)
Prepaid expenses	(235,073)	(369,453)
Deposits	(198,461)	(74,572)
Due to NCSL Foundation for State Legislatures	(403,619)	32,457
Accounts Payable	196,506	1,232,720
Accrued liabilities	43,836	(506,221)
Revenue collected in advance	3,214,864	1,147,233
Other current liabilities	(29,259)	(25,473)
Total adjustments	3,986,059	1,037,147
Net cash provided by operating activities	\$ 5,967,925	\$ 2,647,768

June 30, 2023 and 2022

Note 1 - Nature of Organization

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

Note 2 - Significant Accounting Policies

Accounting and Reporting Principles

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

Basis of Accounting

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

Use of Estimates

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

Cash and Cash Equivalents

NCSL considers all investments with an original maturity of three months or less when purchased to be cash equivalents. As of June 30, 2023 and 2022, NCSL did not hold any cash equivalents outside of the short-term investment portfolio. As of June 30, 2023, and periodically throughout the year, NCSL's cash balances exceeded the federally insured limit set by the Federal Deposit Insurance Corporation (FDIC). Interest-bearing and non-interest-bearing accounts are guaranteed by the FDIC up to \$250,000.

Short-term Investments

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

Short-term investments consisted of money market funds, commercial paper, and U.S. Treasury securities (notes and bills) at June 30, 2023 and 2022, which are recorded at cost and approximate fair value due to their short-term maturities.

Money market funds, commercial paper, and U.S. Treasury securities are considered cash equivalents, which are held at cost and are not subject to fair value disclosures and, therefore, are not disclosed in a fair value measurements footnote.

Receivables

Accounts receivable represent amounts due from grants and contracts and trade receivables from registrations and exhibits. Appropriations receivable represent annual dues expected to be collected from member legislatures. The allowance for uncollectible accounts is management's best estimate of uncollectible amounts and is based on past experience and current economic conditions.

Note 2 - Significant Accounting Policies (Continued)

Prepaid Expenses

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

Capital Assets

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

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

Compensated Absences

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

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

Net Position

NCSL's net position is classified as follows:

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

Unrestricted net position consists of the remaining net position that is available for unrestricted use. Included in unrestricted net position is a board designated operating reserve as established during the year ended June 30, 2023 and reviewed annually. As of June 30, 2023, NCSL had board designated operating reserve funds of \$4,716,274.

Net Position Flow Assumption

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

Note 2 - Significant Accounting Policies (Continued)

Revenue and Expenses

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

Revenue Recognition

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

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

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

Leases

NCSL is a lessee for noncancelable leases of office space and equipment. NCSL recognizes a lease liability and an intangible right-to-use lease asset (lease asset) in its financial statements.

At the commencement of a lease, NCSL initially measures the lease liability at the present value of payments expected to be made during the lease term. Subsequently, the lease liability is reduced by the principal portion of lease payments made. The lease asset is initially measured as the initial amount of the lease liability, adjusted for lease payments made at or before the lease commencement date, plus certain initial direct costs. Subsequently, the lease asset is amortized on a straight-line basis over its useful life.

Key estimates and judgments related to leases include how NCSL determines (1) the discount rate it uses to discount the expected lease payments to present value, (2) the lease term, and (3) lease payments.

- NCSL uses the interest rate charged by the lessor as the discount rate. When the interest rate charged by the lessor is not provided, NCSL generally uses its estimated incremental borrowing rate as the discount rate for leases.
- The lease term includes the noncancelable period of the lease. Lease payments included in the measurement of the lease liability are composed of fixed payments and the purchase option price that NCSL is reasonably certain to exercise.

NCSL monitors changes in circumstances that would require a remeasurement of its lease and will remeasure the lease asset and liability if certain changes occur that are expected to significantly affect the amount of the lease liability.

Note 2 - Significant Accounting Policies (Continued)

Income Taxes

As an instrumentality of the various states, the income generated by NCSL in the exercise of its essential governmental functions is excluded from federal income taxes under Section 115 of the Internal Revenue Code. Contributions to NCSL are deductible by donors, as provided under Section 170 of the Internal Revenue Code. NCSL had no unrelated business income tax liability recorded as of June 30, 2023 and 2022. NCSL has evaluated tax positions taken, and none are considered to be uncertain; therefore, no amounts have been recognized.

Upcoming Accounting Pronouncements

In April 2022, the GASB issued Statement No. 99, *Omnibus 2022*, which establishes or amends accounting and financial reporting requirements for specific issues related to financial guarantees, derivative instruments, leases, public-public and public-private partnerships (PPPs), subscription-based information technology arrangements, the transition from the London Interbank Offered Rate (LIBOR), the Supplemental Nutrition Assistance Program (SNAP), nonmonetary transactions, pledges of future revenue, the focus of government-wide financial statements, and terminology. NCSL does not believe provisions of this standard not yet adopted will have a significant impact on its financial statements but is still making a full evaluation.

In June 2022, the GASB issued Statement No. 100, *Accounting Changes and Error Corrections*, which enhances the accounting and financial reporting requirements for accounting changes and error corrections. The provisions of this statement are effective for NCSL's financial statements for the year ending June 30, 2024. NCSL does not believe this pronouncement will have a significant impact on its financial statements but is still making a full evaluation.

In June 2022, the GASB issued Statement No. 101, *Compensated Absences*, which updates the recognition and measurement guidance for compensated absences under a unified model. This statement requires that liabilities for compensated absences be recognized for leave that has not been used and leave that has been used but not yet paid in cash or settled through noncash means and establishes guidance for measuring a liability for leave that has not been used. It also updates disclosure requirements for compensated absences. The provisions of this statement are effective for NCSL's financial statements for the year ending June 30, 2025. NCSL does not believe this pronouncement will have a significant impact on its financial statements but is still making a full evaluation.

Note 3 - Adoption of New Accounting Pronouncements

In March 2020, the GASB issued Statement No. 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements*, to bring a uniform guidance on how to report public-private and public-public partnership arrangements. As a result, transferors in public-private or public-public arrangements will recognize receivables for installment payments; deferred inflows of resources; and, when applicable, capital assets. Operators will recognize liabilities for installment payments and intangible right-to-use assets and, when applicable, deferred outflows of resources and liabilities for assets being transferred. This statement also provides guidance for accounting and financial reporting for availability payment arrangements, in which a government compensates an operator for services such as designing, constructing, financing, maintaining, or operating an underlying asset for a period of time in an exchange or exchange-like transaction. NCSL adopted the provisions of this statement effective July 1, 2022. There was no significant impact on NCSL's financial statements related to the adoption.

June 30, 2023 and 2022

Note 3 - Adoption of New Accounting Pronouncements (Continued)

In 2020, the GASB issued Statement No. 96, *Subscription-Based Information Technology Arrangements* (SBITA), which improves the accounting and financial reporting for SBITAs by governments for the financial statement users. GASB Statement No. 96 increases the usefulness of governments' financial statements by requiring recognition of certain SBITA assets and liabilities for SBITA's that previously were classified as expenses. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under GASB Statement No. 96, a lessee is required to recognize a SBITA liability and an intangible right-to-use SBITA asset, thereby enhancing the relevance and consistency of information about governments' leasing activities. NCSL adopted the provisions of this statement effective July 1, 2022. There was no significant impact on NCSL's financial statements related to the adoption.

In April 2022, the GASB issued Statement No. 99, *Omnibus 2022*, which establishes or amends accounting and financial reporting requirements for specific issues related to financial guarantees, derivative instruments, leases, public-public and public-private partnerships (PPPs), subscription-based information technology arrangements, the transition from the London Interbank Offered Rate (LIBOR), the Supplemental Nutrition Assistance Program (SNAP), nonmonetary transactions, pledges of future revenue, the focus of government-wide financial statements, and terminology. NCSL adopted certain provisions of this statement effective at various during the year ended June 30, 2023. There was no significant impact on NCSL's financial statements related to the adoption.

Note 4 - Deposits and Investments

NCSL follows a defined investment policy. Accordingly, all cash deposits at June 30, 2023 and 2022 were insured or collateralized with securities held by either NCSL or its agent in its name, with the exception of certain cash held in excess of FDIC limits that had not yet been transferred to the short-term investment portfolio. The uninsured bank balance of deposits in excess of FDIC limits was \$1,565,817 and \$1,048,792 at June 30, 2023 and 2022, respectively.

	2023		
	Deposits	Investments	Total
Cash	\$ 1,809,534	\$ -	\$ 1,809,534
Short-term investments	18,020,292	-	18,020,292
Total	\$ 19,829,826	\$ -	\$ 19,829,826
	2022		
	Deposits	Investments	Total
Cash	\$ 1,288,227	\$ -	\$ 1,288,227
Short-term investments	12,321,357	-	12,321,357
Total	\$ 13,609,584	\$ -	\$ 13,609,584

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

Investment	2023			2022		
	Carrying Value	Rating	Rating Organization	Carrying Value	Rating	Rating Organization
Money market funds	\$ 4,452,421	Not Rated	Not Rated	\$ 1,456,673	Not Rated	Not Rated
Commercial paper	5,805,000	A1	S&P	10,864,684	A1, A1+	S&P
U.S. Treasury bills	2,929,473	Not Rated	Not Rated	-		
U.S. Treasury notes	4,833,398	AAA	Moody	-		
Total	\$ 18,020,292			\$ 12,321,357		

June 30, 2023 and 2022

Note 4 - Deposits and Investments (Continued)

The weighted-average maturity of the short-term investment portfolio, excluding money market funds, is 0.45 and 0.26 years as of June 30, 2023 and 2022, respectively.

Note 5 - Grants and Contracts

NCSL has entered into agreements with various agencies of the U.S. government and other organizations to perform research and related projects or to assist in defraying expenses for projects undertaken by NCSL. The grants and contracts are subject to various expenditure restrictions, and some require matching or in-kind contributions. The grants and contracts are also subject to audit to determine compliance with the agreements. Should any expenditures, including required matching or in-kind contributions, be disallowed, NCSL could be required to refund disallowed amounts. NCSL maintains an allowance for unrecoverable costs, excess cost recoveries, and disallowances, which totaled \$97,539 at June 30, 2023 and 2022. Management of NCSL believes that the allowance is adequate to provide for any over-recovered or disallowed amounts.

Certain grants contain provisions that require NCSL to contribute matching funds to the grant-sponsored project. These amounts were not significant in the years ended June 30, 2023 and 2022.

Note 6 - Capital Assets

Capital asset activity of NCSL was as follows:

	Balance July 1, 2022	Reclassifications	Additions	Disposals and Adjustments	Balance June 30, 2023
Capital assets not being depreciated - Land	\$ 1,404,920	\$ -	\$ -	\$ -	\$ 1,404,920
Capital assets being depreciated:					
Building	10,123,111	-	-	-	10,123,111
Office furniture and fixtures	1,691,618	(54,116)	-	-	1,637,502
Computers, software, and equipment	2,789,599	54,116	22,970	-	2,866,685
Leasehold improvements	168,585	-	116,207	-	284,792
Other	1,094,116	-	27,730	-	1,121,846
Right-to-use asset - Building	4,661,627	-	-	-	4,661,627
Subtotal	20,528,656	-	166,907	-	20,695,563
Accumulated depreciation and amortization:					
Building	4,098,084	-	202,099	-	4,300,183
Office furniture and fixtures	1,546,524	56,686	5,561	-	1,608,771
Computers, software, and equipment	2,781,568	(56,722)	52,176	-	2,777,022
Leasehold improvements	148,260	36	12,810	-	161,106
Other	1,035,704	-	26,215	-	1,061,919
Right-to-use asset - Building	1,434,346	-	717,168	-	2,151,514
Net capital assets being depreciated and amortized	11,044,486	-	1,016,029	-	12,060,515
Net capital assets being depreciated	9,484,170	-	(849,122)	-	8,635,048
Net business-type activity capital assets	\$ 10,889,090	\$ -	\$ (849,122)	\$ -	\$ 10,039,968

June 30, 2023 and 2022

Note 6 - Capital Assets (Continued)

	Balance July 1, 2021	Additions	Disposals and Adjustments	Balance June 30, 2022
Capital assets not being depreciated - Land	\$ 1,404,920	\$ -	\$ -	\$ 1,404,920
Capital assets being depreciated:				
Building	10,123,111	-	-	10,123,111
Office furniture and fixtures	1,691,618	-	-	1,691,618
Computers, software, and equipment	2,773,661	15,938	-	2,789,599
Leasehold improvements	168,585	-	-	168,585
Other	1,094,116	-	-	1,094,116
Right-to-use asset - Building	4,661,627	-	-	4,661,627
Subtotal	20,512,718	15,938	-	20,528,656
Accumulated depreciation and amortization:				
Building	3,895,986	202,098	-	4,098,084
Office furniture and fixtures	1,499,208	47,316	-	1,546,524
Computers, software, and equipment	2,773,661	7,907	-	2,781,568
Leasehold improvements	143,751	4,509	-	148,260
Other	1,000,114	35,590	-	1,035,704
Right-to-use asset - Building	717,173	717,173	-	1,434,346
Subtotal	10,029,893	1,014,593	-	11,044,486
Net capital assets being depreciated and amortized	10,482,825	(998,655)	-	9,484,170
Net capital assets	\$ 11,887,745	\$ (998,655)	\$ -	\$ 10,889,090

Note 7 - Line of Credit

Under a line of credit agreement with a bank, NCSL has available borrowings of approximately \$1,500,000. The credit agreement, as originally entered into on March 9, 2016, has been amended to mature on March 31, 2024. No draws were made during the year, and no borrowings were outstanding at June 30, 2023 and 2022. Any borrowings under the agreement will bear interest at the Adjusted Daily Simple Secured Overnight Financing Rate (SOFR) plus an applicable margin, subject to a floor of 0 percent (5.09 and 3.04 percent at June 30, 2023 and 2022, respectively).

Note 8 - Revenue Collected in Advance

Revenue collected in advance consists of the following:

	2023	2022
Private grants paid in advance	\$ 8,767,695	\$ 6,960,600
Passed-through grants	2,285,958	1,416,504
State appropriations paid in advance	942,384	671,717
Legislative Summit - Advance registration and exhibit fees	2,151,761	1,804,261
Other	121,497	201,349
Total	\$ 14,269,295	\$ 11,054,431

Note 9 - Note Payable

Paycheck Protection Program

During the year ended June 30, 2020, NCSL received a Paycheck Protection Program (PPP) loan in the amount of \$3,145,200. The PPP loan program was created under the Coronavirus Aid, Relief, and Economic Security (CARES) Act and is administered by the Small Business Administration (SBA). Under the terms of this program, the loan may be fully or partially forgiven if the loan proceeds are spent on qualifying expenses and if staffing level and salary maintenance requirements are met. NCSL used the funds on qualifying expenses over a covered period of 24 weeks.

NCSL applied for forgiveness during the year ended June 30, 2021 and, during the fiscal year 2022, received notification of forgiveness of the entire loan balance from the SBA. The amount of the loan forgiven was recorded as cancellation of debt income as a component of nonoperating revenue during the year ended June 30, 2022. There was no cancellation of debt income recorded during the year ended June 30, 2023.

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

At June 30, 2023 and 2022, there were no outstanding balance on the PPP loan.

Note 10 - Leases

NCSL leases office space in Washington, D.C. under a noncancelable operating lease. The lease was with the State Services Organization (SSO, see Note 13), which was dissolved during the year ended June 30, 2023. Subsequent to the dissolution of SSO, the lease was transferred to an unrelated third party, while all other terms remained the same. The lease expires in December 2026. Total lease expense, which includes interest and amortization, totaled \$946,589 and \$856,736 for the years ended June 30, 2023 and 2022, respectively. Included in lease expense during the year ended June 30, 2023 was \$293,027 paid to SSO. All lease expense paid during the year ended June 30, 2022 was paid to SSO. The discount rate applicable to this leasing arrangement is 3.25 percent.

NCSL has additionally entered into a sublease agreement on November 1, 2021 with a third party for a portion of this office space. The noncancelable terms of these leasing arrangements matured in August 2022. Payments are generally fixed annually at \$9,100.

During 2020, NCSL entered into a lease agreement for office equipment. The lease requires monthly payments of \$1,461 and expired in June 2023. Rent expense totaled \$18,493 and \$17,532 for the years ended June 30, 2023 and 2022. The right-to-use asset and related lease liability for this agreement have not been recorded by NCSL due to the insignificance of this agreement.

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

Years Ending June 30	Principal	Interest	Total
2024	\$ 724,863	\$ 77,849	\$ 802,712
2025	767,106	53,667	820,773
2026	811,155	28,086	839,241
2027	420,294	3,995	424,289
Total	<u>\$ 2,723,418</u>	<u>\$ 163,597</u>	<u>\$ 2,887,015</u>

June 30, 2023 and 2022

Note 10 - Leases (Continued)

Lease liability activity for NCSL is as follows:

	2023	2022
Beginning of year	\$ 3,407,779	\$ 4,053,310
Additions	-	-
Reductions	(684,361)	(645,531)
End of year	<u>\$ 2,723,418</u>	<u>\$ 3,407,779</u>

For the years ended June 30, 2023 and 2022, there was interest expense of \$100,689 and \$122,243, respectively, related to the lease liabilities described above.

Note 11 - Retirement Plan

NCSL maintains a qualified defined contribution pension plan (the "Pension Plan") in which substantially all employees are eligible to participate. Contributions of NCSL and those of participating employees are made to the Teachers Insurance and Annuity Association and College Retirement Equities Fund, which administers the individual contracts for each employee. Participating employees contribute 5 percent of their gross salaries, and NCSL contributes 10 percent of each participating employee's salary to the Pension Plan. Contributions made by NCSL during the years ended June 30, 2023 and 2022 were \$1,511,371 and \$1,328,424, respectively.

Note 12 - Affiliation with the NCSL Foundation for State Legislatures

NCSL is affiliated with the NCSL Foundation for State Legislatures (the "Foundation") and provides certain management and administrative services to the Foundation. NCSL received administrative fees from the Foundation in the amount of \$26,500 during the years ended June 30, 2023 and 2022 for these management and administrative services. In addition, NCSL was reimbursed by the Foundation for personnel, office space, and facilities costs totaling \$1,441,194 and \$812,614 during the years ended June 30, 2023 and 2022, respectively. Such costs include salaries, employee benefits, office expenses, rent, and property maintenance.

The Foundation awarded contributions to NCSL in the amount of \$4,750,500 and \$2,321,200 and subcontracts in the amount of \$2,611,281 and \$1,115,129 during the years ended June 30, 2023 and 2022, respectively. Of these amounts, \$2,285,958 and \$1,416,504 has been reflected as revenue collected in advance at June 30, 2023 and 2022, respectively. In addition, as of June 30, 2023 and 2022, NCSL had a balance from the Foundation of \$475,292 and \$71,673, respectively, representing amounts due from the Foundation for expenses paid on its behalf as of June 30, 2023 and 2022.

Note 13 - Jointly Governed Organizations

Federal Funds Information for States (FFIS)

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

June 30, 2023 and 2022

Note 13 - Jointly Governed Organizations (Continued)

State and Local Legal Center (SLLC)

Pursuant to its bylaws, the State and Local Legal Center (SLLC) was established to file amicus curiae briefs in support of states and local governments in the U.S. Supreme Court, conduct moot courts for attorneys arguing before the Supreme Court, and be a resource to states and local governments on the Supreme Court. During the year ended June 30, 2023, the SLLC filed for dissolution and liquidated its assets and liabilities. As a result of this dissolution, NCSL received a payment of \$795,337 from the SLLC representing a distribution of a portion of its final assets, which has been recorded as a component of nonoperating income (expense) during the year ended June 30, 2023.

SLLC was governed by a board of directors, and board membership was controlled equally by seven national organizations that represent state and local elected and appointed officials, including NCSL. As SLLC is a jointly governed organization, NCSL did not have an equity interest in SLLC. Accordingly, SLLC's results of operations are not included in the accompanying financial statements.

State Services Organization (SSO)

Pursuant to an agreement, NCSL, NGA, and the Council of State Governments (CSG) established SSO for the purpose of providing services to and office space for NCSL, NGA, CSG, state governments, and associations. During the year ended June 30, 2023, SSO filed for dissolution and liquidated its assets and liabilities. SSO was governed by a board of directors, and board membership was controlled equally by NCSL, NGA, and CSG. As SSO is a jointly governed organization, NCSL did not have an equity interest in SSO. Accordingly, SSO's results of operations are not included in the accompanying financial statements of NCSL.

During the years ended June 30, 2023 and 2022, rent and fees charged by SSO to NCSL were \$293,027 and \$858,760, respectively.

Note 14 - Contingencies

NCSL is subject to various legal proceedings and claims that arise in the ordinary course of its business. NCSL believes that the amount, if any, of ultimate liability with respect to legal actions will be insignificant or will be covered by insurance.

Other Supplementary Information

Preprint

Year Ended June 30, 2023

Fiscal year 2023 appropriations received and receivable:

Alabama	\$ 211,622
Alaska	134,556
American Samoa	23,522
Arizona	249,823
Arkansas	175,469
California	500,000
Colorado	225,074
Commonwealth of the Northern Marianas	23,435
Connecticut	186,137
Delaware	139,153
District of Columbia	133,765
Georgia	313,761
Guam	25,319
Hawaii	147,523
Idaho	154,419
Illinois	351,495
Indiana	243,250
Iowa	89,342
Kansas	174,140
Kentucky	202,301
Louisiana	205,031
Maine	145,853
Maryland	232,330
Massachusetts	247,632
Michigan	302,374
Minnesota	223,871
Mississippi	174,571
Missouri	231,917
Montana	140,860
Nebraska	156,611
Nevada	177,139
New Hampshire	146,122
New Jersey	288,203
New Mexico	159,412
New York	484,201
North Carolina	308,875
North Dakota	135,382
Ohio	333,301
Oklahoma	192,495
Oregon	197,488
Pennsylvania	354,907

(Continued on the following page)

National Conference of State Legislatures

Schedule of Appropriations by Entity - Continued

Year Ended June 30, 2023

Puerto Rico	180,390
Quebec, Canada	39,407
Rhode Island	141,093
South Carolina	213,310
South Dakota	137,304
Tennessee	245,495
Texas	644,835
Utah	180,138
Vermont	132,939
Virgin Islands	123,582
Virginia	276,404
Washington	259,773
West Virginia	153,593
Wisconsin	227,229
Wyoming	131,736
	<hr/>
	11,629,909
International	25,000
	<hr/>
Total fiscal year 2023 appropriations	<u>\$11,654,909</u>

Year Ended June 30, 2022

Fiscal year 2022 appropriations received and receivable:

Alabama	\$	203,486
Alaska		129,381
American Samoa		22,617
Arizona		240,219
Arkansas		168,722
California		525,000
Colorado		213,575
Commonwealth of the Northern Marianas		22,534
Connecticut		178,980
Delaware		133,802
District of Columbia		128,621
Georgia		301,701
Guam		24,345
Hawaii		141,850
Idaho		148,481
Illinois		337,985
Indiana		233,028
Iowa		85,907
Kansas		167,444
Kentucky		194,523
Louisiana		197,148
Maine		140,243
Maryland		223,399
Massachusetts		238,113
Michigan		290,752
Minnesota		215,265
Mississippi		167,858
Missouri		223,002
Montana		135,445
Nebraska		150,588
Nevada		170,328
New Hampshire		140,503
New Jersey		277,126
New Mexico		153,283
New York		465,593
North Carolina		297,004
North Dakota		130,175
Ohio		318,102
Oklahoma		184,620
Oregon		189,895
Pennsylvania		341,267

(Continued on the following page)

National Conference of State Legislatures

Schedule of Appropriations by Entity - Continued

Year Ended June 30, 2022

Puerto Rico	173,454
Quebec, Canada	37,892
Rhode Island	135,667
South Carolina	205,110
South Dakota	132,023
Tennessee	236,058
Texas	620,056
Utah	173,212
Vermont	127,827
Virgin Islands	118,818
Virginia	265,779
Washington	249,787
West Virginia	147,687
Wisconsin	218,494
Wyoming	114,003
	<hr/>
	11,207,777
Total fiscal year 2021 appropriations received in fiscal year 2022	
Puerto Rico	<hr/>
	87,183
Total fiscal year 2022 appropriations	<hr/> <hr/>
	\$11,294,960

National Conference of State Legislatures

Federal Awards Supplemental Information
June 30, 2023

Independent Auditor's Reports

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

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

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

Schedule of Expenditures of Federal Awards	6
Notes to Schedule of Expenditures of Federal Awards	7
Schedule of Findings and Questioned Costs	8-9

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

Independent Auditor's Report

To the Executive Committee
National Conference of State Legislatures

We have audited the financial statements of National Conference of State Legislatures (NCSL) as of and for the year ended June 30, 2023, and the related notes to the financial statements. We issued our report thereon dated January 15, 2024, which contained an unmodified opinion on the financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. We have not performed any procedures with respect to the audited financial statements subsequent to January 15, 2024.

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

January 15, 2024

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

Independent Auditor's Report

To Management and the Executive Committee
National Conference of State Legislatures

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of National Conference of State Legislatures (NCSL) as of and for the year ended June 30, 2023 and the related notes to the basic financial statements, which collectively comprise NCSL's financial statements and have issued our report thereon dated January 15, 2024.

Report on Internal Control Over Financial Reporting

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

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

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

Report on Compliance and Other Matters

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

To Management and the Executive Committee
National Conference of State Legislatures

Purpose of this Report

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

January 15, 2024

Draft

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

Independent Auditor's Report

To the Executive Committee
National Conference of State Legislatures

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited National Conference of State Legislatures (NCSL) compliance with the types of compliance requirements identified as subject to audit in the U.S. Office of Management and Budget (OMB) Compliance Supplement *Compliance Supplement* that could have a direct and material effect on each of NCSL's major federal programs for the year ended June 30, 2023. NCSL's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, NCSL complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of the major federal programs for the year ended June 30, 2023.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"). Our responsibilities under those standards and the Uniform Guidance are further described in the *Auditor's Responsibilities for the Audit of Compliance* section of our report.

We are required to be independent of NCSL and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of NCSL's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to NCSL's federal programs.

To the Executive Committee
National Conference of State Legislatures

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on NCSL's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about NCSL's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding NCSL's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of NCSL's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of NCSL's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control Over Compliance

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

Our consideration of internal control over compliance was for the limited purpose described in the *Auditor's Responsibilities for the Audit of Compliance* section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

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

January 15, 2024

National Conference of State Legislatures

Schedule of Expenditures of Federal Awards

Year Ended June 30, 2023

Federal Agency/Pass-through Agency/Program Title	Assistance Listing Number	Pass-through Entity Identifying Number	Award Amount	Total Amount Provided to Subrecipients	Federal Expenditures
Employment Services Cluster					
Department of Labor					
Employment and Training Administration - State Occupational Licensing Information Updates and Technical Assistance	17.207	MI-38974-22-75-A-8	\$ 200,000	\$ -	\$ 89,250
Total Employment Services Cluster				-	89,250
Other federal awards:					
Department of Energy					
Programmatic Collaboration and Coordination with State Legislatures (CR)	81.008	DE-CR0000010	450,000	-	216,723
Information Sharing for Environmental and Energy Management	81.104	DE-EM0005175	5,990,842	-	1,672,932
Programmatic Collaboration and Coordination with State Legislatures (OE)	81.122	DE-OE0000926	550,000	43,488	280,888
Grid Deployment Office - Grid Infrastructure Deployment and Resilience	81.254	DE-GD-0000640	500,000	-	36,021
Total Department of Energy				43,488	2,206,564
Department of Transportation					
National Highway Traffic Safety Administration - Improving - Traffic Safety Education & Outreach	20.614	693JJ61650015	1,028,983	-	355,614
Department of Health and Human Services					
Health Resources and Services Administration - Maternal and Child Health Federal Consolidated Programs	93.110	U1XMC31659	2,400,000	-	595,373
National Office of State and Local Officials	93.011	U2NOA39466	2,434,758	35,002	979,304
Centers for Disease Control and Prevention - Strengthening Public Health Systems and Services	93.421	NU38OT000312	5,641,000	23,249	1,342,126
Total Department of Health and Human Services				58,251	2,916,803
Department of Justice					
Office of Justice Programs - Juvenile Justice and Delinquency Prevention Act (JJDP A) Training and Technical Assistance Program	16.540	15PJDP-22-GK-04988-TITL	300,000	-	84,141
Passed through Council of State Governments: Office for Victims of Crime - Justice Reinvestment Initiative	16.827	2019-2B-BX-K005	249,018	-	45,789
Total Department of Justice				-	129,930
Total federal awards				\$ 101,739	\$ 5,698,161

See notes to schedule of expenditures of federal awards.

Notes to Schedule of Expenditures of Federal Awards

Year Ended June 30, 2023

Note 1 - Basis of Presentation

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal grant activity of National Conference of State Legislatures (NCSL) under programs of the federal government for the year ended June 30, 2023. The information in the Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (the "Uniform Guidance"). Because the Schedule presents only a selected portion of the operations of NCSL, it is not intended to and does not present the financial position, changes in net position, or cash flows of NCSL.

Note 2 - Summary of Significant Accounting Policies

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

NCSL has elected not to use the 10 percent de minimis indirect cost rate to recover indirect costs, as allowed under the Uniform Guidance.

Schedule of Findings and Questioned Costs

Draft

National Conference of State Legislatures

Schedule of Findings and Questioned Costs

Year Ended June 30, 2023

Section I - Summary of Auditor's Results

Financial Statements

Type of auditor's report issued:

Unmodified

Internal control over financial reporting:

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

Federal Awards

Internal control over major programs:

- Material weakness(es) identified? _____ Yes X No
- Significant deficiency(ies) identified that are not considered to be material weaknesses? _____ Yes X None reported
- Any audit findings disclosed that are required to be reported in accordance with Section 2 CFR 200.516(a)? _____ Yes X No

Identification of major programs:

Assistance Listing Number	Name of Federal Program or Cluster	Opinion
81.104	Information Sharing for Environmental and Energy Management	Unmodified
93.421	Centers for Disease Control and Prevention - Strengthening Public Health Systems and Services	Unmodified

Dollar threshold used to distinguish between type A and type B programs:

\$750,000

Auditee qualified as low-risk auditee?

 X Yes _____ No

Section II - Financial Statement Audit Findings

None

Section III - Federal Program Audit Findings

None



National Conference of State Legislatures End of Audit Communications

Year Ended June 30, 2023

January 15, 2024

To the Executive Committee and Subcommittee on
Audit and Compliance
National Conference of State Legislatures

We have audited the financial statements of National Conference of State Legislatures (NCSL) as of and for the year ended June 30, 2023 and have issued our report thereon dated January 15, 2024. Professional standards require that we provide you with the following information related to our audit.

Our Responsibility Under U.S. Generally Accepted Auditing Standards

As stated in our engagement letter dated July 21, 2023, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities. Our responsibility is to plan and perform the audit to obtain reasonable, but not absolute, assurance that the financial statements are free of material misstatement.

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

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

Our audit of NCSL's financial statements has also been conducted in accordance with *Government Auditing Standards*, issued by the Comptroller General of the United States. Under *Government Auditing Standards*, we are obligated to communicate certain matters that come to our attention related to our audit to those responsible for the governance of NCSL, including compliance with certain provisions of laws, regulations, contracts, and grant agreements; certain instances of error or fraud; illegal acts applicable to government agencies; and significant deficiencies in internal control that we identify during our audit. Toward this end, we issued a separate letter dated January 15, 2024 regarding our consideration of NCSL's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements.

Planned Scope and Timing of the Audit

We performed the audit according to the planned scope and timing previously communicated to the management of NCSL in our letter about planning matters on July 21, 2023.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

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

As described in Note 3, NCSL adopted accounting policies related to Governmental Accounting Standards Board (GASB) Statements No. 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements*, No. 96, *Subscription-Based Information Technology Arrangements*, and No. 99 *Omnibus 2022* during the year ended June 30, 2023. There was no significant impact to NCSL's financial statements related to the adoption of these policies.

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

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

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

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

The disclosures in the financial statements are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

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

Disagreements with Management

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

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

Corrected and Uncorrected Misstatements

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

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

Significant Findings or Issues

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

Management Representations

We have requested certain representations from management that are included in the management representation letter dated January 15, 2024.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a second opinion on certain situations. If a consultation involves application of an accounting principle to NCSL's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts.

To our knowledge, there were no such consultations with other accountants.

This information is intended solely for the use of the Executive Committee and Subcommittee on Audit and Compliance and management of NCSL and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

Plante & Moran, PLLC

Lisa Meacham, CPA
Partner

Jeff Savage, CPA
Senior Manager

Plante & Moran

JAN. 13, 2024 | 9-10:15 A.M. | MILANO 6

1. Welcome and introductions
2. Audit committee report – Plante Moran
 - a. Audited financial statements as of June 30, 2023
 - b. Federal awards supplemental information
 - c. Required communication letter to governance
3. Fiscal year 2024 budget update
 - a. Comparative statements of net position as of Nov. 30, 2023
 - b. Statement of revenue and expense through Nov. 30, 2023
 - c. FY 2024 appropriations update
4. Investment guidelines – KeyBank Institutional Advisors
 - a. NCSL draft investment policy
 - b. NCSL asset allocation analysis
5. Other business

BUDGET, FINANCE AND RULES COMMITTEE

OFFICERS

Senate President Pro Tem Wayne Harper Utah Chair	Sen. Bob Duff Connecticut Vice Chair	Anne Sappenfield Wisconsin Staff Chair	Jill Reinmuth Washington Staff Vice Chair
---	--	--	---

LEGISLATOR MEMBERS

Rep. Tyler August, Wisconsin Sen. Cristina Castro, Illinois Rep. Kurt Daudt, Minnesota Rep. Jon Eubanks, Arkansas Sen. Donna Frett-Gregory, USVI Rep. Roger Goodman, Washington Speaker Roger Hanshaw, West Virginia Rep. Sonya Harper, Illinois Sen. Briggs Hopson, Mississippi Rep. Julia Howard, North Carolina Sen. President Matt Huffman, Ohio Del. Terry Kilgore, Virginia Sen. Becky Massey, Tennessee	Assemblymember John McDonald, New York Senate President Karen Spilka, Massachusetts Sen. Whitney Westerfield, Kentucky Speaker Robin Vos, Wisconsin
--	--

STAFF MEMBERS

Natalie Castle, Colorado
 Miriam Fordham, Kentucky
 Doug Himes, Tennessee
 Jennifer Jackson, Texas
 Eric Nauman, Minnesota
 Rich Olsen, West Virginia
 Paul Smith, New Hampshire
 Will Tracy, Arkansas

**National Conference of State Legislatures
Comparative Statements of Net Position
as of November 30, 2023 and 2022**

	<u>2023</u>	<u>2022</u>
Assets		
Cash and Cash Equivalents	\$ 864,821	\$ 5,340,965
Short-Term Investments	21,315,483	16,372,841
Accounts Receivable	1,187,884	879,067
Accounts Receivable - Grants and Contracts	842,377	827,363
Appropriations Receivable	-	86,439
Due from NCSL Foundation	2,312,022	1,738,702
Prepaid Expenses	1,119,896	223,970
Deposits	207,188	449,081
Total Current Assets	<u>27,849,671</u>	<u>25,918,428</u>
Capital Assets, Net	9,613,969	10,451,799
Total Non-Current Assets	<u>9,613,969</u>	<u>10,451,799</u>
Total Assets	<u><u>37,463,640</u></u>	<u><u>36,370,227</u></u>
Liabilities		
Accounts Payable	866,452	1,219,215
Accrued Liabilities	1,557,394	2,580,822
Revenue Collected in Advance	636,013	503,400
Revenue Collected in Advance - Grants and Contracts	12,185,269	13,012,309
Other Current Liabilities	106,156	63,922
Lease Liability	2,427,959	3,128,955
Total Liabilities	<u>17,779,243</u>	<u>20,508,623</u>
Net Position		
Invested in Capital Assets	7,186,010	7,322,844
Designated Operating Reserve Fund	4,716,274	1,503,260
Unrestricted	7,782,113	7,035,500
Total Net Position	<u>19,684,397</u>	<u>15,861,604</u>
Total Liabilities and Net Position	<u><u>\$ 37,463,640</u></u>	<u><u>\$ 36,370,227</u></u>

**National Conference of State Legislatures
General Fund
Statement of Revenue and Expense
for the Five Months Ended November 30, 2023**

	NOV'23 YTD ACTUAL	FY2024 PROJECTED	FY2024 APPROVED
REVENUE			
Appropriations	\$ 8,915,597	\$ 12,125,271	\$ 12,121,034
Legislative Summit	3,578,112	3,608,112	3,557,500
Indirect Cost Recovery	863,562	2,000,000	1,800,000
Interest Income	327,053	750,000	500,000
Meetings	204,703	293,438	384,000
Professional Staff Association Seminars	583,884	583,884	302,560
Publications	52,799	90,909	160,000
Miscellaneous	235,644	380,315	380,315
TOTAL REVENUE	14,761,354	19,831,929	19,205,409
EXPENSE			
State Policy Research			
Center For Legislative Strengthening	194,487	532,615	532,615
Center For Results Driven Governing	17,172	67,715	83,775
Children and Families	46,718	133,530	189,220
Criminal Justice	55,630	176,409	185,314
Education	72,875	161,834	161,834
Elections and Redistricting	52,166	197,974	214,683
Employment, Labor and Retirement	16,752	112,642	150,782
Environment, Energy and Transportation	141,985	266,307	226,307
Financial Services, Technology and Communications	107,993	212,378	186,206
Health Services	27,446	125,481	162,972
Vice President of State Policy Research	164,424	576,891	627,601
Division Totals	897,648	2,563,776	2,721,309
State Services			
Fiscal Affairs	202,825	587,161	611,087
Legislative Staff Services	278,708	732,120	701,800
Professional Staff Association Seminars	389,475	583,884	302,560
Vice President of State Services	151,013	405,971	388,252
Division Totals	1,022,021	2,309,136	2,003,699
Communications			
Digital Content	559,220	1,590,442	1,712,490
Outreach and Engagement	279,767	931,054	1,045,032
Public Affairs	157,723	442,393	436,348
Publications	56,781	113,695	109,500
Division Totals	1,053,491	3,077,584	3,303,370

**National Conference of State Legislatures
General Fund
Statement of Revenue and Expense
for the Five Months Ended November 30, 2023**

	NOV'23 YTD ACTUAL	FY2024 PROJECTED	FY2024 APPROVED
Leaders and International			
International Program	116,249	262,749	259,556
Leaders Services	177,817	450,907	434,768
Legislative Training Institute	92,042	234,239	229,118
Division Totals	386,108	947,895	923,442
Executive Management			
Office of the Chief Executive Officer	240,021	646,167	573,872
Officers and Executive Committee	72,448	325,800	325,800
Division Totals	312,469	971,967	899,672
Operations			
Building and Facilities	397,632	1,114,261	1,102,846
Information Technology	887,105	2,163,651	2,168,879
Legislative Summit	2,182,976	2,282,811	1,989,686
Meetings	285,374	911,813	1,003,661
Vice President of Operations	414,770	1,085,475	1,081,908
Division Totals	4,167,857	7,558,011	7,346,980
Finance and Accounting			
Division Totals	537,244	1,468,164	1,490,211
State - Federal Relations			
Division Totals	1,177,636	3,031,681	3,217,963
TOTAL EXPENSE	9,554,474	21,928,214	21,906,646
ALLOCATIONS			
Building and Facilities	(397,632)	(1,114,261)	(1,102,846)
Information Technology	(896,577)	(2,163,651)	(2,168,878)
TOTAL ALLOCATIONS	(1,294,209)	(3,277,912)	(3,271,724)
REVENUE OVER EXPENSE	\$ 6,501,089	\$ 1,181,627	\$ 570,487
Designated Operating Reserve Fund	(500,000)	(500,000)	(500,000)
NET SURPLUS	\$ 6,001,089	\$ 681,627	\$ 70,487

**National Conference of State Legislatures
Appropriations Schedule
FY2024**

as of December 29, 2023

State/Territory	Billed	Received	Remaining
Alabama	\$ 220,095	\$ 220,095	\$ -
Alaska	139,939	139,939	-
Arizona	259,828	259,828	-
Arkansas	182,492	182,492	-
California	650,000	-	650,000
Colorado	234,087	234,087	-
Connecticut	193,588	-	193,588
Delaware	144,722	144,722	-
District of Columbia	139,118	139,118	-
Florida	528,577	-	528,577
Georgia	326,328	326,328	-
Hawaii	153,426	153,426	-
Idaho	160,600	80,300	80,300
Illinois	365,575	365,575	-
Indiana	252,991	252,991	-
Iowa	185,836	185,836	-
Kansas	181,110	181,110	-
Kentucky	210,400	210,400	-
Louisiana	213,240	213,240	-
Maine	151,689	121,751	29,938
Maryland	241,633	241,633	-
Massachusetts	257,549	257,549	-
Michigan	314,485	314,485	-
Minnesota	232,835	232,835	-
Mississippi	181,558	181,558	-
Missouri	241,204	-	241,204
Montana	146,496	146,496	-
Nebraska	162,878	162,878	-
Nevada	184,230	184,230	-
New Hampshire	151,969	151,969	-
New Jersey	299,747	-	299,747
New Mexico	165,793	165,793	-
New York	503,602	486,380	17,222
North Carolina	321,248	321,248	-
North Dakota	140,799	-	140,799
Ohio	346,652	335,000	11,652
Oklahoma	200,201	200,201	-
Oregon	205,394	-	205,394

**National Conference of State Legislatures
 Appropriations Schedule
 FY2024**

as of December 29, 2023

State/Territory	Billed	Received	Remaining
Pennsylvania	369,124	369,124	-
Puerto Rico	187,611	187,611	-
Rhode Island	146,739	146,739	-
South Carolina	221,851	221,851	-
South Dakota	142,797	142,797	-
Tennessee	255,326	255,326	-
Texas	650,000	-	650,000
Utah	187,349	187,349	-
Vermont	138,258	138,258	-
Virgin Islands	128,526	-	128,526
Virginia	287,474	287,474	-
Washington	270,176	135,088	135,088
West Virginia	159,740	159,740	-
Wisconsin	236,328	236,328	-
Wyoming	137,007	137,007	-
American Samoa	24,463	-	24,463
Guam	26,331	-	26,331
Northern Marianas	24,372	-	24,372
Quebec	40,984	40,984	-
Total	\$ 12,826,370	\$ 9,439,169	\$ 3,387,201
<i>Percent of Total Billed</i>	100.0%	73.6%	26.4%

Investment Policy for National Conference of State Legislatures

Purpose

The purpose of the Investment Policy is to provide an understanding of the investment objectives and guidelines for the management of the Fund. The intention is to create a process with sufficient flexibility to capture investment opportunities as they may occur, yet maintain reasonable parameters to ensure prudence and care in the execution of the investment program.

Investment Responsibilities

Delegation of Responsibilities

The National Conference of State Legislatures (NCSL) Executive Committee has an oversight role regarding decisions that impact NCSL funds. The Executive Committee has delegated supervisory responsibility for the management of our institutional funds to the Chief Executive Officer and Chief Financial Officer (“Management”) with oversight from the Executive Committee’s Budget, Finance and Rules Committee. Specific responsibilities of the various bodies and individuals responsible for the management of our institutional funds are set forth below:

Executive Committee

The Executive Committee shall ensure that its fiduciary responsibilities concerning the proper management of Organization’s institutional funds are fulfilled through appropriate investment structure, management, and portfolio performance consistent with all policies and procedures. The Executive Committee shall:

- Approve investment policies and objectives that reflect investment-risk.
- Review investments of the Funds on a regular basis at Executive Committee meetings, meeting at a minimum annually with the Investment Advisor (as defined below), and, at a minimum, evaluate the performance on a three-year basis.

Responsibilities of Management

Management shall be responsible for the day-to-day administration and implementation of policies established by the NCSL Executive Committee and/or the Budget, Finance and Rules Committee concerning the management of institutional funds. Management shall also be the primary liaison between any investment consultants and/or other outside professionals that may be retained to assist in the management of such funds. Specifically, management shall:

- Oversee the operational investment activities of all institutional funds subject to policies established by the Executive Committee and/or the Budget, Finance and Rules Committee.

- Contract with any necessary outside service providers, such as: investment consultants, investment managers, banks, and/or trust companies and/or any other necessary outside professionals.
- Ensure that the service providers adhere to the terms and conditions of their contracts; have no material conflicts of interests with the interests of the Organization and its affiliates.; and, performance monitoring systems are sufficient to provide the Budget, Finance and Rules Committee with timely accurate and useful information.
- Regularly meet with any outside service providers to evaluate and assess compliance with investment guidelines, performance, outlook and investment strategies; monitor asset allocation and rebalance assets, as directed by the Budget, Finance and Rules Committee and in accordance with any asset allocation policies, among asset classes and investment styles; and, tend to all other matters deemed to be consistent with due diligence with respect to prudent management of funds.

Investment Advisor

NCSL may retain services of an independent investment Advisor (the “Advisor”) to:

- a. Review of the Investment Policy and recommended revisions at least annually, with all revisions requiring approval by the Executive Committee.
- b. Provide the Budget, Finance and Rules Committee an investment review that includes investment manager and aggregate fund performance reports, asset allocation, and a compliance report against the Investment Policy at least three times annually,
- c. Provide the Budget, Finance and Rules Committee recommendations regarding asset allocation design and adjustments on an ongoing basis, or as needed.
- d. Provide the Budget, Finance and Rules Committee aggregate performance updates as needed.
- e. Provide the Budget, Finance and Rules Committee with reasonable assistance implementing recommendations.

Investment Manager(s)

NCSL may utilize one or more investment managers (the “Investment Managers”) to manage and invest funds in accordance with the general and specific guidelines set by the Executive Committee. The Advisor will select investment managers, based on their competence, experience, past performance, and proposed compensation. The Investment Manager(s) will be reviewed on an ongoing basis and evaluated based upon the following criteria:

- a. Performance – Performance versus the policy benchmark and a relevant peer universe net of fees over a full market cycle.
- b. Investment Strategy – Adherence to the guidelines and objectives defined within their investment management agreement and/or defined investment mandate.

- c. Service – The ability to communicate and work effectively to achieve the objectives within their investment management agreement and/or defined investment mandate.

Discretionary Authority. The investment managers are expected to exercise complete investment discretion as it pertains to their specific mandate. Such discretion includes decisions to buy, hold, or sell securities in amounts and proportions reflective of each manager’s current investment strategy.

Communications. The investment manager is responsible to communicate any major changes to their investment outlook, investment strategy, asset allocation, portfolio structure, and other substantive matters affecting the assets under their management including any significant changes in the ownership, organizational structure, financial condition, or senior personnel staffing of the investment management organizations.

Changes to the Investment Policy

This Investment Policy shall be in force until modified in writing by the Executive Committee. The Executive Committee will review this Investment Policy at least annually to ensure continued appropriateness, but may revise this Investment Policy at any time the Executive Committee deems appropriate.

Objectives and Constraints

Investment Objectives

Since these funds are to exist in perpetuity, the time horizon for investments is in excess of 20 years. The objective is to achieve a long-term total return to meet inflation- adjusted, annual spending needs and portfolio growth while maintaining prudent investment management principles and the basic tenants of preservation of capital.

Investment Philosophy

Given the long-term nature of the trust assets, the strategic asset allocation has been tilted toward growth assets; anticipating that short-term volatility and liquidity risk will be outweighed by higher returns. Fixed income and low/volatility alternative strategies are used to reduce short-term volatility and provide moderate stable returns. Real assets are utilized to protect long-term purchasing power by providing inflation protection.

Time Horizon

The portfolio is intended to last into perpetuity.

Liquidity

The NCSL Executive Committee expresses within this document its need to ensure that the funds will be invested to provide liquidity for operations, projects, and capital needs as required. Bearing in mind ongoing cash flow requirements for operations, projects, and capital expenditures, an asset allocation incorporating this concept is most appropriate.

The liquidity profile of the aggregate funds should be in line with both short-term and long-term cash flow demands. The purpose of this liquidity policy is to detail how liquidity risk will be monitored, by measuring aggregate liquidity profile. Investments will be segregated into three categories:

- a. Highly Liquid (Daily). Investments are readily convertible to cash within a period of one to less than 5 business days in an orderly market.
- b. Liquid (Monthly/Quarterly). Investments that could be converted into cash within a period of 90 days or less in an orderly market.
- c. Illiquid. Investments that would take a period of greater than 365 days to convert to cash.

Acceptable levels of marketability/liquidity are frequently expressed as a function of quality, market capitalization, and location of trading of a given security. It is the Executive Committee's expectation that 65% or more of the aggregate fund will be invested in highly liquid investments, while the maximum for liquid investments is 35% of the aggregate fund.

Risk Tolerance & Diversification

The NCSL Executive Committee recognizes that risk and volatility are present with all types of investments. However, high levels of risk are to be avoided at the total fund level. It is recognized that a significant component of the aggregate portfolio will be stable over time. The portfolio should be diversified by asset class, style of manager, and sector and industry limits.

Asset Class Purpose & Constraints

The Funds shall be invested in the investment categories set forth below. Asset classes, or broad segments of the Investment Portfolio, serve varying purposes as described below:

- a. Global Equity. The purpose for the global equity investment allocation is to provide a total return that will simultaneously provide for long-term growth in principle.
- b. Fixed Income. The purpose for the fixed income investment allocation is to preserve capital, reduce the overall volatility, provide liquidity and to produce current income. High yield fixed income investments will be allowed and can occupy the lesser of no more than 20% of the fixed income portion of the portfolio.
- c. Alternatives. The purpose for the non-traditional (*hedge funds, private equity and/or credit etc.*) investment allocation is to broaden the risk return opportunities within the portfolio and provide diversification benefits to traditional equity and fixed income investments.
- d. Real Assets. Exposure to assets that are expected to generate a moderate return and outperform other assets in periods of greater than expected inflation. Investments include but are not limited to: TIPS, REITS, private real estate and commodities.
- e. Cash. The purpose of the cash allocation is to provide liquidity for short-term obligations.

Prohibited Investment for the Funds

The following types of investments are prohibited:

- a. Options;
- b. Short Selling;
- c. Unregistered or restricted stock;
- d. Futures; and
- e. Private Placements

Asset Allocation

It is expected that diversification of investments across varied asset classes and markets that are not impacted equally by economic, political, or social developments will reduce the volatility of returns over time. The inclusion or exclusion of asset classes shall be based on their expected impact on the total fund, rather than judging investments on a stand- alone basis.

The Policy Asset Allocation has been developed in the context of long-term capital market expectations, historical risk characteristics, multi-year expectations for contributions/distributions, and inflation. It is designed to achieve the desired balance in the overall portfolio structure for the investment horizon, enabling the portfolio to achieve the return objectives while avoiding undue concentration of risk. Performance and forward expectations of the various asset classes will be reviewed on an ongoing basis by the Advisor. The Advisor shall make changes to the strategic Policy Asset Allocation if warranted by material changes in the relative attractiveness of asset classes, volatility, and liquidity of investment classes.

Asset Class	Target	Allowable Range	
		Minimum	Maximum
Equities	60%	45%	70%
Fixed Income	40%	20%	50%
Alternatives	0%	0%	20%
Real Assets	0%	0%	20%
Cash Equivalents	0%	0%	10%

Portfolio Rebalancing

The Advisor shall have full discretion to manage portfolio diversification by major and sub-asset classes through the addition or elimination of individual security investments, funds, and/or managers within the guidelines outlined by the Policy Asset Allocation.

The Advisor is expected to maintain allocations within the Policy Asset Allocation and rebalancing is expected to be made in the most cost effective and efficient manner. Market movements, cash flows, performance variance and liquidity constraints may cause periodic deviations from policy asset allocations beyond the target ranges.

Asset Class Benchmarks

Asset Class	Benchmark
Domestic Equity	Russell 3000 Index
International Equity	MSCI ACWI ex. US Index
Core Fixed Income	Bloomberg Barclays Aggregate Index
Cash & Equivalents	FTSE 90 – Day Treasury Bill Index

Policy Benchmark

Performance of the aggregate investment portfolio will be measured over a full business cycle, generally (three to five years) against a policy benchmark based upon the strategic asset allocation. The policy benchmark based on the appropriate asset class benchmark above.

42%	Russell 3000 Index
18%	MSCI ACWI ex. US Index
40%	Bloomberg Barclays Aggregate Index

Fiduciary Duty

Each individual involved with managing fund assets is expected to comply with applicable laws and regulations. In addition, each individual is expected to discharge his/her investment duties in good faith, in a manner reasonably believed to be in the best interests of the fund and its constituents, and with the care an ordinarily prudent person in a like position would exercise under similar circumstances. Persons who have special skills or expertise have a duty to use those skills or that expertise in managing and investing funds.

NCSL

Asset Allocation Analysis

January 2024



Overview

Objective

- Objective of the Plan is to grow principal over time.
- The following pages provide an asset allocation study to review a variety of different asset allocations to assist in determining the appropriate risk and return profile for the Plan

Key Assumptions

- Starting Market Value: \$6,000,000
- Distributions: 0% of annual ending market value
- Contributions: \$0
- Forward-looking projections use KeyBank's proprietary capital market assumptions

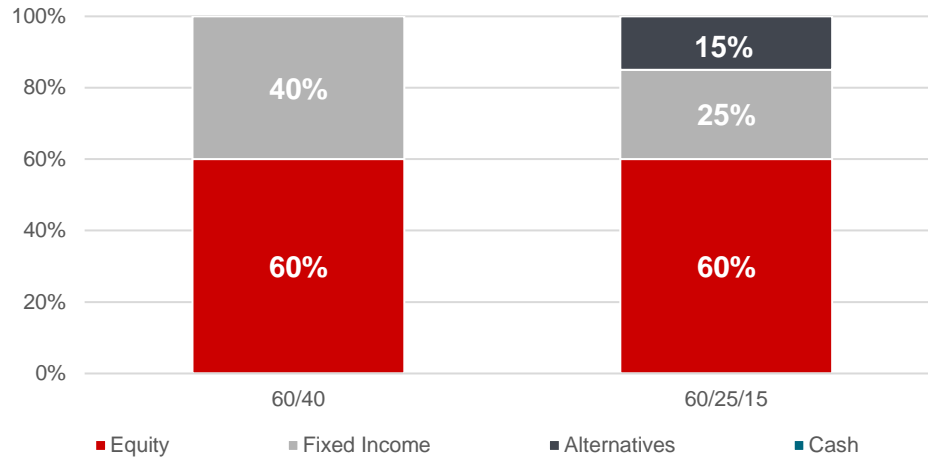
Analysis Summary

- A traditional 60% equity / 40% fixed has an expected return of 6.7% over the next 10 years.
- The portfolio has an expected range of returns from 32% to -13% in any given year in the 99th percentile.
- Shifting 15% from fixed income to alternatives will enable NCSL to increase the expected return to 7.5% for a modest increase in risk
- A portfolio with a 15% allocation to alternatives is expected to result in an additional \$600,000 in principal growth over the next 10 years.



Comparison of Asset Allocation Strategies

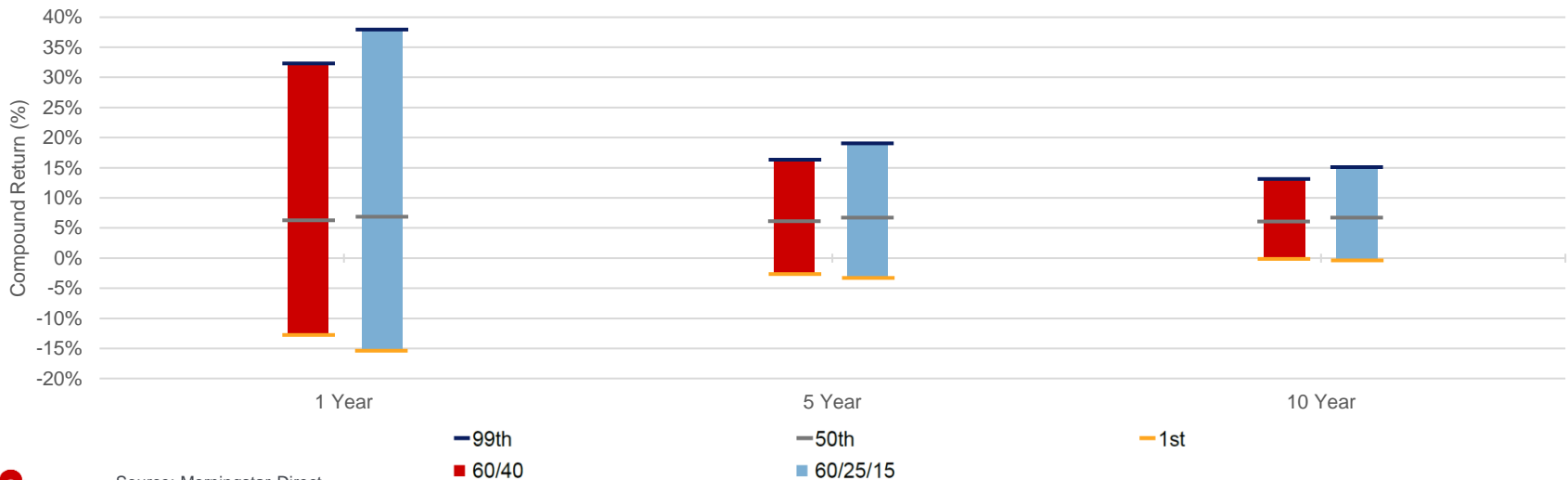
Asset Class Mixes



Projected Risk & Return Statistics

Statistic	60/40	60/25/15
Expected Return	6.7%	7.5%
Expected Volatility	9.4%	10.8%
Sharpe Ratio	0.7	0.7

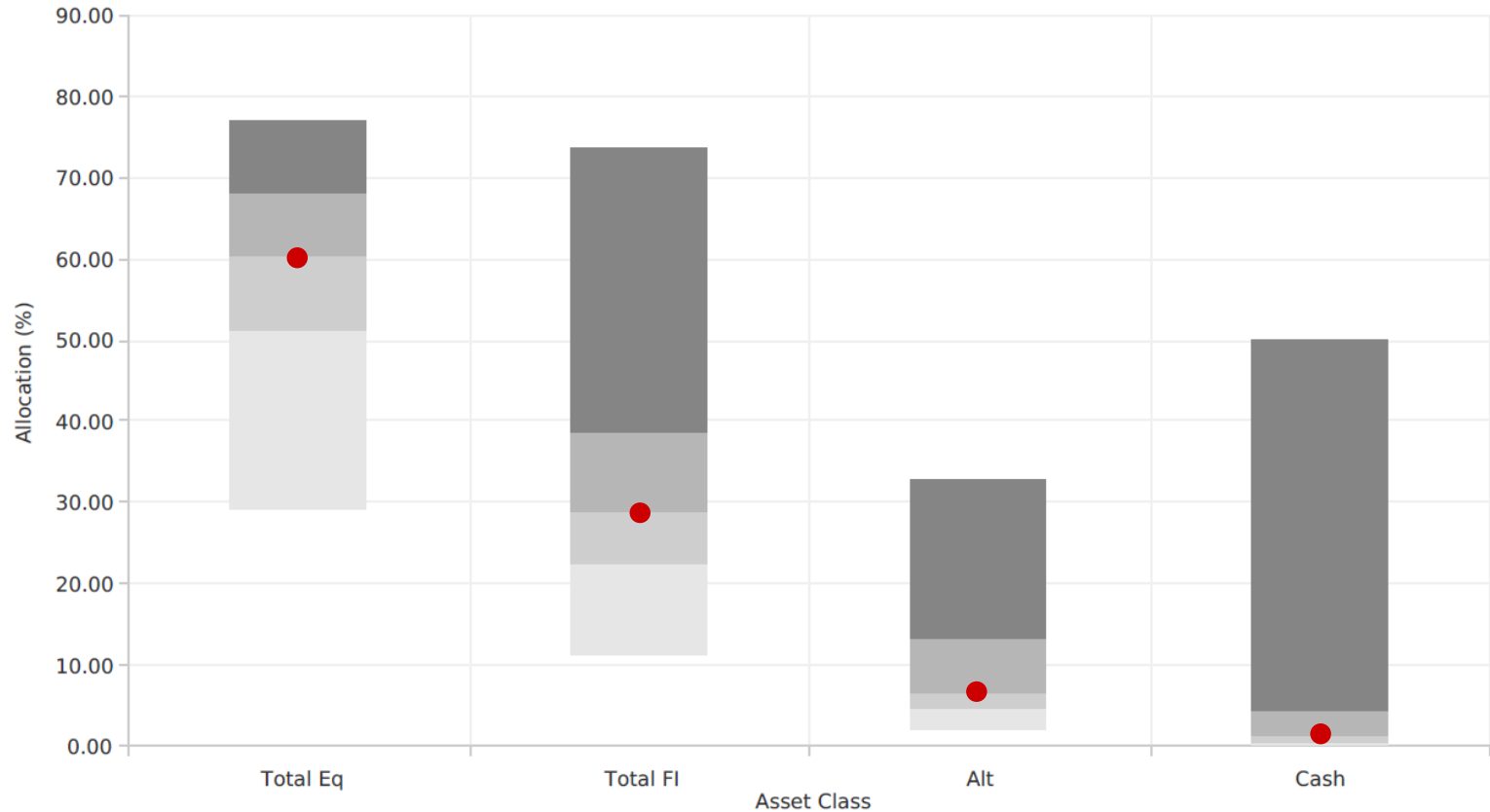
Range of Possible Returns



Source: Morningstar Direct

This material is approved for use in one-on-one presentations by authorized individuals only; not approved for public use or distribution

Asset Allocation – Peer Comparison



Name	Total Eq	Total FI	Alt	Cash
5th Percentile	76.93	73.65	32.67	49.74
25th Percentile	67.98	38.35	13.21	4.11
50th Percentile	60.23	28.68	6.33	1.24
75th Percentile	50.91	22.25	4.49	0.18
95th Percentile	29.03	11.10	1.89	0.02
Observations	474	493	275	458

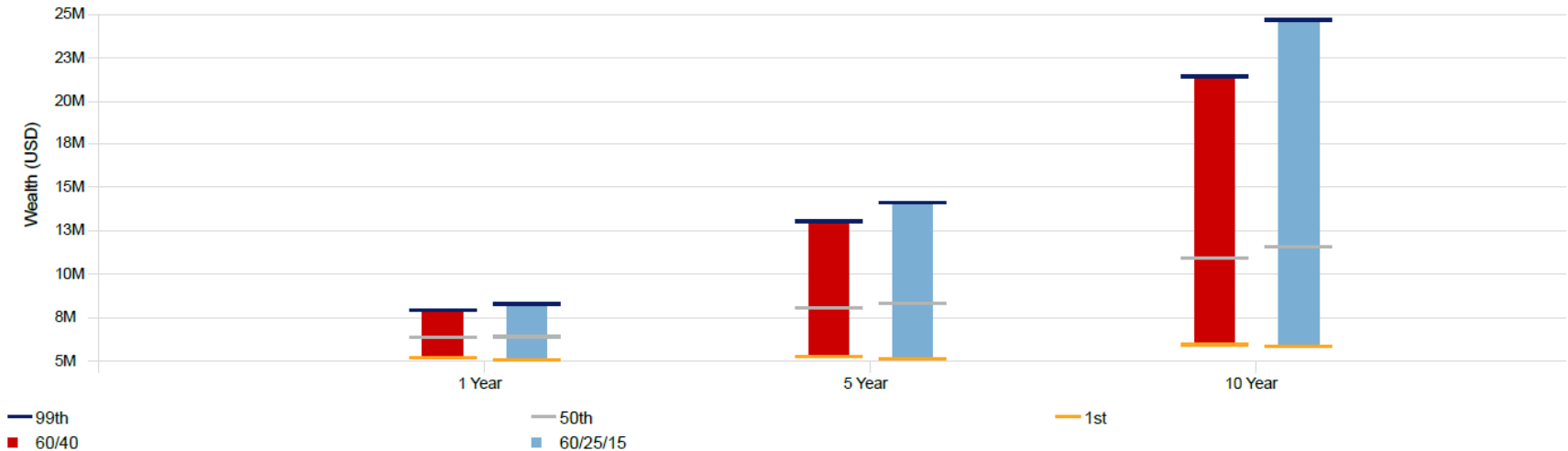


Source: Morningstar Direct

This material is approved for use in one-on-one presentations by authorized individuals only; not approved for public use or distribution

Projected Growth of \$6.0 million

Range of Projected Wealth Percentiles (\$MM)



Projected Wealth Percentiles

	Percentile		
	99th	50th	1st
60/40			
1 Year	\$ 7,977,335	\$ 6,378,316	\$ 5,234,029
5 Year	\$ 13,083,458	\$ 8,109,299	\$ 5,274,888
10 Year	\$ 21,457,088	\$ 10,955,462	\$ 5,973,581
60/25/15			
1 Year	\$ 8,308,281	\$ 6,414,432	\$ 5,087,522
5 Year	\$ 14,185,283	\$ 8,358,620	\$ 5,166,943
10 Year	\$ 24,742,103	\$ 11,640,075	\$ 5,847,987



Source: Morningstar Direct

This material is approved for use in one-on-one presentations by authorized individuals only; not approved for public use or distribution

Conclusion

- Adding alternatives to the portfolio can provide diversification which allows the Plan to achieve either a similar return with less risk or increase the expected return.
- Based on the limited need for distributions from the portfolio and long-time horizon, we recommend:
 - To include a 15% allocation alternatives and real assets, alongside traditional asset classes under the asset allocation section.
 - The flexibility to take advantage of alternative strategies that offer reduced liquidity in favor of enhanced diversification or higher expected returns.



Disclosures

Asset Mix Composition			Input Summary		
	60/40	60/25/15		Arithmetic Mean	Standard Deviation
U.S. Equities	42.00	42.00	U.S. Equities	8.00	15.37
Developed Int'l Equities	12.00	12.00	Developed Int'l Equities	7.60	16.80
Emerging Market Equities	6.00	6.00	Emerging Market Equities	10.80	21.70
Core Fixed Income	40.00	25.00	Core Fixed Income	4.50	4.00
Hedge Funds	0.00	5.00	Hedge Funds	6.70	6.90
Private Credit	0.00	10.00	Private Credit	11.10	15.00
Private Real Estate	0.00	0.00	Private Real Estate	5.60	9.50

Asset Class Correlation Matrix

Time Period: 5/1/2005 to 8/1/2017

Asset Class	1	2	3	4	5	6	7
1 U.S. Equities	1.00						
2 Developed Int'l Equities	0.88	1.00					
3 Emerging Market Equities	0.78	0.87	1.00				
4 Core Fixed Income	-0.09	0.02	0.05	1.00			
5 Hedge Funds	0.64	0.75	0.75	0.08	1.00		
6 Private Credit	0.71	0.67	0.63	-0.02	0.55	1.00	
7 Private Real Estate	0.76	0.67	0.58	0.24	0.49	0.49	1.00

■ 1.00 to 0.80
■ 0.00 to -0.20

■ 0.80 to 0.60
■ -0.20 to -0.40

■ 0.60 to 0.40
■ -0.40 to -0.60

■ 0.40 to 0.20
■ -0.60 to -0.80

■ 0.20 to 0.00
■ -0.80 to -1.00



This material is approved for use in one-on-one presentations by authorized individuals only; not approved for public use or distribution.



Key Private Bank is part of KeyBank National Association. Bank and trust products from KeyBank National Association, Member FDIC and Equal Housing Lender. Credit products are subject to credit approval. Insurance from KeyCorp Insurance Agency USA Inc. (KeyCorp Insurance Agency Inc., in CA, MA, and NY) and other affiliated agencies. Investment and insurance products are:

NOT FDIC INSURED • NOT BANK GUARANTEED • MAY LOSE VALUE • NOT A DEPOSIT • NOT INSURED BY ANY FEDERAL OR STATE GOVERNMENT AGENCY

KeyBank does not give tax or legal advice. Since laws are always subject to interpretation and possible changes, KeyBank strongly recommends that you seek the counsel of an attorney and/or other qualified tax advisor as to the specific legal and tax consequences of all planning concepts as they apply to the facts of your particular situation. © 2021 KeyCorp.

JAN. 13, 2024 | 9-10:15 A.M. | MILANO 7

1. Welcome and introductions
2. Contract and grant proposals
3. Communications and outreach report
 - a. Digital content and publishing
 - b. Public affairs
 - c. Member outreach and engagement
4. 50th anniversary planning
5. 2023 meetings report
 - a. 2023 Legislative Summit | Indianapolis
 - b. 2023 NCSL Base Camp
 - c. NCSL Forecast '24 | Austin
 - d. 2023 professional development seminars
6. 2024 Legislative Summit update

COMMITTEE ON OUTREACH AND MEMBER SERVICES

OFFICERS

Assistant Majority Leader Marcus C. Evans Jr. Illinois Chair	Sen. Ann Millner Utah Vice Chair	Sabrina Lewellen Arkansas Co-Chair	Betsy Theroux Georgia Staff Vice Chair
---	---	---	---

LEGISLATOR MEMBERS

Rep. Barbara Ballard, Kansas
 Sen. Joan Ballweg, Wisconsin
 Sen. Eric Bassler, Indiana
 Sen. Marilyn Dondero Loop, Nevada
 Rep. Deborah Ferguson, Arkansas
 Rep. Ryan Lane, New Mexico
 Rep. Debra Lekanoff, Washington
 MNA Mathieu Lemay, Quebec
 Rep. Ryan Mackenzie, Pennsylvania
 Senate President Ty Masterson, Kansas
 Rep. Sam McKenzie, Tennessee
 Rep. Billy Mitchell, Georgia
 Sen. Beth Mizell, Louisiana
 Speaker Sherman Packard, New Hampshire

Rep. Dan Saddler, Alaska
 Speaker Joe Shekarchi, Rhode Island
 Senate President Robert Stivers, Kentucky
 Speaker Ben Toma, Arizona

STAFF MEMBERS

Lonnie Edgar, Mississippi
 Aurora Hauke, Alaska
 Wendy Jackson, Wisconsin
 Eric Katz, New York
 Terri Kondeff, Idaho
 Cliff McCollum, Alabama
 Melissa Renick, Kansas
 John Snyder, Kentucky
 Erica Warren, Kentucky

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 research requests, requests for technical assistance, currently filed legislation, a federal initiative to which states must respond, priorities set by the Executive Committee, or a topic that NCSL staff foresee coming to center stage.
2. NCSL will consider topics that enhance established strengths of the organization to provide greater depth to legislators and staff as they consider increasingly complex facets of an issue.
3. Where the issue is new to the organization, staff will consider how quickly it can develop expertise to ensure sustainability should future grant funding end.
4. NCSL will focus its fundraising on topics where reliable and impartial sources of information are not readily available to legislators and staff to avoid duplication of efforts. Where credible resources exist, NCSL will serve as a broker to facilitate access to information.
5. NCSL will not accept funding from a source unless it agrees that:
 - NCSL will not advocate the funder's position on an issue (unless it is consistent with NCSL policy adopted under NCSL bylaws).
 - 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 NCSL can justify any such funding to NCSL's Executive Committee, which retains final authority to approve or reject any grant proposal, before proceeding with negotiations. In negotiating final grant conditions, NCSL and the funder must agree to the scope and timing of the proposal, project deliverables and budget.

Total potential funding for all proposals is \$14,977,986.

New Projects Requiring Executive Committee Approval

Total Potential Funding of \$8,696,883

1. Engaging States and Native American Tribes on Environmental Management	
Source:	U.S. Department of Energy
Amount:	\$3,597,667 – FUNDED at \$3,597,667
Direct/Indirect Costs:	\$3,140,114 – Direct Costs / \$457,553 – Indirect Costs (@46.65% of salaries)
Description:	Through this five-year project, NCSL and the Department of Energy will continue their longstanding partnership to engage tribal government leaders and representatives and state agency staff on topics related to the policies, programs and activities of the department’s Office of Environmental Management, including hazardous materials, water quality, environmental cleanup and remediation.
Time Period:	9.17.2023 – 9.16.2028
Submitted to EC:	1.13.2024
2. Building Bridges for Election Excellence	
Source:	Election Trust Initiative
Amount:	\$2,414,402
Direct/Indirect Costs:	\$2,305,608 – Direct Costs / \$108,795 – Indirect Costs (@10% of salaries and benefits)
Description:	This three-year project aims to forge stronger connections between state legislators and election officials by communications and outreach, support of networks of election chairs and elections staff, and organizing gatherings.
Time Period:	1.1.2024 – 12.31.2026
Submitted to EC:	1.13.2024
3. Engaging Legislators on Skills-Based Hiring and Nondegree Credentials	
Source:	Walmart
Amount:	\$762,000
Direct/Indirect Costs:	\$659,340 – Direct Costs / \$98,901 – Indirect Costs (@15% of direct costs)
Description:	Building on a previous partnership with Walmart, NCSL will help to increase policymakers’ understanding of the role nondegree credentials play in increasing opportunities for workers. The project will provide research, best practices and legislative examples to state legislators and staff through partnerships, convenings, webinars and educational resources.
Time Period:	3.1.2024 – 2.28.2026
Submitted to EC:	1.13.2024
4. Enhancing Legislative Capacity for Evidence-Informed Policymaking	
Source:	Arnold Ventures
Amount:	\$649,860
Direct/Indirect Costs:	\$548,217 – Direct Costs / \$101,643 – Indirect Costs (@20% of direct costs)

Description:	This project will enhance legislative understanding of evidence-informed policymaking and legislative capacity to increase the effectiveness of state investments. Activities would include continuing support for the Governing for Results Network, technical assistance, meeting sessions, web resources and publications.
Time Period:	4.1.2024 – 3.31.2026
Submitted to EC:	1.13.2024
5. Engaging Legislators in the Fight to End Youth Homelessness	
Source:	Raikes Foundation
Amount:	\$410,000 – FUNDED at \$410,000
Direct/Indirect Costs:	\$372,727 – Direct Costs / \$37,273 – Indirect Costs (@10% of direct costs)
Description:	This project will help state legislatures prevent youth and young adult homelessness and improve education-completion outcomes when it does occur. The project incorporates research and analysis, publications and convenings and includes support from three funders: the Annie E. Casey Foundation, the Raikes Foundation and the Youth Hope Foundation. For this report, each funder is listed separately.
Time Period:	11.1.2023 – 10.31.2025
Submitted to EC:	1.13.2024
6. Disaster Risk & Resilience Fellows Program	
Source:	Environmental Defense Fund
Amount:	\$292,954
Direct/Indirect Costs:	\$266,322 – Direct Costs / \$26,632 – Indirect Costs (@10% of direct costs)
Description:	This proposed fellows program is a yearlong commitment from select legislators and legislative staff members to strengthen their knowledge of a broad range of issues related to disaster risk and resilience. Fellows will participate in two in-person meetings and two webinar events, and NCSL will offer technical assistance in support of the fellows’ action plans.
Time Period:	1.1.2024 – 12.31.2024
Submitted to EC:	1.13.2024
7. Youth and Young Adult Policy Forum	
Source:	Annie E. Casey Foundation
Amount:	\$228,516 – FUNDED at \$125,000
Direct/Indirect Costs:	\$190,430 – Direct Costs / \$38,086 – Indirect Costs (@20% of direct costs)
Description:	This project will fund a meeting to educate legislators about significant issues affecting youth and young adults, the impact of these issues on community well-being and economic prosperity, and legislative options to address these issues. The funded amount represents an initial disbursement from the grantor. A decision on the balance of the funding request will be made by the Foundation in early 2024.
Time Period:	12.1.2023-12.30.2024
Submitted to EC:	1.13.2024
8. Development of Elections Administration Book	
Source:	U.S. Election Assistance Commission
Amount:	\$195,000 – FUNDED at \$195,000
Direct/Indirect Costs:	\$154,072 – Direct Costs / \$40,928 – Indirect Costs (@46.65% of salaries)

Description:	NCSL will publish a compendium of laws on election administration designed to increase election resources for state legislators, legislative staff, election officials and other stakeholders.
Time Period:	9.18.2023 – 9.17.2024
Submitted to EC:	1.13.2024
9. Supporting School Leaders	
Source:	Wallace Foundation
Amount:	\$150,000 – FUNDED at \$150,000
Direct/Indirect Costs:	\$125,000 – Direct Costs / \$25,000 – Indirect Costs (@20% of direct costs)
Description:	In partnership with the Wallace Foundation, NCSL will disseminate research about principal and school leadership policy with legislators and lead conversations about how it can be translated into state policy.
Time Period:	1.1.2024 – 12.31.2024
Submitted to EC:	1.13.2024
10. Women’s Legislative Network Workshop	
Source:	Hopewell Fund
Amount:	\$100,000
Direct/Indirect Costs:	\$96,900 – Direct Costs / \$3,100 – Indirect Costs (@10% of salaries)
Description:	The Women’s Legislative Network will provide a leadership development workshop for women legislators. The workshop will be held as a preconference meeting to the 2024 NCSL Legislative Summit.
Time Period:	9.1.2023 – 8.30.2024
Submitted to EC:	1.13.2024

Previously Approved Projects

Total Funding of \$3,527,956

Change in status since the last report shown in bold.

1. Supporting Evidence-Informed Workforce and Policymaking in Legislatures	
Source:	The Gordon and Betty Moore Foundation
Amount:	\$3,009,156 – SUPPLEMENTAL FUNDING OF \$227,956
Direct/Indirect Costs:	\$2,837,663 – Direct Costs / \$171,489 – Indirect Costs (@12.5% of direct costs)
Description:	This four-year project educates state legislators and legislative staff about opportunities for state-level science and technology policy fellowships, evidence-informed policymaking strategies and strengthening evidence-informed workforce capacity in state legislatures. NCSL will develop and deliver nonpartisan resources, establish a learning network, and administer and support state fellowship planning grants. Supplemental funding will allow NCSL to increase the number of state planning grants from four to five.
Time Period:	10.26.2022-12.1.2026
Submitted to EC:	1.14.2023
2. Nuclear Energy Tribal Working Group	
Source:	U.S. Department of Energy

Amount:	\$1,500,000 – FUNDED at \$1,500,000
Direct/Indirect Costs:	\$1,315,270 – Direct Costs / \$184,630 – Indirect Costs (@46.65% of salaries)
Description:	The Nuclear Energy Tribal Working Group will engage with Native American tribes by providing relevant information and research for discussions with the Department of Energy and support the department’s efforts to integrate tribal perspectives on key issues.
Time Period:	10.1.2023 – 9.30.2028
Submitted to EC:	8.13.2023
3. National Organizations of State and Local Officials (NOSLO): State Health Legislative Education	
Source:	U.S. Health Resources and Services Administration
Amount:	\$875,000 – FUNDED at \$875,000
Direct/Indirect Costs:	\$706,812 – Direct Costs / \$168,188 – Indirect Costs (@46.65% of salaries)
Description:	This project will support states in preparing for and addressing health issues to improve access to quality health care, including topics such as access to care, health workforce, rural health and Medicaid. This project will include research and technical assistance, publications and convenings for legislators and staff. Funding is reflective of the first year of a three-year program.
Time Period:	9.30.2023 – 9.29.2024
Submitted to EC:	8.13.2023
4. Nuclear Legislative Working Group	
Source:	U.S. Department of Energy
Amount:	\$750,000 – FUNDED at \$750,000
Direct/Indirect Costs:	\$687,585 – Direct Costs / \$62,415 – Indirect Costs (@46.65% of salaries)
Description:	The project’s activities will support education on state nuclear energy policy, the management of spent nuclear fuel and other related topics.
Time Period:	10.1.2023 – 9.30.2028
Submitted to EC:	8.13.2023
5. State Exchange on Employment and Disability	
Source:	Concepts Inc.
Amount:	\$216,915 – FUNDED at \$175,000
Direct/Indirect Costs:	\$138,000 - Direct Costs / \$37,000 – Indirect Costs (@46.65% of salaries)
Description:	NCSL will provide services to legislators and staff around state disability employment policy. The project is a collaboration with the U.S. Department of Labor’s Office of Disability Employment Policy’s State Exchange on Employment and Disability and the communications firm Concepts Inc..
Time Period:	8.1.2023 – 6.21.2024
Submitted to EC:	8.13.2023

Renewals

Total Potential Funding of \$2,356,208

1. Supporting Strong Elections	
Source:	U.S. Election Assistance Commission
Amount:	\$452,200 - FUNDED at \$452,200
Direct/Indirect Costs:	\$357,537 – Direct Costs / \$94,663 – Indirect Costs (@46.65% of salaries)
Description:	This award will continue the partnership between NCSL and the Election Assistance Commission for research on election topics for all 50 states, including updating and expanding information for existing resources and creating new resources on emerging issues as they pertain to voting and elections.
Time Period:	9.30.2023 – 9.29.2024
Reported to EC:	1.13.2024
2. Supporting Legislative Capacity Around Health Care Costs	
Source:	Arnold Ventures
Amount:	\$299,000
Direct/Indirect Costs:	\$249,167 – Direct Costs / \$49,833 – Indirect Costs (@20% of direct costs)
Description:	Through this project, NCSL will provide educational opportunities, written publications, web-based resources and technical assistance tailored for state legislators and legislative staff on issues related to commercial health costs.
Time Period:	3.1.2024-2.28.2026
Reported to EC:	1.13.2024
3. State Traffic Safety Legislative Education and Outreach Efforts	
Source:	U.S. National Highway Traffic Safety Administration
Amount:	\$265,323 – FUNDED at \$265,323
Direct/Indirect Costs:	\$206,903 – Direct Costs / 58,421 – Indirect Costs (@46.65% of salaries)
Description:	The purpose of this project is to aid state legislatures on traffic safety issues, including legislative tracking, research and written deliverables, webinars and in-person meetings.
Time Period:	9.30.2023 – 9.29.2024
Reported to EC:	1.13.2024
4. Preventing Child Maltreatment and Advancing Child Welfare	
Source:	Casey Family Programs
Amount:	\$262,000
Direct/Indirect Costs:	\$262,000 – Direct Costs / \$0 – Indirect Costs
Description:	NCSL will partner with Casey Family Programs to educate legislators and legislative staff about key child welfare and prevention policies and issues through legislative convenings, maintenance of the child welfare database of legislation, development of web resources and published material, technical assistance and support to fellows program alumni.
Time Period:	1.1.2024 – 12.31.2024
Reported to EC:	1.13.2024
5. Continuation of Work on Occupational Licensing	
Source:	U.S. Department of Labor

Amount:	\$200,000 – FUNDED at \$200,000
Direct/Indirect Costs:	\$158,433 – Direct Costs / \$41,567 – Indirect Costs (@46.65% of salaries)
Description:	This project builds on and maintains the resources and technical assistance from previous partnerships between NCSL and the Department of Labor. NCSL will explore ways states can increase opportunities for licensure through expanding apprenticeship programs, address current labor shortages by reducing barriers to licensed occupations, and address portability of licenses across state lines.
Time Period:	9.30.2023 – 9.30.2024
Reported to EC:	1.13.2024
6. Strengthening Legislative Capacity to Improve Health System Access and Efficiencies	
Source:	Commonwealth Fund
Amount:	\$199,030
Direct/Indirect Costs:	\$173,070 – Direct Costs / \$25,960 – Indirect Costs (@15% of direct costs)
Description:	This project will strengthen state legislators’ and legislative staffers’ knowledge and understanding of policies related to health care access, efficiency and quality.
Time Period:	1.1.2024 – 12.31.2024
Reported to EC:	1.13.2024
7. Supporting State Legislatures in Prescription Drug Policy	
Source:	Arnold Ventures
Amount:	\$183,462
Direct/Indirect Costs:	\$152,855 – Direct Costs / Indirect Costs \$30,577 (@20% of direct costs)
Description:	This project will support state legislators and legislative staff on prescription drug policy issues through education, technical assistance, legislative tracking, webinars and web resources.
Time Period:	1.1.2024 – 12.31.2024
Reported to EC:	1.13.2024
8. Supporting Legislative Staff With Disease Forecasting and Outbreak Analytics	
Source:	U.S. Centers for Disease Control and Prevention
Amount:	\$180,000 – FUNDED at \$180,000
Direct/Indirect Costs:	\$146,476 – Direct Costs / \$33,524 – Indirect Costs (@46.65% of salaries)
Description:	This project will support state legislative staff around public health emergency response and tools with the CDC’s Center for Forecasting and Outbreak Analytics. NCSL will host an educational opportunity and create publications.
Time Period:	8.1.2023 – 7.31.2024
Reported to EC:	6.3.2023
9. Building State Legislative Capacity for Value-Based Models of Health Care	
Source:	Arnold Ventures
Amount:	\$115,192
Direct/Indirect Costs:	\$95,993 – Direct Costs / \$19,199 – Indirect Costs (@20% of direct costs)
Description:	This project seeks to build state legislative knowledge and awareness of policy options related to value-based payment reforms in health care.
Time Period:	2.1.2024 – 8.31.2024
Reported to EC:	1.13.2024

10. Delivering Quality, Cost-Effective Health Care to Individuals With Complex Needs	
Source:	Arnold Ventures
Amount:	\$100,000
Direct/Indirect Costs:	\$83,334 – Direct Costs / \$16,666 – Indirect Costs (@20% of direct costs)
Description:	NCSL will continue to support state legislatures regarding policies that ensure quality and cost-effective care across the long-term care continuum, including home, community and institutional settings.
Time Period:	3.1.2024 – 2.28.2025
Reported to EC:	1.13.2024
11. Education Finance Fellowship	
Source:	Learning Policy Institute
Amount:	\$100,000 – FUNDED at \$100,000
Direct/Indirect Costs:	\$90,909 – Direct Costs / \$9,091 – Indirect Costs (@10% of direct costs)
Description:	This project continues convenings of legislators and staff serving as Education Finance Fellows. Fellows will meet with experts to better understand policy options to improve student outcomes through their education finance formulas and other means of financial support for school systems.
Time Period:	7.1.2024 – 6.30.2025
Reported to EC:	1.13.2024

Proposals under \$100,000

Total Potential Funding of \$396,940

1. Quad Caucus Planning Meeting	
Source:	Kettering Foundation
Amount:	\$65,000 – FUNDED at \$65,000
Direct/Indirect Costs:	\$59,091 – Direct Costs / \$5,909 – Indirect Costs (@10% of direct costs)
Description:	Funding will support the Quad Caucus in planning a future Kettering Foundation-supported project addressing civic engagement in communities of color.
Time Period:	9.28.2023 – 12.29.2023
Reported to EC:	1.13.2024
2. Engaging Legislators in the Fight to End Youth Homelessness	
Source:	Annie E. Casey Foundation
Amount:	\$50,000 – FUNDED at \$50,000
Direct/Indirect Costs:	\$45,455 – Direct Costs / \$4,545 – Indirect Costs (@10% of direct costs)
Description:	This proposal will help state legislatures prevent youth and young adult homelessness and improve education-completion outcomes when it does occur. The proposal incorporates research and analysis, publications and convenings and includes support from three separate funders: the Annie E. Casey Foundation, the Raikes Foundation and the Youth Hope Foundation. For this report, the requested contribution from each funder is listed separately.
Time Period:	11.1.2023 – 10.31.2025
Reported to EC:	1.13.2024

3. Engaging Legislators in the Fight to End Youth Homelessness	
Source:	Youth Hope Foundation
Amount:	\$50,000
Direct/Indirect Costs:	\$45,455 – Direct Costs / \$4,545 – Indirect Costs (@10% of direct costs)
Description:	This proposal will help state legislatures prevent youth and young adult homelessness and improve education-completion outcomes when it does occur. The proposal incorporates research and analysis, publications and convenings and includes support from three funders: the Annie E. Casey Foundation, the Raikes Foundation and the Youth Hope Foundation. For this report, each funder is listed separately.
Time Period:	11.1.2023 – 10.31.2025
Reported to EC:	1.13.2024
4. Innovative Approaches That Collaboratively Advance Retail Food Safety	
Source:	National Environmental Health Association
Amount:	\$50,000 – FUNDED at \$50,000
Direct/Indirect Costs:	\$39,096 – Direct Costs / \$10,904 – Indirect Costs (@46.65% of salaries)
Description:	This grant is a continuation of an existing collaboration between NCSL and the National Environmental Health Association on projects under the Collaborative National Food Code Adoption Strategy, which includes the Food Code Adoption Projects, the Food Code Adoption Toolkit, the Food Code Adoption Map and promotion of the products resulting from these projects.
Time Period:	11.1.2023 – 7.31.2024
Reported to EC:	1.13.2024
5. The Landscape Project	
Source:	The Colorado Trust
Amount:	\$50,000 – FUNDED at \$50,000
Direct/Indirect Costs:	\$45,455 – Direct Costs / \$4,545 – Indirect Costs (@10% of direct costs)
Description:	Through this project, the NCSL Health Program will provide education- and information-sharing opportunities for state legislators and legislative staff on various health policy topics, including health care access, costs and coverage, population health, maternal and child health, social drivers of health and health disparities.
Time Period:	11.1.2023 – 10.31.2024
Reported to EC:	1.13.2024
6. Disability Employment for Women	
Source:	Concepts Inc.
Amount:	\$40,000 – FUNDED at \$40,000
Direct/Indirect Costs:	\$33,889 – Direct Costs / \$6,111 – Indirect Costs (@46.65% of salaries)
Description:	This project will provide educational opportunities to members of the Women’s Legislative Network around disability employment for women.
Time Period:	8.1.2023 – 6.21.2024
Reported to EC:	1.13.2024
7. Providing Education and Information About Cardiovascular Health	
Source:	Amgen
Amount:	\$25,000 – FUNDED at \$25,000

Direct/Indirect Costs:	\$22,727 – Direct Costs / \$2,273 – Indirect Costs (@10% of direct costs)
Description:	NCSL will support state legislators and legislative staff with education and information regarding advances in cardiovascular health treatment and prevention.
Time Period:	1.1.2024 – 12.31.2024
Reported to EC:	1.13.2024
8. Improving Environmental Health Capacity of State Legislators and Legislative Staff	
Source:	U.S. Centers for Disease Control and Prevention
Amount:	\$22,000 – FUNDED at \$22,000
Direct/Indirect Costs:	\$16,848 – Direct Costs / \$5,152 – Indirect Costs (@46.65% of salaries)
Description:	This project enhances the knowledge base of state legislatures as they consider policies related to environmental health through tracking state legislation, creating written educational materials, and virtual presentations.
Time Period:	10.2.2023 – 7.31.2024
Reported to EC:	1.13.2024
9. State Emergency Medical Services Legislative Education and Outreach Efforts	
Source:	U.S. National Highway Traffic Safety Administration
Amount:	\$19,940 – FUNDED at \$19,940
Direct/Indirect Costs:	\$15,363 – Direct Costs / \$4,574 – Indirect Costs (@46.65% of salaries)
Description:	This project supports the maintenance of a database of legislative activity for emergency medical services, as well as research requests from legislators and staff.
Time Period:	9.30.2023 – 9.29.2024
Reported to EC:	1.13.2024
10. High Concentration THC Policy Scan and Research	
Source:	Colorado School of Public Health
Amount:	\$15,000 – FUNDED at \$15,000
Direct/Indirect Costs:	\$13,636 – Direct Costs / \$1,364 – Indirect Costs (@10% of direct costs)
Description:	NCSL will conduct a five-year retroactive policy scan of introduced and enacted state cannabis legislation related to high delta-9 THC issues, including concentrated or high-THC products, taxation, purchase limits and other pertinent categories as identified in conjunction with the Colorado School of Public Health.
Time Period:	9.29.2023 – 11.30.2023
Reported to EC:	1.13.2024
11. National Caucus of Native American State Legislatures Project on Disability Employment Policy	
Source:	Concepts Inc.
Amount:	\$10,000 – FUNDED at \$10,000
Direct/Indirect Costs:	\$7,901 – Direct Costs / \$2,099 – Indirect Costs (@46.65% of salaries)
Description:	The National Caucus of Native American State Legislatures will provide services around state disability employment policy. The project is a collaboration with the U.S. Department of Labor’s Office of Disability Employment Policy’s State Exchange on Employment and Disability and the communications firm Concepts Inc.
Time Period:	11.1.2023 – 6.21.2024
Reported to EC:	1.13.2024

The following report presents a comprehensive overview of NCSL's strategic communications efforts from Jan. 1 to Dec. 11, 2023. Key achievements within this period are underscored by a series of successful initiatives that have significantly advanced NCSL's visibility and engagement. Highlights include:

- **Website launch:** The introduction of a newly designed website, enhancing user experience and accessibility.
- **Event marketing and promotion:** Effective marketing strategies and successful promotion and coverage of the 2023 Legislative Summit, as well as the NCSL Base Camp and Forecast '24 meetings.
- **Social media and press engagement:** Continued growth in NCSL's social media presence and an increase in press mentions, reflecting a wider reach and influence.
- **Membership outreach:** Implementation of innovative campaigns to engage new members.
- **Leadership update:** The August appointment of Bryan Thomas as the new chief communications officer marked a notable addition to NCSL's executive team.

Digital Content and Publishing

NCSL successfully launched a complete overhaul of its website in January that led to enhanced functionality, streamlined navigation, new standardized templates and a modernized technical infrastructure that will ensure easier maintenance and updates. NCSL also implemented a cloud-based media management platform for more effective delivery, optimization and storage of digital assets, as well as a web governance platform to improve SEO performance and ADA compliance.

2023 DIGITAL CONTENT AND PUBLISHING HIGHLIGHTS

State Legislatures magazine: The annual Indianapolis Summit edition featured content that covered both the meeting and policy issues, as well as an interactive 50-state fun facts quiz. The innovative foldout cover illustration was recreated as a poster and offered free as a keepsake for Summit attendees.

Design updates: A refreshed color palette was launched to coincide with the website revamp, unifying the visual identity of NCSL. Additionally, the recruitment of a new graphic designer in August allowed for the discontinuation of external vendor services for report design, enhancing NCSL's capacity for rapid, in-house production. And creative Legislative Summit branding and promotions, including the design and packaging of a mini race car and a striking 90-foot pedestrian bridge wrap, contributed to the success of the Summit's visual impact.

NCSL Today e-newsletter: Some 245 editions of NCSL Today were published, with an average open rate of 5,000, reach of 1.2 million, and average click rate of 1,600 per issue, demonstrating the e-newsletter's value as a key informational resource for members.

2023 NCSL.ORG HIGHLIGHTS

- Total visits: 6,051,065
- Total pageviews: 10,324,291
- Existing webpages rebuilt for new site: More than 2,000.
- New webpages published: 240.
- State Legislatures News articles produced: 274.

Top 10 Most Visited Pages:	Top 10 State Legislatures News Articles:	Top 10 Organic Google Search Queries:
<ol style="list-style-type: none"> 1. Debating the Electoral College 2. NCSL Homepage 3. Felon Voting Rights 4. Tips for Making Effective PowerPoint Presentations 5. States Offering Drivers Licenses to Immigrants 6. State Medical Cannabis Laws 7. Voter ID 8. Self-Defense and Stand-Your-Ground 9. States with Religious and Philosophical Exemptions from School Immunizations 10. Common Law Marriage by State 	<ol style="list-style-type: none"> 1. Sorry, Time-Switch Foes, Twice-a-Year Clock Changing Endures Into 2023 2. Debating the Electoral College 3. Supreme Court Strikes Down Student Loan 4. Odd-Year Election Goes Well for Democrats, but GOP Still Runs More Chambers 5. The Debt Ceiling and the 14th Amendment: The Jury Is Still Out 6. What the Electoral Count Reform Act Means for States 7. Donor Human Milk: More Valuable Than Gold? 8. Supreme Court to Reexamine Use of Civil Asset Forfeiture 9. Analysis Possible Consequences of US Government Debt Default 10. What’s So Important About 1619 Anyway? 	<ol style="list-style-type: none"> 1. NCSL 2. Common Law Marriage 3. When Do 2024 Presidential Primaries Start 4. Can Felons Vote 5. 2024 Primary Schedule 6. When Is the Next Presidential Primary Election 7. National Conference of State Legislatures 8. When Is the Republican Primary 9. Stand Your Ground Law 10. Daylight Savings 2023

Public Affairs

Throughout 2023, NCSL solidified the organization's reputation as a go-to source for expert commentary on legislative matters. On a daily basis, the team managed upwards of 40 media inquiries, shedding light on a diverse range of policy issues and legislative developments.

During the reporting period, NCSL was cited more than 32,000 times across various media outlets, in coverage of critical topics such as technology, elections, redistricting, criminal justice, health care and federal funding.

2023 PUBLIC AFFAIRS HIGHLIGHTS

Video booth initiative: In collaboration with America's Public Television Stations, NCSL facilitated 61 interviews with legislators at the Legislative Summit. The content was widely disseminated through social media, legislative websites and constituent newsletters.

Press briefing: A notable media briefing at the Forecast '24 meeting in Austin, Texas, featured CEO Tim Storey discussing top policy issues for legislatures in the coming year and attracted more than 80 reporters, generating numerous news stories.

New partnership: NCSL announced a new partnership at Forecast with the civic engagement platform A Starting Point, co-founded by Chris Evans, Mark Kassen and Joe Kiani. The "State of Play" series, debuting in January 2024, will showcase state legislators discussing critical policy topics in video format, reaching a broad and engaged audience, and is poised to further elevate NCSL's profile.

PODCASTS

NCSL's diverse array of podcasts continues to boast a dedicated audience, with a potential listenership of more than 1,700 per episode. A closer look:

"Our American States": More than 40 episodes were produced during the reporting period, with a focus on bipartisan conversations on pressing public policy topics. Guests featured a mix of legislators, legislative staff, government officials and policy experts, while episodes covered a wide range of issues, including legislative staff coaching, ethics in governance, the future of emergency services, defending the energy system from cyberattacks and more.

"Across the Aisle": This monthly celebration of state-level bipartisanship launched in November 2022. Episodes this year included topics such as election reform in Kentucky, wolf reintroduction in Colorado and a meeting of minds in Alabama. The inaugural podcast won a prestigious Clarion Award from the national Association for Women in Communications, underscoring its powerful storytelling.

“Legislatures: The Inside Storey”: The monthly podcast from NCSL CEO Tim Storey exploring leadership and ideas has concluded after 24 episodes. In 2024, look for new podcasts commemorating NCSL’s 50th anniversary.

SOCIAL MEDIA

In the reporting period, NCSL’s social media presence saw significant growth, with a net increase of 6,176 followers across all platforms, bringing the total number of followers to 62,744. LinkedIn led the growth with 3,616 new followers, while Facebook gained 1,375 new followers, Instagram added 676 new followers, and X/Twitter increased by 509 new followers. More highlights:

Total impressions: Content was displayed 2,487,791 times across platforms. X/Twitter contributed the most with 1.3 million impressions (52%), Instagram followed with more than 663,000 impressions (27%), LinkedIn generated over 370,000 impressions (15%) and Facebook accounted for over 157,000 impressions (6%).

Total engagement: NCSL’s content received 64,793 interactions. Facebook led with 21,928 engagements (34% of the total), and LinkedIn closely followed with 20,877 engagements (32%).

Video content: Videos across all platforms were viewed 77,659 times. LinkedIn was the leading platform with nearly 30,000 views (39%), and Instagram generated 23,568 views (30%). There were also approximately 34,000 clicks on links from NCSL posts.

Summit social media walls: NCSL debuted engaging social media walls at the Legislative Summit, showcasing a live feed of attendees’ real-time posts.

NCSL Town Halls: Thirteen Town Hall video interviews were produced and streamed on Facebook, garnering 15,069 views. Topics ranged from civic learning and a Farm Bill primer to legislative approaches to AI technology and analysis of the 2023 state elections.

VIDEO BOOTH

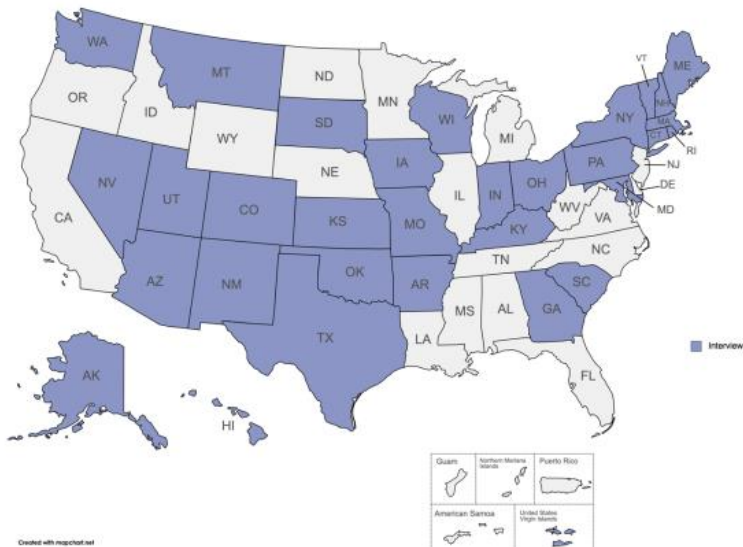
At the 2023 NCSL Legislative Summit, NCSL entered into a partnership with America’s Public Television Stations (APTS) to offer interview opportunities for attendees. These interviews were conducted by the Indiana Public Broadcasting Stations and The Ohio Channel.

Nearly all interviews were conducted, edited, and packaged for the legislators in less than 48 hours. This allowed for legislators to use the interviews in a timely manner. The interviews were all unique, but generally covered the interviewees’ reason for attending the Summit, what they hoped to get out of the Summit, and their legislative priorities and agenda.

Data points:

- 56 interviews with legislators
- 5 interviews with NCSL staff and legislators
- Of the 56 legislators interviewed, the legislators represented 30 states and 1 territory.
- The 61 total interviews created nearly 7.5 hours of content that was shared across social media platforms, on legislature and legislator websites, and in constituent newsletters.

Map of where interviews were used by state legislative members:



Member Outreach and Engagement

NCSL successfully engaged with 10,917 legislators and legislative staff through 283 virtual and in-state training, policy assistance or relationship-building meetings in 2023. Additionally, NCSL staff completed 2,344 research requests, demonstrating the organization's commitment to supporting member needs.

Welcoming New Legislators: NCSL crafted a robust welcome strategy for the 130-plus legislators elected in 2023 across Louisiana, Mississippi, New Jersey and Virginia. Plans are in place to enhance this strategy for the 2024 elections. The initial email of the welcome campaign achieved a remarkable 95% open rate. Other outreach highlights included:

- A new webpage was created specifically for new legislators, featuring state-specific messages and resources.
- NCSL state liaisons and in-state coordinators welcomed new legislators. Activities by these two groups will continue throughout 2024.
- In mid-January 2024, new legislators will receive a special welcome kit including the NCSL 2024 calendar, NCSL's "A Legislator's Guide to Parliamentary Procedure," other introductory information, and a personalized note from their NCSL state liaisons.

State Liaison Program: NCSL's state liaisons are at the forefront of fostering strong connections with legislators and legislative staff. Their dedicated efforts in the past year have been instrumental in enhancing communication and collaboration between NCSL and its members. Of note:

- Since the 2022 elections, state liaisons have visited all 50 states and territories, engaging with more than 3,000 legislators and legislative staff.
- Throughout 2023, liaisons maintained regular contact with their assigned states, highlighting NCSL events, policy resources and training opportunities.
- Liaisons hosted a meet-and-greet event during the Legislative Summit, allowing for direct interaction with attendees.
- Proactive outreach by state liaisons contributed significantly to the record-breaking attendance at the 2023 NCSL Base Camp.

The National Conference of State Legislatures first convened in 1975 when three organizations merged to form the powerhouse that today is NCSL. The organization’s 50th anniversary is an opportunity to not only reflect on the extraordinary historic work of legislatures, but to tell the story of the critical role that the first branch continues to play in fulfilling the great American experiment.

Through its 50th anniversary, NCSL will tell the story of how state legislatures drive representative democracy, civility and innovation, and how NCSL is the indispensable partner in achieving all three.

Approach

As Staff Chair Sabrina Lewellen has said, you only get to celebrate your Golden Anniversary once, so you have to do it right.

An anniversary should be at least as much about looking to the future as it is about celebrating the past. That’s especially true at NCSL, where the challenge is not only proving the organization’s relevance over the last 50 years, but demonstrating that its work is indispensable in the next 50. NCSL will formally launch its anniversary activities at the 2024 Legislative Summit in Louisville, Ky., and culminate at the 2025 Legislative Summit in Boston. While a year-long celebration, NCSL will punctuate with several marquee moments to rally around.

Mission Statement

NCSL celebrates 50 years of bipartisanship and empowering the legislative institution. The conference commits to marking the milestone through a series of special events, sharing the stories of members and commemorating a half-century of strengthening and supporting representative democracy.

Vision Statement

Celebrating the first half-century of dedicated service to our nation’s legislative institution.

Goals

Engage Members	Engage the Public
<ul style="list-style-type: none"> → Demonstrate to members how and why NCSL is indispensable as a partner in promoting representative democracy, civility and innovation. → Increase membership engagement, including through a) greater participation of current members; b) activation of previously inactive members; and c) initiation of newly elected/hired members. 	<ul style="list-style-type: none"> → Educate the public on the indispensable nature of strong, independent and bipartisan state legislatures. → Showcase members on a national stage.
Engage NCSL Staff	Grow Support
<ul style="list-style-type: none"> → Enhance NCSL staff engagement with its mission and members. 	<ul style="list-style-type: none"> → Attract new supporters to the NCSL Foundation. → Ladder up the support of existing Foundation sponsors.

Core Messages

For 50 years, NCSL has served to advance the effectiveness, independence and integrity of legislatures, while advocating at the national level in support of state interests.

As we celebrate 50 years of service, we recommit ourselves to helping state legislatures strengthen representative democracy, model civility and embrace innovation.

<p>State legislatures are models for <u>representative democracy</u>.</p>	<p>State legislatures are models of <u>civility</u>.</p>	<p>State legislatures are hotbeds of <u>innovation</u>.</p>
<ul style="list-style-type: none"> → At a time when democracies around the world are under threat, American state legislatures are the beacon on the hill showing that the great experiment of representative democracy is prospering. → State legislatures show that policymaking that comes through robust debate of the representatives of the people is most responsive to the people’s interests. → Legislative staff provide professional counsel, nonpartisan guidance and institutional knowledge, and are vital to ensuring the persistence of democratic ideals. 	<ul style="list-style-type: none"> → State legislators know how to disagree without being disagreeable. Legislatures are the proof that partisan politics doesn’t have to be synonymous with gridlock. → Legislatures are where people from very different backgrounds, representing very different communities, can come together and find common ground. → Now, more than ever, we need a room where the left and right come together. NCSL is that room. 	<ul style="list-style-type: none"> → State legislatures are America’s laboratories of democracy. Legislatures have continually shown that they are the bodies to tackle emerging challenges. → Throughout the last 50 years, legislatures have identified innovative solutions to novel problems. → State legislatures punch above their weight class. → Today, legislatures are wrestling with the most complex new issues— from AI, to self-driving cars to a changing economy—and testing innovative solutions.

Strategic Approach

NCSL is building a robust strategy encompassing all parts of its operation—from public affairs, to web and content, to outreach, to meetings, and more—to execute its 50th anniversary strategy in a way that reinforces the organization’s core goals.

A generous Foundation grant is being used to support a number of 50th planning activities, including:

- The planned hiring of a 50th anniversary coordinator (January 2024 to December 2025).
- Survey and focus group of members.
- Purchase of NCSL 50th anniversary memorabilia for members and supporters.

2023 Legislative Summit

NCSL's Legislative Summit took place Aug. 14-17 in Indianapolis. Highlights include Peyton Manning, Cedric King, Sarita Maybin, Al Unser Jr., Jen Welter, Mina Starsiak Hawk, with an amazing opening reception at Lucas Oil Stadium and a spectacular closing event at the TCU Amphitheater featuring a performance by two-time Grammy nominee Midland.

- 5,077 total attendees
 - 722 legislators
 - 865 legislative staff
- All states and territories represented
- 17 countries represented
- 226 companies exhibited

Net Promoter Score

The 2023 Legislative Summit's overall Net Promoter Score was 44, which is similar to Denver (45) and above both Tampa (41) and Nashville (38). The Net Promoter Score measures loyalty of customers to an event as a brand. Any score over zero indicates an event has more "promoters" than "detractors." A score over 20 is considered "favorable," and a score above 50 is considered "excellent."

General Highlights

85% indicated they will attend a future Summit.

When asked to rank factors in their decisions to attend the Summit, attendees' top three responses were:

- 41% Sessions/program content
- 37% Involvement with committees
- 32% Networking

When asked what resulted from attending the Summit, attendees' top three responses were:

1. 77% Using skills or techniques learned at professional development sessions.
2. 68% Adding new professional contacts to their network.
3. 55% Discovering new ideas from other states' experiences.

General Session Speakers

When asked which general session speakers positively impacted their overall experience, attendees' responses were:

- 64% Peyton Manning
- 52% Cedric King
- 50% Sarita Maybin
- 23% Nancy Giordano

Voting With Their Feet

Attendance totals for sessions with more than 200 attendees.

Session/Event Name	Start Date/Time	Attendance
Legislative Staff Lunch	8/16/2023 11 a.m.-Noon	469
Deconstructing the National Housing Dilemma	8/14/2023 1:30-2:30 p.m.	412
New Strategies for an Evolving Workforce	8/14/2023 10:30-11:45 a.m.	302
Leading and Managing: Strategies for Legislative Staff	8/14/2023 10:30-11:45 a.m.	255
Republican Breakfast	8/16/2023 8-9:15 a.m.	254
Artificial Intelligence: Are We Ready?	8/15/2023 10:30-11:45 a.m.	251
Protecting Kids on Social Media	8/14/2023 10:30-11:45 a.m.	247
Legislative Staff Breakfast	8/16/2023 8-9:15 a.m.	244
HHS Committee Lunch: Are the Kids All Right	8/14/2023 Noon-1:15 p.m.	221
New Attendee Orientation	8/14/2023 8-10 a.m.	214
Land Grab: The Latest on Foreign Ownership of U.S. Land	8/14/2023 2:45-3:45 p.m.	213
Election Perspectives From Across the Spectrum	8/14/2023 10:30-11:45 a.m.	210
The State of State Budgets	8/14/2023 1:30-2:30 p.m.	210
Electric Evolution: Power Changes and Challenges	8/14/2023 Noon-1:15 p.m.	205

Attendee Comments

“Liked speakers and variety of topics covered.”

“General tone of professionalism, friendliness and focus on the issues at hand among attendees.”

“Excellent facilities and location. Many sessions to choose from. Well managed.”

“Great venue. Many opportunities to network, good array of meetings.”

“Well-run event! Great content and speakers.”

“I most enjoyed the ‘Victory of Defeat’ lecture, and the ability to network with so many enthusiastic people.”

“The evening events (Lucas Oil and concert) were excellent and significantly exceeded expectations.”

“I loved the content, and that some of the sessions are livestreamed. The location was great; it was very spacious.”

“I liked that sessions that covered similar topics were offered multiple times, so if I couldn't attend one, I had the chance to attend another.”

NCSL Base Camp

Base Camp 2023, a next-level learning experience providing professional development specific to the legislature and unique opportunities to hear from national policy experts, was held Nov. 7-8, 2023. Event highlights included sessions on civility, time management, strategies to cope with uncertainty and change, a rapid-fire federal update, and the hottest election law trends.

- 1,233 total attendees
- 30 sessions
- All states and two territories (Puerto Rico and the Virgin Islands) attended

NCSL Forecast '24

Forecast '24, a three-day day event designed for legislators and legislative staff to explore four of the most challenging policy issues in depth: health, fiscal, technology and workforce. Held in Austin, Texas, the dynamic meeting featured industry-leading experts, thought-provoking discussions and interactive sessions. The meeting attracted 490 attendees from all states, four territories (American Samoa, Northern Mariana Islands, Puerto Rico and the Virgin Islands) and five countries.

Webinars

During this reporting period, NCSL conducted 35 webinars attended by 1,900 participants. Webinars included: “Young and New Professionals Training,” “Tips on Using ACS Data for Public Policy Work,” “Medicaid Unwinding” and “Ensuring Accuracy in Post-Election Audits.”

Additional In-Person Meetings

During this reporting period, NCSL managed an additional 120-plus in-person meetings attended by over 7,000 participants. Meetings included: NCSL Fiscal Institute Symposium, Jobs Summit 2023 and task force meetings.

2023 Staff Association PDS Meetings

NCSL's nine professional staff associations held seven professional development seminars during the fall of 2023, with two of the meetings held jointly. One group, NALFO, also hosted a preconference training session that had funding from the NCSL Foundation to provide reduced tuition rates. This was the first post-COVID year in which all of the associations held individual or joint meetings.

2023 NALIT Professional Development Seminar – Oct. 2-6 – Austin, Texas

187 participants (including Ghana, Navajo Nation), 20 sponsors, five NCSL staff.

- Overall feeling: 77% of respondents rated the meeting very successful
- Rating of how the session content would apply to their work or career going forward: 4.19.

2023 RELACS and LRL Professional Development Seminar – Sept. 22-28 – Minneapolis

214 participants from 38 states and territories (including Washington, D.C., and the Virgin Islands), six sponsors, six NCSL staff.

- Overall rating: 4.48
- Likelihood of recommending to a colleague: 4.5

2023 ASLCS Professional Development Seminar – Sept. 24-29, 2023 – Eugene, Ore.

260 participants from 34 states, Washington, D.C., Puerto Rico, the Virgin Islands, Canada and Palau. Nine NCSL staff, including three speakers.

- Overall rating: 4.6
- Rating of how the session content would apply to their work or career going forward: 4.2

2023 NLSSA Annual Training Conference – Sept. 24-29, 2023 – Charleston, S.C.

124 participants (including Kenya and Ghana), 26 sponsors, four NCSL staff.

- Overall rating: 4.63
- Likelihood of recommending to a colleague: 4.53

2023 NLPES Professional Development Seminar – Oct. 31-Nov. 2 – Santa Fe, N.M.

135 participants, three NCSL staff.

- Overall rating: 4.41
- Likelihood of recommending to a colleague: 4.5

2023 LSPA/LINCS Professional Development Seminar – Oct. 2-4 – Washington, D.C.

86 participants, four NCSL staff.

- Overall rating: 4.43
- Likelihood of recommending to a colleague: 4.52

2023 NALFO Workshop Pre-Con – Sept 26-29 – Minneapolis

53 people took part in the preconference meeting with 112 attending the actual PDS, 4 NCSL staff

- Overall ratings were 4's and 5's for both meetings
- Value of networking with colleagues rated very high by participants

2024 Proposed Louisville Schedule

SUNDAY Aug. 4	MONDAY Aug. 5	TUESDAY Aug. 6	WEDNESDAY Aug. 7	THURSDAY Aug. 8
Exhibit Hall Set-up 8:00 a.m. - 5:00 p.m. Pre-Conferences NCSL Task Forces 8:00 a.m. - 11:30 p.m. Legislative Staff Coordinating Committee 11:45 a.m. - 1:15 p.m. Foundation Meeting Lunch 1:30 p.m. - 3:45 p.m. Executive Committee Subcommittee Meetings 4:00 p.m. - 5:30 p.m. Full Executive Committee 4:30 p.m. - 6:00 p.m. New Attendee Orientation 6:00 p.m. - 7:30 p.m. President Elect's Reception	Exhibit Hall Set-up 8am-5pm 9:00 a.m. - 10:00 a.m. Opening General Session 10:15 a.m. - 11:45 a.m. Sessions 12:00 p.m. - 1:15 p.m. Committee Lunches 1:30 p.m. - 3:45 p.m. Sessions 4:00 p.m. - 5:00 p.m. Sessions Legislative Staff University 5:30 p.m. - 7:00 p.m. Opening Reception Performing Arts Center	Exhibit Hall 10 a.m.- 4 p.m. 9:00 a.m. - 10:15 a.m. General Session 10:30 a.m. - 11:45 a.m. Grand Opening of Exhibit Hall 11:45 a.m. - 1:00 p.m. Exhibit Hall Lunch Salute to Legislative Staff Lunch 1:15 p.m. - 3:45 p.m. Sessions 4:00 p.m. - 5:00 p.m. General Session 5:00 p.m. - 6:00 p.m. Ancillary Groups 5:30 p.m. - 7:00 p.m. President's Reception Sluggers Museum	Exhibit Hall 10 a.m. - 3 p.m. 8:00 a.m. - 9:00 a.m. Party Breakfasts Legislative Staff Breakfast Foundation Lounge Ancillary Groups 9:15 a.m. - 10:30 a.m. Business Meeting 10:45 a.m. - 12:00 p.m. Sessions 12:15 p.m. - 1:15 p.m. Exhibit Hall Lunch 1:30 p.m. - 2:45 p.m. Sessions 3:00 p.m. - 4:30 p.m. General Session 6:30 p.m. - 9:00 p.m. Social Event Churchill Downs	8:00 a.m. - 5:00 p.m. Post-Conferences

JAN. 13, 2024 | 10:30-11:45 A.M. | MILANO 6

1. Welcome and introductions
2. New standing committee structure – recommendation on referral of existing policies
3. Review state-federal priorities and major state issues
4. State-federal update

SUBCOMMITTEE ON STATE/FEDERAL POLICY

OFFICERS

Rep. Jon Eubanks	Sen. Bob Duff	Rich Olsen	John Snyder
Arkansas	Connecticut	West Virginia	Kentucky
Co-Chair	Co-Chair	Staff Chair	Staff Vice Chair

LEGISLATOR MEMBERS

Rep. Tyler August, Wisconsin
 Rep. Barbara Ballard, Kansas
 Sen. Cristina Castro, Illinois
 Rep. Marcus Evans, Illinois
 Rep. Deborah Ferguson, Arkansas
 Sen. Wayne Harper, Utah
 Sen. W. Briggs Hopson, Mississippi
 Rep. Julia Howard, North Carolina
 Senate President Matt Huffman, Ohio
 Rep. Ryan Mackenzie, Pennsylvania
 Senate President Ty Masterson, Kansas
 Assemblymember John McDonald, New York
 Rep. Billy Mitchell, Georgia

Representative Dan Saddler, Alaska
 Speaker Ben Toma, Arizona
 Sen. Whitney Westerfield, Kentucky
 Speaker Robin Vos, Wisconsin

STAFF MEMBERS

Aurora Hauke, Alaska
 Doug Himes, Tennessee
 Eric Katz, New York
 Terri Kondeff, Idaho
 Cliff McCollum, Alabama
 Anne Sappenfield, Wisconsin
 Will Tracy, Arkansas
 Erica Warren, Kentucky

To: NCSL Executive Committee
From: Molly Ramsdell, Vice President, State-Federal Relations
Date: Jan. 13, 2024
Subject: Update on State-Federal Activities Since the 2023 Legislative Summit

Statements for the Record

NCSL submitted statements for the record for several congressional hearings. Among them:

- An overview of state trends regarding scope of practice was submitted at the request of the House Committee on Veterans' Affairs Subcommittee on Health. The subcommittee was holding an oversight [hearing](#) on the Department of Veterans Affairs' efforts to develop national standards of practice for 51 categories of health professionals.
- An overview of state actions regarding apprenticeships for a House Committee on Oversight and Accountability hearing titled "The Power of Apprenticeships: Faster, Better Paths to Prosperous Jobs and Less Waste in Higher Education."
- Comments regarding proposed changes to Child Support Enforcement to the Joint Ways and Means Work & Welfare and Oversight Subcommittee. NCSL was joined on these comments by the National Association of Counties, the American Public Human Services Association, and the National Association of County Human Services Administrators.

NCSL also submitted comments to the Department of Health and Human Services on proposed changes to the Temporary Assistance for Needy Families program and proposed changes to staffing standards for long-term care facilities and Medicaid institutional payment transparency reporting. The latter is anticipated to put some upward pressure on Medicaid rates at nursing homes. Links to these documents, comments to federal agencies, and a number of letters sent to Congress on other issues can be found at the end of this document.

NCSL State-Federal Testimony in States

NCSL staff from the D.C. office presented to the Maryland Joint Committee on Federal Relations on a host of activities going on in Washington, D.C. This included an update on the federal appropriations process, proposed nursing home regulations, the clean and drinking water state revolving funds, and U.S. Supreme Court cases NCSL is following. NCSL D.C. staff also testified before the Maryland General Assembly's Economic Matters Committee on federal efforts to pass bills related to online children's privacy and consumer data privacy.

Interested in a personalized federal update for your state or committee? Contact: molly.ramsdell@ncsl.org.

NCSL-Hosted Briefings

Members of NCSL’s Higher Education Task Force met with U.S. Secretary of Education Miguel Cardona in December, prior to NCSL’s Summit, at a convening titled “The State-Federal Relationship in Higher Education” (more details on the Summit below). The nine legislators spent an hour with the secretary and Undersecretary of Education James Kvaal, with Cardona asking legislators what is outdated and keeping them from being innovative.

NCSL arranged for staff from the U.S. Department of Agriculture’s Food and Nutrition Service to brief NCSL members on two new tools to fight child hunger when schools are closed for the summer: the non-congregate summer meal option for rural communities and the summer EBT program. Watch [here](#).



Pictured: Members of NCSL’s Task Force on Higher Education, Cardona and Kvaal.

Update From Executive Committee Task Force on Higher Education

Last month, members of the NCSL Executive Committee Task Force on Higher Education hosted a first-of-its-kind convening: The Summit on the State-Federal Relationship in Higher Education. This unique meeting brought together legislative leaders in higher education from 26 states to discuss key challenges in higher education with federal policymakers and higher education executives.

The members of the task force invited over 20 college presidents and system heads, representing all sectors of higher education, to join them in roundtable discussions. The task force members met with top federal policymakers, and had multiple discussions with U.S. Secretary of Education Miguel Cardona and Under Secretary of Education James Kvaal, the top federal officials overseeing higher education. They were also joined by key leaders in Congress, including Rep. Bobby Scott (R-Va.), Rep. Burgess Owens (R-Utah) and Rep. Suzanne Bonamici (R-Ore.), along with former U.S. Secretary of Education John King, who is now the chancellor of the State University of New York system.

The meeting helped task force members identify state-federal policy priorities that they will explore over the next year, which will ultimately shape their federal policy recommendations, which are due next fall. Perhaps more important, the convening facilitated a much-needed dialogue between states and federal partners and established new relationships among key leaders in higher education.

Update: Cannabis Banking Bill

The Senate Banking, Housing and Urban Affairs Committee approved the NCSL-supported, bipartisan Secure and Fair Enforcement Regulation (SAFER) Banking Act of 2023. This is the first non-research cannabis bill in 50 years to receive a favorable vote in the Senate. While there is no companion bill in the House, the SAFER Act’s predecessor, the SAFE Banking Act, has passed the House seven times as either a standalone bill or as part of a larger package. While Senate Majority Leader Chuck Schumer supports the bill, some members on both sides of the aisle are not pleased with a few recent changes. NCSL will keep working on this issue during the remainder of the 118th Congress.

NCSL in D.C. Publications

NCSL published a document on the impact of a federal government shutdown. With continuing resolutions scheduled to expire on Jan. 19 and Feb. 2, the document remains a tool for state legislators thinking about how a shutdown could impact the big-ticket items for their state and constituents. Read [more](#).

NCSL published a document on a new U.S. Department of Agriculture child nutrition program: the Summer Electronic Benefits Transfer for Children (Summer EBT) program. As of December 2023, [18 states and territories and two tribal nations](#) had announced they would participate in the program in summer 2024, and there is still time for other states to join the list. Read [more](#).

U.S. Supreme Court

NCSL in D.C. has been monitoring and reporting on U.S. Supreme Court rulings. Below are a few.

[Alexander v. South Carolina State Conference of the NAACP](#)

This is a redistricting case involving South Carolina’s Congressional District 1, which was redrawn after the 2020 census.

[O’Connor-Ratcliff v. Garnier and Lindke v. Freid](#)

At issue in both cases is whether a public official violates the First Amendment by deleting comments or blocking an individual from the official’s personal social media account, when the official uses the account to sometimes communicate about job-related matters with the public but does not do so pursuant to any governmental authority or duty.

[Loper Bright Enterprises v. Raimondo](#)

The so-called Chevron doctrine is implicated in this case. What’s the Chevron doctrine? Well, in the 1984 case of [Chevron U.S.A. v. Natural Resources Defense Council](#), the Supreme Court held that courts should defer to a federal agency’s interpretation of an ambiguous statute as long as the agency’s interpretation is reasonable. In particular, this case challenges a comprehensive fishery management program developed by the feds.

[Moore v. United States](#)

This case involves a provision of the 2017 Tax Cuts and Jobs Act known as the “mandatory repatriation tax.” It’s a one-time tax that sought to obtain tax revenue on large earnings that companies held abroad, even if those earnings were reinvested in the company and the taxpayer did not receive them. The issue in this case is whether the 16th Amendment authorizes Congress to tax unrealized sums without apportionment among the states.

[United States v. Rahimi](#)

At issue is whether federal statute, which prohibits the possession of firearms by persons subject to domestic violence restraining orders, violates the Second Amendment on its face.

NCSL in D.C. Letters and Comments Issued Since the 2023 Legislative Summit

- [Letter Opposing the Agriculture Labeling Uniformity Act](#) (Dec. 14, 2023)

- [Statement for the Record on Strengthening the Child Support Enforcement Program for States and Tribes](#) (Dec. 13, 2023)
- [Letter in Support of Federal Aviation Administration Reauthorization](#) (Dec. 4, 2023)
- [Comments on Proposed Federal Changes to the TANF Program](#) (Dec. 1, 2023)
- [Letter in Support of DACA Program](#) (Nov. 2, 2023)
- [Comments on Proposed Staffing Standards for Long-Term Care Facilities and Medicaid Institutional Payment Transparency Reporting](#) (Nov. 3, 2023)
- [NCSL Statement for the Record on Apprenticeships](#) (Oct. 25, 2023)
- [State, Territory, and Local Governments Urge Congress to Preserve Roadway Authority in AV Legislation](#) (Oct. 24, 2023)
- [Letter in Support of WIC Funding](#) (Sept. 28, 2023)
- [Letter in Support of the Reentry Act and Due Process Continuity of Care Act](#) (Sept. 26, 2023)
- [Letter to Congressional Leaders and Appropriators on CDS Spending & State Revolving Funds](#) (Sept. 26, 2023)
- [Letter in Support for the SAFER Banking Act](#) (Sept. 20, 2023)
- [Letter on TANF Extension Request](#) (Sept. 19, 2023)
- [Statement for the Record on Scope of Practice](#) (Sept. 19, 2023)
- [Letter Opposing the Exposing Agricultural Trade Suppression Act](#) (Sept. 6, 2023)
- [Letter to Congressional Leadership in Support of Disaster Funding](#) (Aug. 29, 2023)

JAN. 13, 2024 | 10:30-11:45 A.M. | MILANO 7

1. Welcome and introductions
2. 2023 NCSL research and products supporting the legislative institution
3. Report from LSCC legislative institution subcommittee
4. 2024 institution-focused programming
5. 50th anniversary materials
6. Other business

SUBCOMMITTEE ON THE LEGISLATIVE INSTITUTION

OFFICERS

Sen. Marilyn Dondero-Loop Nevada Co-Chair	Speaker Roger Hanshaw West Virginia Co-Chair	Jennifer Jackson Texas Staff Chair	Natalie Castle Colorado Staff Vice Chair
--	---	---	---

LEGISLATOR MEMBERS

Sen. Joan Ballweg, Wisconsin
 Sen. Eric Bassler, Indiana
 Rep. Kurt Daudt, Minnesota
 Sen. Donna Frett-Gregory, USVI
 Rep. Roger Goodman, Washington
 Rep. Sonya Harper, Illinois
 Del. Terry Kilgore, Virginia
 Rep. Ryan Lane, New Mexico
 Rep. Debra Lekanoff, Washington
 MNA Mathieu Lemay, Québec
 Sen. Becky Massey, Tennessee
 Rep. Sam McKenzie, Tennessee
 Sen. Ann Millner, Utah

Sen. Beth Mizell, Louisiana
 Speaker Joe Shekarchi, Rhode Island
 Senate President Karen Spilka, Massachusetts
 Senate President Robert Stivers, Kentucky

STAFF MEMBERS

Lonnie Edgar, Mississippi
 Miriam Fordham, Kentucky
 Wendy Jackson, Wisconsin
 Eric Nauman, Minnesota
 Jill Reinmuth, Washington
 Melissa Renick, Kansas
 Paul Smith, New Hampshire
 Betsy Theroux, Georgia

To: Members of the NCSL Executive Committee
 From: Natalie Wood, Vice President, State Policy Research
 Date: Jan. 13, 2024
 Re: Legislative Institution-Focused Research, Training and Consulting: Summer-Fall 2023

Promoting Legislative Institutions

CLS staff assisted several state legislatures on legislative operations topics in the first half of fiscal year 2024. They testified before committees on staff structures for New Mexico’s Legislative Finance Committee, on legislative oversight and government accountability for an interim committee on oversight in Vermont, and on approaches to personal staffing models for the New Mexico Legislative Council.

The [2024 session calendar](#) and map are online, along with newly-released highlights of [legislative IT priorities](#) and a [legislative HR toolkit](#). The team answered nearly 80 information requests during the reporting period as well.



Training, Professional Development and Special Projects



NCSL CEO Tim Storey and Natalie Wood entertained fellow legislative trivia nerds during “So You Think You Know Legislatures” in Indianapolis this summer.

There was high demand for professional development and training in fall 2023. CLS designed a slate of well-attended sessions at the 2023 Legislative Summit on the intersection of legislator time and compensation; highlighted findings from a survey on legislative staff retention and turnover; aided the Mason’s Manual Commission’s session on parliamentary procedure; and offered “So You Think You Know Legislatures,” a celebration of legislative trivia. Staff also featured sessions on “Looking Beyond a Resume in Hiring” at the 2023 Base Camp meeting and “All Eyes on AI” at Forecast ’24.

Staff retention continues to be one of the hottest issues in legislative personnel management. In addition to the Summit session, CLS staff spoke on the topic to the

legislative chiefs of staff invitational meeting in October in Seattle, Wash. With support of The Pew Charitable Trusts, CLS staff convened a small group of legislative staff directors in Austin, Texas, for a day-long conversation about strategies that legislatures and other branches of government can use to retain staff mid-career.

Finally, CLS staff facilitated a discussion among legislative leaders on the topic “How to Think Like an Institutionalizer” in August.



Legislative HR staff gather for a group shot after touring the North Carolina Legislative Building in Raleigh

In October, CLS staff hosted NCSL’s National Seminar on Human Resource Management in State Legislatures, where over 66 staff from 24 legislatures gathered in Raleigh, N.C. It was the largest legislative HR meeting in 15 years, and attendees participated in discussions on employment law, mental health in the workplace, staff compensation, and the power of storytelling, among other topics.

CLS staff provided consulting services to the New Mexico and Wyoming Legislatures on issues related to personal staffing and civic education, respectively. The team concluded two different consulting projects on legislative staff classification and compensation and initiated a new study in October.

Personnel Changes

The CLS team had two noteworthy staff transitions in November 2023. Policy specialist Josalyn Williams accepted a new position and left NCSL. Natalie Wood, director of CLS, became NCSL’s new vice president of state policy research. A hiring process is in progress for both positions.



Members of the CLS team on the road in Lincoln, NE

Memo to: NCSL Foundation Board of Directors
From: Speaker of the Wisconsin State Assembly Robin Vos, NCSL Foundation President
Date: Saturday, Jan. 13, 2024
Subject: Status Report as of Monday, Dec. 18, 2023

THE FOUNDATION'S REVENUE – FY 2024

The Foundation board approved an unrestricted fundraising goal of \$4,500,000 for fiscal year 2024. As of Dec. 18, 2023, the Foundation has raised \$1,032,500 in unrestricted giving.

CAPITOL CIRCLE

We are pleased to report we have 22 sponsors at the Capitol Circle level. Verizon upgraded as the newest Capitol Circle sponsor.

- Amazon
- American Academy of Physician Associates
- American Gas Association
- American Kratom Association
- Arnold Ventures
- AT&T
- Avangrid
- The Coca-Cola Company
- Esri
- Everytown for Gun Safety
- Google
- Intuit
- Maximus
- National Beer Wholesalers Association
- Nuclear Energy Institute
- Stand Together Trust
- TIAA
- Turo
- Verizon
- Vistra Corp.
- Walmart
- Western Governors University

PLATINUM

Combining the 70 Platinum sponsors with the 22 at the Capitol Circle level gives us a total of 92 top sponsors. To date in FY 2024 we have welcomed three new platinum sponsors, Airbnb, Cisco Systems, Inc., and MAPS Public Benefit Corporation. NRG Energy upgraded its sponsorship to the Platinum level.

- 1-800 CONTACTS, Inc.
- Airbnb
- America's Credit Unions
- American Hotel & Lodging Association
- Ancestry
- Apple
- Biogen
- Block
- The Carpet and Rug Institute
- Charter Communications
- Cisco Systems, Inc.
- Code.org
- Comcast Corporation
- Consumer Data Industry Association
- Consumer Healthcare Products Association
- Cruise, LLC
- CSL Behring
- CTIA - The Wireless Association
- Curriculum Associates
- CVS Health
- Darden Restaurants
- Deloitte
- Diageo
- DoorDash
- eBay Inc.
- Entertainment Software Association
- Genentech
- Gilead Sciences
- GlaxoSmithKline
- Haleon
- HCA Healthcare
- Heartland Forward
- HP Inc.
- Humana
- Inseparable Inc.
- Institute of Scrap Recycling Industries, Inc.

EXECUTIVE COMMITTEE

- Intermountain Healthcare
- JPMorgan Chase
- Live Nation
- MAPS Public Benefit Corporation
- Meta
- NCTA—The Internet & Television Association
- Novartis
- NRG Energy
- Online Lenders Alliance
- OpenRoad Foundation
- Oracle
- Otsuka
- Panorama Education
- PepsiCo
- The Pew Charitable Trusts
- PhRMA
- Qualtrics
- RELX Inc.
- Roche Diagnostics
- Rocket Companies
- Sazerac
- Security Finance
- State & Federal Communications, Inc.
- State Government Affairs Council
- Stride
- StubHub
- Supernal
- TikTok, Inc.
- Vertex Pharmaceuticals
- Viatrix
- Visa
- VMware, Inc.
- Waymo
- yes. every kid. foundation.

GOLD

To date in FY 2024, the NCSL Foundation has welcomed seven new gold sponsors and six new silver sponsors. Additionally, ACT | The App Association and Blue Cross Blue Shield Association have both upgraded their sponsorship level to Gold.

- ACT | The App Association
- Alibaba
- Blue Cross Blue Shield Association
- EarnIn
- Skydio
- W. K. Kellogg Foundation
- Waterford Institute

SILVER

- American Council on Renewable Energy
- American Transaction Processors Coalition
- Crypto Council for Innovation
- FedEx Corporation
- International Bottled Water Association
- Palo Alto Networks

FUNDRAISING AND OUTREACH ACTIVITIES

The Foundation’s ongoing outreach efforts include:

NCSL Base Camp 2023, Nov. 8-9

In its fourth year, NCSL Base Camp 2022 delivered top-notch policy sessions and online learning opportunities for legislators, legislative staff and Foundation sponsors. The event is an industry-leading model for a virtual gathering. Over 1,240 people registered—a new record. When possible, Foundation sponsors were tapped for presentations and keynotes. Topics this year included expanding the health workforce, licensure compacts, impaired behind the wheel and forecasting marijuana tax revenue. Sponsors were highlighted in digital signage.

International Leaders Trip, Sept. 20-24

The Legislative Leaders Symposium held in Rio de Janeiro, Brazil, brought together prominent legislators from across the country to discuss pressing global issues and exchange ideas on effective governance. The event

focused on fostering collaboration among lawmakers, exploring topics such as exploring Brazil's economic landscape and ties with the United States, and the state of energy in Brazilian and American states which included a panelist from NCSL Foundation sponsor Avangrid.

Emerging Leaders, Nov. 12-14

In Philadelphia, the Emerging Leaders Meeting united lawmakers and sponsors to delve into the evolving world of governance. Discussions revolved around negotiation and coalition building and collaboration for impactful policies. With insightful speakers and interactive sessions, the event emphasized effective leadership, legislative strategies, and the power of partnerships. It was a valuable opportunity for networking and fostering connections to drive positive change.

NCSL Foundation Development Staff Travel to SGAC 2023 Leaders' Policy Conference, Nov. 18–21

Diana Noel, Jon Jukuri and Emily Peterson attended the State Government Affairs Council annual leader's policy conference in Florida. LPC is designed to encourage dialogue on important issues between state legislative leaders and private sector representatives. This was a tremendous opportunity to connect with Foundation sponsors ahead of the holiday season.

NCSL Forecast '24: Preparing for Session, Dec. 4-6

The second annual NCSL Forecast '24 event was a dynamic gathering focused on preparing legislators for upcoming sessions. Held in Austin, Texas, this conference provided invaluable insights into key issues likely to shape legislative agendas. Discussions covered diverse topics crucial for policymakers, including emerging trends in health care, education, technology and economic policies. The event featured expert forecasters, interactive sessions and networking opportunities, equipping attendees with knowledge and strategies vital for navigating the complex landscape of legislative sessions. Forecast '24 was attended by 139 NCSL Foundation sponsors, and sponsors were highlighted in digital signage.

Task Force Engagement

Since the implementation of the new policy requiring task force sponsors to first join the NCSL Foundation to then give to a task force, Foundation staff have been working to recruit and retain sponsors in NCSL's eight task forces with much success. Fundraising for these groups has been split equally among the Foundation development staff, including the launch of NCSL's new Higher Education Task Force.

FOUNDATION PARTNERSHIPS

Recycling Partnership

Over the past year, the NCSL Foundation has convened lawmakers, legislative staff and Foundation partners to discuss the recycling industry and develop best practices for states to consider. This partnership has provided stakeholders an opportunity to develop meaningful relationships with lawmakers, share information on industry issues and approaches, and work toward expanding expertise. The Recycling Partnership held its final meeting in Indianapolis, where preliminary drafts of a toolkit were shared with sponsors and legislators.

Alternative Transportation User Fees Partnership

Launched this last December at NCSL's Forecast '23, the Alternative Transportation User Fees Public Private Partnership assembles state lawmakers, legislative staff and private sponsors for a series of in-person meetings to learn more about the benefits and challenges of varying transportation user fee options, culminating with an online toolkit highlighting three to four transportation user fee alternatives agreed upon by the steering committee and sponsors. We are thankful to our committed partners for their input and expertise in this

space. This group met most recently in Austin, Texas, following Forecast '24. There were preliminary discussions about continuing the partnership, but no decisions were made at that time.

FOUNDATION OPERATING EXPENSES FOR FY 2024

The Foundation board of directors approved an operating budget of \$1,494,892 and \$3,822,100 for awards to NCSL. We are within the Foundation operating budget at year-end.



Sponsor List

CAPITOL CIRCLE | \$50,000-PLUS

- Amazon
- American Academy of Physician Associates
- American Gas Association
- American Kratom Association
- Arnold Ventures
- AT&T
- Avangrid
- The Coca-Cola Company
- Esri
- Everytown for Gun Safety
- Google
- Intuit
- Maximus
- National Beer Wholesalers Association
- Nuclear Energy Institute
- Stand Together Trust
- TIAA
- Turo
- Verizon
- Vistra Corp.
- Walmart
- Western Governors University

PLATINUM | \$30,000

- 1-800 CONTACTS, Inc.
- Airbnb
- America's Credit Unions
- American Hotel & Lodging Association
- Ancestry
- Apple
- Biogen
- Block
- The Carpet & Rug Institute
- Charter Communications
- Cisco Systems, Inc.
- Code.org
- Comcast Corporation
- Consumer Data Industry Association
- Consumer Healthcare Products Association
- Cruise, LLC
- CSL Behring
- CTIA—The Wireless Association
- Curriculum Associates
- CVS Health
- Darden Restaurants
- Deloitte
- Diageo
- DoorDash
- eBay Inc.
- Entertainment Software Association
- Genentech
- Gilead Sciences
- GlaxoSmithKline
- Haleon
- HCA Healthcare
- Heartland Forward
- HP Inc.
- Honeywell International Inc.
- Humana
- Inseparable Inc.
- Institute of Scrap Recycling Industries, Inc.
- Intermountain Healthcare
- JPMorgan Chase
- Live Nation
- MAPS Public Benefit Corporation
- Meta
- NCTA—The Internet & Television Association
- Novartis
- NRG Energy
- Online Lenders Alliance
- OpenRoad Foundation
- Oracle
- Otsuka
- Panorama Education
- PepsiCo
- The Pew Charitable Trusts
- PhRMA
- Qualtrics
- RELX Inc.
- Roche Diagnostics
- Rocket Companies
- Sazerac
- Security Finance
- State & Federal Communications, Inc.
- State Government Affairs Council
- Stride
- StubHub
- Supernal
- TikTok, Inc.
- Vertex Pharmaceuticals
- Viatrix
- Visa
- VMware, Inc.
- Waymo
- yes. every kid. foundation.

GOLD | \$15,000

- AARP
- AbbVie
- ACT | The App Association
- ADM
- Advanced Energy United
- The Advocacy Group (TAG)/FOCUS, a Leonine Business*
- Alibaba
- Alliance for Patient Access
- Alliant Energy
- Alnylam Pharmaceuticals
- Alzheimer's Association
- American Airlines
- American Association for Justice
- American Association of Nurse Practitioners
- American Bankers Association
- American Beverage Association
- American College of Cardiology
- American Council of Life Insurers
- American Federation of State, County & Municipal Employees
- American Federation of Teachers
- American Fuel & Petrochemical Manufacturers
- American Heart Association
- American Optometric Association
- American Physical Therapy Association
- American Public Power Association
- American Traffic Safety Services Association*
- American Waterways Operators
- Amgen
- Amplify Education
- Associated Builders and Contractors
- Bank of America
- Bayer HealthCare Pharmaceuticals
- Best Buy
- Biotechnology Innovation Organization (BIO)*
- BlackRock
- Blue Cross Blue Shield Association
- Bombardier
- BRINC Drones, Inc.
- BSA---The Software Alliance
- Catalyst
- CDM Smith*
- Children's Hospital Association
- ClassWallet
- Clear Spring Life and Annuity Company, A Group 1001 Company
- Coinbase
- Consumer Technology Association
- Cox Communications, Inc
- Design-Build Institute of America
- EarnIn
- EdChoice
- Edison Electric Institute
- Enterprise Holdings
- Environmental Defense Fund
- Expedia Group
- Foundation for Individual Rights and Expression
- IBM
- International Bridge, Tunnel & Turnpike Association*
- International Paper
- ITC Holdings
- Johnson & Johnson
- The Leukemia & Lymphoma Society
- LexisNexis State Net**
- Lyft
- Major League Baseball
- March of Dimes
- MasterCard Worldwide
- McKesson Specialty Health
- Merck
- Metrc
- Microsoft
- MultiState Associates
- National Association of State Procurement Officials
- National Electrical Manufacturers Association
- National Rural Electric Cooperative Association
- NEC Corporation of America
- NWEA
- Ørsted Wind Power North America LLC
- PayPal
- Pearson
- Pfizer, Inc.
- Pharmaceutical Care Management Association (PCMA)
- PrizePicks
- Project Lead The Way
- Reason Foundation
- Red Bull
- SAIM Coalition
- Salesforce
- Sanofi
- SAS Institute
- SecurityScorecard**
- Share Our Strength
- Skydio
- Society for Human Resource Management
- Sodexo, Inc. & Affiliates
- Southern Glazer's Wine & Spirits
- State Farm Insurance Companies
- Stateside
- T-Mobile
- Target
- U.S. Tire Manufacturers Association
- Ultragenyx
- UPS
- W.K. Kellogg Foundation
- Waterford Institute
- Wells Fargo
- West, A Thomson Reuters Business**
- Western Alliance Bank
- Williams
- Wine and Spirits Wholesalers of America
- Zillow Group

SILVER | \$10,000

- AAA
- AdvaMed
- Affirm, Inc.
- AFL-CIO
- America's Health Insurance Plans
- American Association of Political Consultants
- American Chemistry Council
- American Clean Power Association
- American College of Rheumatology
- American Council on Renewable Energy
- American Electric Power
- American Financial Services Association
- American Hospital Association
- American Property Casualty Insurance Association
- American Society of Civil Engineers
- American Transaction Processors Coalition
- AmeriHealth Caritas
- AmerisourceBergen
- Arcadia
- Argentum
- Association of American Railroads
- Association of National Advertisers
- BOMA International
- Boston Scientific
- CEDIA
- Chamber of Progress
- Citi
- Common Ground Alliance
- Community Oncology Alliance
- Corvea
- Council On State Taxation
- CropLife America
- Crypto Council for Innovation
- Dexcom
- Dominion Energy, Inc.
- Educational Testing Service
- Equifax, Inc.
- Eversheds Sutherland
- FedEx Corporation
- Global Business Alliance
- Gulfstream Aerospace Corporation
- H&R Block
- Hallmark Cards
- Helicopter Association International
- The Humane Society of the United States
- International Bottled Water Association
- Johnson Controls
- Lexmark
- MAGNA International
- McGuireWoods Consulting
- McLane Company, Inc.
- Motorola Solutions
- National Association of Realtors
- National Marine Manufacturers Association
- National Retail Federation
- New York Life Insurance Company
- Nike
- Northrop Grumman
- Novo Nordisk
- Nutrien
- Okta
- Origin Materials
- Palo Alto Networks
- Philips Healthcare
- Procter & Gamble Company
- Rare Access Action Project
- Responsibility.org
- Responsible Industry for a Sound Environment
- Salt River Project
- Sandoz
- Satellite Broadcasting and Communications Association
- Schneider Electric
- Securities Industry and Financial Markets Association
- Service Employees International Union
- Shipt
- Siemens
- Sunrun
- TC Energy
- Tucson Electric Power
- University of Phoenix
- XRA
- ZoomInfo

Board of Directors | 2023-2024

OFFICERS

PRESIDENT



The Honorable Robin Vos
 Speaker of the Assembly
 Wisconsin Legislature
 State Capitol, Room 217 West
 2 East Main Street
 Madison, WI 53702
 (608) 237-9163
rep.vos@legis.wisconsin.gov

VICE PRESIDENT



Ms. Christine Csizmadia
 Senior Director, State
 Government Affairs and
 Advocacy
 Nuclear Energy Institute
 Suite 1100
 1201 F Street, NW
 Washington, D.C. 20004
 (202) 739-8033
cmc@nei.org

SECRETARY/TREASURER



Ms. Anne Sappenfield
 Director
 Wisconsin Legislature
 Legislative Council, Suite 401
 1 East Main Street
 Madison, WI 53703
 (608) 266-1304
anne.sappenfield@legis.wisconsin.gov

AT-LARGE MEMBERS



The Honorable Marvin Abney
State Representative
Rhode Island General Assembly
State House
82 Smith Street
Providence, RI 02903-1105
(401) 222-8028
rep-abney@rilegislature.gov



Mr. Ron Barnes
Head of State Legislative Affairs
Google
Suite 900
25 Massachusetts Ave NW
Washington, D.C. 20001
(202) 346-1459
ronbarnes@google.com



Mr. Pablo Benavente
Senior Political & Government
Relations Manager
Turo
Suite 1200
111 Sutter Street
San Francisco, CA 94104
(925) 681-9580
pablo@turo.com



The Honorable Elaine Bowers
State Senator
Kansas Legislature
Kansas State Capitol, Room 223-E
300 SW Tenth Avenue
Topeka, KS 66612
(785) 296-7389
elaine@concordiaautomart.com



Mr. David Casey
Senior Vice President, Government
Relations and Business Development
Maximus
1600 Tysons Blvd
McLean, VA 22102
(860) 276-7245
davidcasey@maximus.com



Ms. Natalie Castle
Director
Colorado General Assembly
State Capitol Building, Room 029,
200 East Colfax
Denver, CO 80203
(303) 909-9945
natalie.castle@coleg.gov



Mr. David Christman
Vice President, State Affairs
National Beer Wholesalers
Association
Suite 600
1101 King Street
Alexandria, VA 22314
(703) 683-4300
dchristman@nbwa.org



Mr. Rick Cimerman
Vice President, External & State
Affairs
NCTA - The Internet & Television
Association
Suite 100
25 Massachusetts Ave, NW,
Washington, D.C. 20001
(202) 222-2327
rcimerman@ncta.com



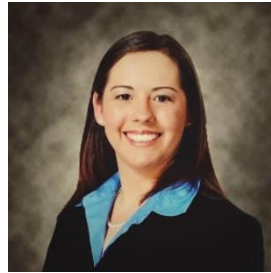
The Honorable Bill Cowser
 State Senator
 Georgia General Assembly
 State Capitol, Room 432
 206 Washington Street, SW
 Atlanta, GA 30334
 (706) 543-7700
bill.cowser@senate.ga.gov



The Honorable Kurt Daudt
 State Representative
 Minnesota Legislature
 State Office Building, Room 267
 100 Rev. Dr. Martin Luther King
 Jr. Boulevard Street
 St. Paul, MN 55155
 (651) 296-5364
rep.kurt.daudt@house.mn



The Honorable Bob Duff
 Senate Majority Leader
 Connecticut General Assembly
 Legislative Office Building, Room
 3300
 300 Capitol Avenue
 Hartford, CT 06106-1591
 (860) 240-0414
bob.duff@cga.ct.gov



Ms. Ashley Dwire
 Director of State and Local
 Programs
 Service Employees International
 Union
 1800 Massachusetts Avenue, NW
 Washington, D.C. 20036
 (202) 730-7628
ashley.dwire@seiu.org



The Honorable Marcus C. Evans Jr.
 House Assistant Majority Leader
 Illinois General Assembly
 Stratton Office Building, Room 268-S
 401 South Spring Street
 Springfield, IL 62706
 (217) 782-8272
office@repevans.com



Mr. Matt Gehring
 Staff Coordinator
 Minnesota Legislature
 House Research Department,
 Room 155
 100 Rev Dr Martin Luther King Jr
 Blvd
 Saint Paul, MN 55155
 (651) 296-5052
matt.gehring@house.mn



Mr. Mark Giuffre
 Vice President, State Government
 Affairs
 UPS
 UPS- East Region
 643 West 43rd Street
 New York, NY 10036
 (212) 631-6565
mgiuffre@ups.com



Ms. Anika Hagenson
 Senior Manager, Government
 Affairs
 Intuit
 5612 Countryside Road
 Minneapolis, MN 55436
 (202) 697-2274
anika_hagenson@intuit.com



The Honorable Bill Hansell
 State Senator
 Oregon Legislative Assembly
 State Capitol, Room S-415
 900 Court Street NE
 Salem, OR 97301
 (503) 986-1729
sen.billhansell@oregonlegislature.gov



The Honorable Wayne Harper
 Senate President Pro Tempore
 Utah Legislature
 State Capitol, Suite 320
 350 North State Street
 Salt Lake City, UT 84114
 (801) 566-5466
wharper@le.utah.gov



Mr. Jon Heining
 General Counsel
 Texas Legislature
 P.O. Box 12128
 Capitol Station
 Austin, TX 78711
 (512) 936-1941
jon.heining@tlc.texas.gov



Ms. Jennifer Kelly
 Senior Director of State Outreach
 America's Credit Unions
 99 M Street SE, Suite 300
 Washington, D.C. 20003
 (315) 323-3023
jkelly@cuna.com



The Honorable Brian Patrick Kennedy
 House Speaker Pro Tempore
 Rhode Island General Assembly
 State House
 82 Smith Street
 Providence, RI 02903
 (401) 377-8818
rep-kennedy@rilegislature.gov



The Honorable Greg Leding
 Senate Minority Leader
 Arkansas General Assembly
 1339 E Columbus Blvd
 Fayetteville, AR 72201
 (479) 422-8099
greg.leding@senate.ar.gov



Ms. Sabrina Lewellen
 Deputy Director – Senate
 Assistant Secretary of the Senate
 State Capitol, Room 320
 500 Woodlane
 Little Rock, AR 72201
 (501) 682-5608
sabrina.lewellen@senate.ar.gov



Mr. Brian McAndrews
 Managing Director, State
 Government Relations
 TIAA
 10th Floor
 560 Mission Street
 San Francisco, CA 94105
 (415) 882-3767
bmcandrews@tiaa.org



The Honorable Jeremy Miller
 State Senator
 Minnesota Legislature
 MN Senate Office Building
 Room 3113
 95 University Avenue West
 St. Paul, MN 55155
 (651) 296-5649
 sen.jeremy.miller@senate.mn



The Honorable Ann Millner
 Senate Majority Whip
 Utah Legislature
 4275 Spring Rd
 Ogden, UT 84114
 (801) 900-3897
 amillner@le.utah.gov



Ms. LaTanya Pattillo
 Director, Policy and Advocacy
 NWEA
 121 NW Everett Street
 Portland, OR 97209
 (910) 603-0282
 latanya.pattillo@nwea.org



Ms. Michelle Peacock
 Global Head of Public Policy
 Waymo
 100 Mayfield Ave
 Mountain View, CA 94043
 (202) 255-9007
 peacockm@waymo.com



The Honorable Angelo Puppolo
 State Representative
 Massachusetts General Court
 State House, Room 122
 24 Beacon Street
 Boston, MA 02133
 (413) 596-4333
 angelo.puppolo@mahouse.gov



Mr. Christopher T. Riley
 Director, State Government
 Relations Archer Daniels Midland
 (ADM)
 4666 Faries Parkway
 Decatur, IL 62526
 (217) 451-4403
 chris.riley@adm.com



Mr. John Snyder
 Committee Staff Administrator
 Kentucky General Assembly
 Capitol Annex Room 014
 702 Capitol Avenue
 Frankfort, KY 40601
 john.snyder@lrc.ky.gov



The Honorable Michaelle Solages
 Assembly Deputy Majority Leader
 New York Legislature
 Legislative Office Building, Room
 736
 Albany, NY 12248
 (518) 455-4465
 solagesm@nyassembly.gov



Ms. Angela Storseth-Cooper
 Director, Government Relations
 McKesson Specialty Health/The US
 Oncology Network
 10101 Woodloch Forest
 The Woodlands, TX 77380
 (346) 413-4196
 angela.storseth@mckesson.com



Ms. Jenn Stowe
 Vice President, Government
 Relations The Carpet and Rug
 Institute
 Suite 700
 3033 Wilson Boulevard
 Arlington, VA 22201
 (703) 875-0634
 jstowe@carpet-rug.org



Mr. Jeff Thiebert
 Director, Project Development and
 Support
 The Pew Charitable Trusts
 901 East Street NW
 Washington, D.C. 20004
 (202) 540-6538
 jthiebert@pewtrusts.org



Mr. Kevin Thompson
 Senior Director, of State and
 Local Government Relations
 Walmart
 7001 W. Inglewood Dr
 Rogers, AR 72758
 (703) 868-2290
 kevin.p.thompson@walmart.com



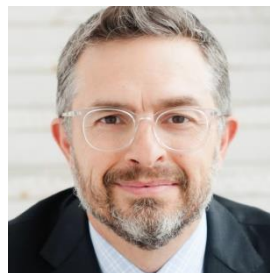
Ms. Angela Williams
 Senior Director, External Relations
 Stride
 2300 Corporate Park Drive
 Herndon, VA 20171
 (720) 229-2009
 awilliams@k12.com



Mr. Ethan Wilson
 Vice President of State Issues
 Stateside Associates Inc
 PO Box 4794
 Incline Village, NV 89450
 (530) 908-3859
 elw@stateside.com



Ms. Katie Wright
 Senior Director of State Government
 Affairs
 American Hotel & Lodging Association
 1201 15th Street, NW
 Washington, D.C. 20005
 (202) 266-8402
 kwright@ahla.com



Mr. Fred Zeytoojian
 Senior Counsel, State and Local
 Government Affairs
 Apple, Inc.
 Suite 915
 801 Pennsylvania Ave NW
 Washington, D.C. 20004
 (202) 486-5516
 fzeytoonjian@apple.com

JAN. 12, 2024 | 1:30–3 P.M. | MILANO 1-2

1. Welcome and Introductions
2. Update from NCSL's Chief Executive Officer
3. Reports from LSCC Work Groups
 - a. Professional Staff Association Officers
 - b. Standing Committee Officers
 - c. NCSL 50TH Anniversary Special Work Group
 - d. Strategic Planning
4. Reports from LSCC Subcommittees
 - a. Programs and Professional Development
 - b. Information Technology, Social Media, E-Learning and Outreach
 - c. Legislative Institution
5. Other Business

Last Updated: Dec. 28, 2023

EXECUTIVE COMMITTEE OFFICERS

Sabrina N. Lewellen
NCSL Staff Chair
Deputy Director – Senate
Assistant Secretary of the Senate
Arkansas General Assembly
(501) 682-5608
sabrina.lewellen@senate.ar.gov
-NCSL 50th Anniversary Workgroup, Chair



John Snyder
NCSL Staff Vice Chair
Committee Staff Administrator
Legislative Research Commission
Kentucky General Assembly
(502) 564-8100, Ext. 478
john.snyder@lrc.ky.gov
-Strategic Planning Workgroup, Chair



Anne Sappenfield
NCSL Immediate Past Staff Chair
Director
Legislative Council
Wisconsin Legislature
(608) 266-1304
anne.sappenfield@legis.wisconsin.gov

AT LARGE MEMBERS

Natalie Castle
Director
Legislative Council
Colorado General Assembly
(303) 909-9945
natalie.castle@state.co.us
*-NCSL 50th Anniversary Workgroup
-Programs and Professional Development
Subcommittee*



Lonnie Edgar
Deputy Director
Legislative PEER Committee
Mississippi Legislature
(601) 359-1226
lonnie.edgar@peer.ms.gov
*-Information Technology, Social Media,
E-Learning and Outreach
Subcommittee, Chair*



Aurora Hauke
Chief of Staff
Senator Jesse Kiehl
Alaska Legislature
(907) 465-5051
aurora.hauke@akleg.gov
*-NCSL 50th Anniversary Workgroup
-Programs and Professional Development
Subcommittee*



Doug Himes
Ethics Counsel
Office of the Chief Clerk
Tennessee General Assembly
(615) 741-1195
doug.himes@capitol.tn.gov
*-NCSL 50th Anniversary Workgroup
-Programs and Professional
Development Subcommittee*



Jennifer Jackson
Senior Legislative Counsel
Legal Division – Legislative Council
Texas Legislature
(512) 463-1155
jennifer.jackson@tlc.texas.gov
-NCSL 50th Anniversary Workgroup
-Legislative Institution Subcommittee, Vice Chair



Wendy Jackson
Administrative Services Manager
Legislative Reference Bureau
Wisconsin Legislature
(608) 266-9983
wendy.jackson@legis.wisconsin.gov
-NCSL 50th Anniversary Workgroup
-Programs and Professional Development Subcommittee



Eric Katz
Counsel to the Majority, New York State
Senate Office of Majority Counsel and
Program
New York State Assembly
(518) 462-2867
katz@nysenate.gov
-Strategic Planning Workgroup
-Information Technology, Social Media, E-Learning and Outreach Subcommittee



Terri Kondeff
Director
Legislative Services Office
Idaho State Legislature
(208) 334-4828
tkondeff@lso.idaho.gov
-Strategic Planning Workgroup
-Information Technology, Social Media, E-Learning and Outreach Subcommittee



Cliff McCollum
Director of Constituent Services
Baldwin County Legislative Delegation
Alabama
(518) 462-2867
cliff.mccollum@baldwincounty.al.gov
-Strategic Planning Workgroup
-Information Technology, Social Media, E-Learning and Outreach Subcommittee



Eric Nauman
Principal Fiscal Analyst
Minnesota Legislature
(651) 296-5539
eric.nauman@senate.mn
-NCSL 50th Anniversary Workgroup
-Programs and Professional Development Subcommittee, Chair



Rich Olsen
Director
Legislative Services Division
West Virginia Legislature
(304) 347-4749
rich.olsen@wvlegislature.gov
-Strategic Planning Workgroup
-Information Technology, Social Media, E-Learning and Outreach Subcommittee, Vice Chair



Jill Reinmuth
Staff Director
Office of Program Research
Washington Legislature
(360) 786-7102
Jill.reinmuth@leg.wa.gov
-NCSL 50th Anniversary Workgroup
-Programs and Professional Development Subcommittee, Vice Chair



Paul Smith
Clerk of the House
House of Representatives
New Hampshire General Court
(603) 271-2548
paul.smith@leg.state.nh.us
-Strategic Planning Workgroup
-Legislative Institution Subcommittee



Betsy Theroux
Director, Media Services
House of Representatives
Georgia General Assembly
(404) 656-3996
betsy.theroux@house.ga.gov
-NCSL 50th Anniversary Workgroup,
Vice Chair
-Programs and Professional
Development Subcommittee



Will Tracy
Communications Specialist/Videographer
Arkansas House of Representatives
(501) 682-7771
will.tracy@arkansashouse.org
-Strategic Planning Workgroup
-Information Technology, Social Media, E-
Learning and Outreach Subcommittee



Erica Warren
Assistant Reviser of Statutes
Legislative Research Commission
Kentucky General Assembly
(502) 564-8100 EXT. 512
erica.warren@lrc.ky.gov
-Strategic Planning Workgroup
-Programs and Professional
Development Subcommittee

DISCRETIONARY APPOINTMENTS


Jon Courtney
Deputy Director for Program Evaluators
Legislative Finance Committee
New Mexico Legislature
(505) 986-4550, Ext. 4539
jon.courtney@nmlegis.gov
-NCSL 50th Anniversary Workgroup
-Information Technology, Social Media, E-
Learning and Outreach Subcommittee



Othni J. Lathram
Director, Legislative Services Agency
Alabama Legislature
(334) 261-0690
olathram@lsa.state.al.us
-NCSL 50th Anniversary Workgroup
-Programs and Professional
Development Subcommittee



Lori Mathis
Director
Office of Operations & Support Service
Maryland General Assembly
(410) 946-5120
lorm@mlis.state.md.us
-Strategic Planning Workgroup
-Information Technology, Social Media, E-
Learning and Outreach Subcommittee



Kiernan McGorty
Organizational Development
Manager
North Carolina General Assembly
(919) 301-1393
kiernan.mcgart@ncleg.net
-NCSL 50th Anniversary Workgroup
-Legislative Institution Subcommittee



KC Norwalk
Deputy Director
Legislative Services Agency
Indiana General Assembly
(317) 234-2105
kc.norwalk@iga.in.gov
-Strategic Planning Workgroup
-Information Technology, Social Media, E-
Learning and Outreach Subcommittee



Shunti Taylor
Deputy Director
Georgia Department of Audits &
Accounts
(404) 651-8866
taylorsh@audits.ga.gov
-Strategic Planning Workgroup
-Programs and Professional
Development Subcommittee

STAFF OFFICERS OF THE OVERALL STANDING COMMITTEE


John Bjornson
 Director, Legislative Council
 North Dakota Legislative Assembly
 (701) 328-2916
 jbjornson@ndlegis.gov
*-Standing Committee Officers Workgroup,
 Vice-Chair
 -Legislative Institution Subcommittee*



Miriam Fordham, Ph. D
 Legislative Fiscal Analyst
 Legislative Research Commission
 Kentucky General Assembly
 (502) 564-8100, Ext. 347
 miriam.fordham@lrc.ky.gov
*-Standing Committee Officers
 Workgroup, Co-Chair
 -Legislative Institution
 Subcommittee*



Raysa Martinez Kruger
Vice Chair, NCSL Standing Committees
 Principal Research Analyst
 Office of Legislative Services
 New Jersey State Legislature
 (609) 847-3890
 Rmartinez@njleg.org
*-Standing Committee Officers Workgroup,
 Vice-Chair
 -Information Technology, Social Media, E-
 Learning and Outreach Subcommittee*



Melissa Renick
**Staff Co-Chair, NCSL Standing
 Committees**
 Assistant Director for Research
 Legislative Research Department
 Kansas Legislature
 (785) 296-3181
 melissa.renick@klrd.ks.gov
*-Standing Committee Officers
 Workgroup, Co-Chair
 -Legislative Institution Subcommittee*



Anthony Sammons
 Director of Fiscal Staff, Senate
 Oklahoma Legislature
 (405) 521-5696
 anthony.sammons@oksenate.gov
*-Standing Committee Officers Workgroup,
 Vice-Chair
 -Information Technology, Social Media, E-
 Learning and Outreach Subcommittee*



Andrea Wilko
 Chief Economist
 Legislative Fiscal Analyst Office
 Utah Legislature
 (801) 538-1034
 awilko@le.utah.gov
*-Standing Committee Officers
 Workgroup, Vice-Chair
 -Information Technology, Social Media,
 E-Learning and Outreach
 Subcommittee*

PROFESSIONAL STAFF ASSOCIATIONS

American Society of Legislative Clerks and Secretaries (ASLCS)

NCSL Liaison: Holly South



Yolanda Dixon
President, ASLCS
Secretary of the Senate
Louisiana Legislature
(225) 342-6184
dixon@legis.la.gov
*-Professional Staff Assoc. Officers
Workgroup, Chair
-Legislative Institution Subcommittee*



Rob Hunt
President-Elect, ASLCS
Clerk of the House
Maine Legislature
(207) 287-1400
rob.hunt@legislature.maine.gov
*-Professional Staff Assoc. Officers
Workgroup
-Legislative Institution Subcommittee*

Leadership Staff Professional Association (LSPA)

NCSL Liaison: Megan McClure



Danielle Baker
Chair, LSPA
Executive Director, Acadiana Legislative
Delegation
Louisiana Legislature
(225) 342-0349
bakerd@legis.la.gov
*-Professional Staff Assoc. Officers
Workgroup
-Information Technology, Social Media, E-
Learning and Outreach Subcommittee*

Legislative Information and Communications Staff (LINCS)

NCSL Liaisons: Ta’Vion Hampton and Carrie Maulin



Andrea Peterson
Chair, LINCS
Deputy Chief of Staff
Utah Legislature
(810) 791-3365
aundrapeterson@le.utah.gov
*-Professional Staff Assoc. Officers
Workgroup
-Information Technology, Social Media,
E-Learning and Outreach Subcommittee*



Jacque Bland
Vice Chair, LINCS
Director of Communications
West Virginia Legislature
(304) 357-7999
jacque.bland@wvsenate.gov
*-Professional Staff Assoc. Officers
Workgroup
-Legislative Institution Subcommittee*

Legislative Research Librarians (LRL)

NCSL Liaison: Ta'Vion Hampton and Carrie Maulin



Lindsay Pealer
Chair, LRL
Director of Library and Research Programs
Office of the Legislative Counsel
California Legislature
(916) 341-8030
lindsay.pealer@legislativecounsel.ca.gov
-Professional Staff Assoc. Officers
Workgroup
-Legislative Institution Subcommittee



Anthony Aycock
Vice Chair, LRL
Legislative Librarian
North Carolina General Assembly
(919) 301-1291
anthony.aycock@ncleg.gov
-Professional Staff Assoc. Officers
Workgroup
-Information Technology, Social Media,
E-Learning and Outreach Subcommittee

National Association of Legislative Fiscal Offices (NALFO)

NCSL Liaison: Erica MacKellar



Krista Lee Carsner
President, NALFO
Executive Director
Fiscal Review Committee
Tennessee General Assembly
(615) 532-9941
krista.lee.carsner@capitol.tn.gov
-Professional Staff Assoc. Officers
Workgroup
-Legislative Institution Subcommittee



Kirk Fulford
President-Elect, NALFO
Deputy Director, Fiscal Division
Alabama Legislative Services Agency
(334) 261-0650
kfulford@lsa.state.al.us
-Professional Staff Assoc. Officers
Workgroup
-Programs and Professional
Development Subcommittee

National Association of Legislative Information Technology (NALIT)

NCSL Liaison: Kae Warnock



Dave Burhop
Chair, NALIT
Director
Division of Legislative Automated Systems
Virginia General Assembly
(804) 371-8961
dburhop@dlas.virginia.gov
-Professional Staff Assoc. Officers
Workgroup
-Information Technology, Social Media, E-
Learning and Outreach Subcommittee



Johnathan Harris
Vice Chair, NALIT
Software Development Manager
Office of Computing and Information
Technology
Kentucky General Assembly
(502) 564-8100
johnathan.harris@lrc.ky.gov
-Professional Staff Assoc. Officers
Workgroup
-Legislative Institution Subcommittee

National Legislative Program Evaluation Society (NLPES)

NCSL Liaison: Megan McClure



Darin Underwood
Chair, NLPES
Deputy Auditor General
Office of the Legislative Auditor General
Utah Legislature
(801) 580-3978
dunderwood@le.utah.gov
-Professional Staff Assoc. Officers
Workgroup, Vice Chair
-Information Technology, Social Media, E-
Learning and Outreach Subcommittee



Jennifer Sebren
Vice Chair, NLPES
Deputy Director
Legislative PEER Committee
Mississippi Legislature
(601) 359-1451
jennifer.sebren@peer.ms.gov
-Professional Staff Assoc. Officers
Workgroup
-Legislative Institution Subcommittee

National Legislative Services and Security Association (NLSSA)

NCSL Liaison: Carrie Maulin and Cat Chrobak



Michelle O'Brien
President, NLSSA
Special Projects Coordinators
Idaho Legislature
(208) 334-4850
mobrien@lso.idaho.gov
-Professional Staff Assoc. Officers
Workgroup
-Legislative Institution Subcommittee



Cyrus Anderson
Vice President, NLSSA
Senate Deputy Sergeant-At-Arms
Wisconsin Legislature
608-504-5689
cyrus.anderson@legis.wisconsin.gov
-Professional Staff Assoc. Officers
Workgroup
-Information Technology, Social
Media, E-Learning and Outreach
Subcommittee

Research, Editorial, Legal and Committee Staff (RELACS)

NCSL Liaison: Kae Warnock



Rachel Weiss
Chair, RELACS
Research Analyst
Legislative Services Division
Montana Legislature
(406) 444-5367
rachel.weiss@legmt.gov
-Professional Staff Assoc. Officers
Workgroup
--Programs and Professional Development
Subcommittee



Matt Gehring
Vice Chair, RELACS
Staff Coordinator
House Research Department
Minnesota Legislature
(651)296-5052
matt.gehring@house.mn
-Professional Staff Assoc. Officers
Workgroup
-Legislative Institution Subcommittee,
Chair

The following officers and members were present:

OFFICERS

Sabrina Lewellen, NCSL Staff Chair, Arkansas
John Snyder, NCSL Staff Vice Chair, Kentucky
Anne Sappenfield, Immediate Past NCSL Staff Chair, Wisconsin

LSCC MEMBERS

Jacque Bland, West Virginia	Eric Nauman, Minnesota
Natalie Castle, Colorado	K.C. Norwalk, Indiana
Krista Lee Carsner, Tennessee	Michelle O'Brien, Idaho
Yolanda Dixon, Louisiana	Jill Reinmuth, Washington
Lonnie Edgar, Jr., Mississippi	Melissa Renick, Kansas
Miriam Fordham, Kentucky	Tim Sekerak, Oregon
Kirk Fulford, Alabama	Shunti Taylor, Georgia
Matt Gehring, Minnesota	Betsy Theroux, Georgia
Jonathan Harris, Kentucky	Erica Warren, Kentucky
Aurora Hauke, Alaska	Rachel Weiss, Montana
Alicia Henry, District of Columbia	Shay Wilson, Alaska
Jennifer Jackson, Texas	
Wendy Jackson, Wisconsin	
Othni Lathram, Alabama	
Lori Mathis, Maryland	
Cliff McCollum, Georgia	
Kiernan McGorty, North Carolina	

WELCOME AND INTRODUCTIONS

Staff Chair Sabrina Lewellen (Arkansas) welcomed everyone to the meeting, made introductions and asked everyone present to sign a birthday card for NCSL CEO Tim Storey.

NCSL CEO Tim Storey gave remarks and updates on NCSL. He is grateful to everyone on LSCC for being part of NCSL and its mission to strengthen the legislative institution, provide support of legislative staff across the country, be the voice for the states in Washington D.C., and to also strengthen NCSL as an organization. He gave updates on executive officer turnover, the new staff vice chair, and the incoming legislator vice president. The budget is in good shape for NCSL with 30 jurisdictions having paid their dues so far. The Summit was very successful in Indianapolis with 5,077 registrants. Professional Development meeting numbers are high and show high engagement from states. NCSL's 50th anniversary planning is on track to kick off in Louisville, Ky. in 2024 at the Summit.

LSCC WORK GROUP REPORTS

PROFESSIONAL STAFF ASSOCIATION WORK GROUP Chair Yolanda Dixon (Louisiana) reported on the workgroups meeting. LSCC bylaws and staff chair goals were reviewed by the committee. Discussion of staff association histories on the NCSL webpage, Dixon will send out a template to the associations using ASLCS's page as a model for those who do not currently have a history page but would like to create one. The workgroup discussed the use of the new platform Breezio as a communication tool for staff associations, discussed coordination with the 50th anniversary workgroup on the launch of 50th anniversary Profiles in Service videos and interviews. The workgroup discussed opportunities to get involved in the 50th anniversary planning process and plans to meet virtually in early November for further discussions.

STANDING COMMITTEES WORK GROUP Co-chairs Melissa Renick (Kansas) and Miriam Fordham (Georgia) reported that the workgroup reviewed the bylaws and staff chair goals for this year. The work group discussed opportunities for engagement with the new NCSL standing committee structure taking place in January 2024 and outreach strategies that will be implemented. Discussion on the annual staff officer survey, and satisfaction with standing committee activities. Felt there were opportunities to build relationships for staff officers between committees. The work group will review training and staff development topics this fall once all staff appointments have been made. Lengthy discussion on defining the role of staff on the standing committees with many ideas being discussed. Action items include selection of training topics for staff officer professional development, preparation for new officer orientation programs for both legislator and legislative staff committee officers and consideration of holding an engagement/networking session at NCSL Forecast in Austin, Texas.

NCSL 50TH ANNIVERSARY SPECIAL WORKGROUP Chair Sabrina Lewellen (Arkansas) The workgroup discussed updates regarding the 50th anniversary and work done during the prior LSCC term, including an overview of the one-page snapshot, timeline of anniversary events and the logo. The goal is to tell the story of NCSL's work with state legislatures and why the organization is indispensable today. With three months until the soft launch discussion was had on having state liaisons increase legislator engagement. A strong mission/vision statement that will increase recognition of NCSL's brand and strengthen ties with legislators and legislative staff. A goal to have introduction and adoption of congratulatory resolutions in chambers across the country and territories will be led by the state liaisons. Staff chair goals were reviewed and discussed including the recognition within staff associations of former association leaders. Combine this recognition with NCSL presidents, vice presidents and staff leadership and recognition of NCSL staff members, both current and former during the celebration period. An interim meeting will be held virtually.

STRATEGIC PLANNING WORKGROUP Staff Vice Chair John Snyder (Kentucky) reported that his committee met and discussed three topics that he will focus on during his term as staff chair. Those goals from his nomination letter include increasing engagement between the legislative staff in different

states, engage young legislative staff in NCSL early in their careers, Capitol security and the effect that uncertainty plays in staff retention. Some ideas discussed included the staff exchange program, a new staff orientation, and the YNP program to engage younger and or newer legislative staff. An interim meeting will be held in November.

LSCC SUBCOMMITTEE REPORTS

PROGRAMS AND PROFESSIONAL DEVELOPMENT SUBCOMMITTEE Chair Eric Nauman (Minnesota) reported that the subcommittee started with a discussion of the status of LSMI by reviewing several important events occurring in the past year. In January 2023, the LSCC recommended an extension of USC/CSUS contract with NCSL for an additional 5 years through 2029. In May 2023, changes in USC Leadership put that extension plan on hold. NCSL staff reported that they had significant concerns with the new USC administration of the LSMI program in 2023 and changes in the working relationship. NCSL reported on two options for delivering the 2024 LSMI program 1. Finish the current LSMI contract in Sacramento with USC/CSUS, or 2. have NCSL fulfill the 2024 LSMI program. NCSL will provide a written proposal and budget for LSMI 2024 along with regular communications on progress on delivery.

Digital badges for LSIE program attendees will be offered for the first time this year.

A unanimous consent request was made to the full LSCC to change the name in the bylaws from: the Legislative Staff Certificate program to the Legislative Staff Institutional Essentials program. **Motion adopted** and the name change will be reflected in the LSCC bylaws.

The subcommittee reviewed the Walking app used at Summit and it was agreed that the subcommittee's regular review of the app will end, and management will now be handled by NCSL.

Six two-person workgroups will review the following NCSL programs: Legislative Staff Institutional Essentials, Forecast 24, Senior Staff Leadership Development, Basecamp, and Young and New Professionals programs. Another workgroup will develop a list of faculty recommendations for the legislative breakfast and legislative staff university events at Summit

A virtual meeting will be held in the fall to discuss and review other goals.

INFORMATION TECHNOLOGY, SOCIAL MEDIA, E-LEARNING AND OUTREACH SUBCOMMITTEE NCSL staff liaison Victor Vialpando-Nunez reported out that the meeting consisted of three agenda items: 1) welcome 2) Review of Staff Chair Goals and 3) other items. The committee reviewed the staff chair's goals with all the committee members. Additionally, we reviewed projects/initiatives of the subcommittee in over the last year. A follow-up meeting with the subcommittee is scheduled for Nov. 16.

LEGISLATIVE INSTITUTION SUBCOMMITTEE Matt Gehring (Minnesota) reported out that the subcommittee walked through the LSCC bylaws goals as well as the staff chair goals. A discussion was held on the development and history of various LSCC publications that are subject to review and updates, such as the Legislative litigation tool kit, and the HR personnel tool kit. Members volunteered

to work on focused workgroups related to these publications, the chair and vice chair will set the committees and chairs by October. The NCSL 50th anniversary celebration was discussed with several ideas of incorporating legislative staff and LSCC members in planning, a curated display, or another type of commemoration of the creation and subsequent evolution of LSCC publication being one idea. Work groups will meet in the next few months with the full committee reconvening at the winter meeting in Las Vegas.

Upon conclusion of the committee reports staff chair Lewellen reminded the group to send in the new reporting form to the staff chair and NCSL staff soon. Also reminded the work groups and subcommittees to hold meetings and remain in communication between now and the LSCC meeting in Las Vegas, on Jan. 12-13, 2024.

ADJOURNMENT

JAN. 12, 2024 | 9-10:30 A.M. | MILANO 7

1. Welcome and introductions
2. Review: NCSL 50th anniversary mission and vision statements
3. Review: Staff chair goals for 50th anniversary
4. Review and discussion: 50th anniversary goals
5. Review and discussion: 50th anniversary core messages
6. Review and discussion: Communications strategy
7. Review: 50th anniversary commemorative items
8. Discussion: Other 50th anniversary items
9. Next steps and other business

NCSL 50th ANNIVERSARY WORK GROUP

MEMBERS

Sabrina Lewellen, Arkansas, Chair
Natalie Castle, Colorado
Jon Courtney, New Mexico
Aurora Hauke, Alaska
Doug Himes, Tennessee
Jennifer Jackson, Texas
Wendy Jackson, Wisconsin
Othni Lathram, Alabama

Betsy Theroux, Georgia, Vice Chair
Kiernan McGorty, North Carolina
Eric Nauman, Minnesota
Jill Reinmuth, Washington

NCSL STAFF

Bryan Thomas, Lead
Tim Storey
Victor Vialpando-Nuñez

JAN. 12, 2024 | 9-10:30 A.M. | SALERNO

1. Welcome and introductions
2. Finalize topics and schedule for standing committee staff officer professional development
3. Update on rollout of new standing committee structure
4. Report on Forecast
5. Plans for committee activity tracking
6. Other business

STANDING COMMITTEE OFFICERS WORK GROUP**MEMBERS****Miriam Fordham, Kentucky, Co-Chair**

John Bjornson, North Dakota, Vice Chair

Raysa Martinez Kruger, New Jersey, Vice Chair

Anthony Sammons, Oklahoma, Vice Chair

Andrea Wilko, Utah, Vice Chair

Melissa Renick, Kansas, Co-Chair**NCSL STAFF**

Molly Ramsdell, Lead

Kate Blackman

JAN. 12, 2024 | 9-10:30 A.M. | MILANO 8

1. Welcome and introductions
2. Report from NCSL on staff exchange program
3. Discussion on:
 - a. Engagement of new staff
 - b. Security/safety in capitols
 - c. Future of AI in legislatures
4. Other business

STRATEGIC PLANNING WORK GROUP

MEMBERS

John Snyder, Kentucky, Chair

Eric Katz, New York
Terri Kondeff, Idaho
Lori Mathis, Maryland
Cliff McCollum, Alabama
KC Norwalk, Indiana
Rich Olsen, West Virginia
Paul Smith, New Hampshire

Shunti Taylor, Georgia
Will Tracy, Arkansas
Erica Warren, Kentucky

NCSL STAFF

Stacy Householder, Lead
Alex Alavi

**PROFESSIONAL STAFF ASSOCIATION
OFFICERS WORK GROUP**

JAN. 12, 2024 | 9-10:30 A.M. | MILANO 6

1. Welcome and introductions
2. Discussion of the Staff Chair goal of creating or reviewing individual staff association history webpages
3. Discussion of coordination with 50th Anniversary Work Group, the Staff Chair and NCSL staff to launch **Fiftieth Anniversary—Profiles in Service**
4. Discussion of working to include anniversary/celebratory programming in upcoming staff association meetings
5. Other business
6. Adjournment

PROFESSIONAL STAFF ASSOCIATION OFFICERS WORK GROUP**MEMBERS****Yolanda Dixon, Louisiana, Chair**

Cyrus Anderson, Wisconsin
Anthony Aycok, North Carolina
Danielle Baker, Louisiana
Jacque Bland, West Virginia
Dave Burhop, Virginia
Krista Lee Carsner, Tennessee
Kirk Fulford, Alabama
Matt Gehring, Minnesota
Johnathan Harris, Kentucky
Rob Hunt, Maine

Darin Underwood, Utah, Vice Chair

Michelle O'Brien, Idaho
Lindsay Pealer, California
Aundrea Peterson, Utah
Jennifer Sebren, Mississippi
Rachel Weiss, Montana

NCSL STAFF

Arturo Pérez, Lead
Carrie Maulin
Natalie Wood

JAN. 12, 2024 | 10:45 A.M.-12:15 P.M. | MILANO 8

1. Welcome and introductions
2. Recap of Kansas City meeting
3. NCSL/LSCC publication working group reports
 - a. Legislative Litigation Toolkit
 - i. Remarks from Jon Heining, Texas
 - b. Guide to Writing a Legislative Staff Personnel Manual
 - c. Staff Model Code of Conduct
4. NCSL 50th anniversary
 - a. NCSL/LSCC publication celebration
 - b. Coordination with Executive Committee's Subcommittee on the Legislative Institution on 50th anniversary materials
5. The Compass – sneak preview
6. Other business

LSCC LEGISLATIVE INSTITUTION SUBCOMMITTEE

MEMBERS

Matt Gehring, Minnesota, Chair

Jacque Bland, West Virginia
John Bjornson, North Dakota
Krista Lee Carsner, Tennessee
Yolanda Dixon, Louisiana
Miriam Fordham, Kentucky
Johnathan Harris, Kentucky
Rob Hunt, Maine
Kiernan McGorty, North Carolina
Michelle O'Brien, Idaho

Jennifer Jackson, Texas, Vice Chair

Lindsay Pealer, California
Melissa Renick, Kansas
Jennifer Sebren, Mississippi
Paul Smith, New Hampshire

NCSL Staff

Natalie Wood, Lead
Molly Ramsdell
Kate Blackman

JAN. 12, 2024 | 10:45 A.M.-12:15 P.M. | MILANO 6

1. Welcome
2. Breezio demonstration
3. Staff Week brainstorm
4. NCSL 50th anniversary brainstorm
5. LSMI and LSIE badge data review
6. 2023 Summit data review
7. Other items

IT, SOCIAL MEDIA, E-LEARNING AND OUTREACH SUBCOMMITTEE**MEMBERS****Lonnie Edgar, Mississippi, Chair**

Cyrus Anderson, Wisconsin
Anthony Aycock, North Carolina
Danielle Baker, Louisiana
Dave Burhop, Virginia
Jon Courtney, New Mexico
Eric Katz, New York
Terri Kondeff, Idaho
Raysa Martinez Kruger, New Jersey
Lori Mathis, Maryland
Cliff McCollum, Alabama

Rich Olsen, West Virginia, Vice Chair

KC Norwalk, Indiana
Aundrea Peterson, Utah
Anthony Sammons, Oklahoma
Will Tracy, Arkansas
Darin Underwood, Utah
Andrea Wilko, Utah

NCSL STAFF

Victor H. Vialpando-Nuñez, Lead
Alex Alavi
Bryan Thomas

JAN. 12, 2024 | 10:45 A.M.-12:15 P.M. | MILANO 7

1. Welcome
2. LSIE discussion
3. LSMI update
4. Faculty recommendations
5. Approve odd/even year staff programming calendar
6. Professional development database update
7. Updates from upcoming working groups
8. Other

PROGRAMS AND PROFESSIONAL DEVELOPMENT SUBCOMMITTEE**MEMBERS****Eric Nauman, Minnesota, Chair**

Natalie Castle, Colorado
Kirk Fulford, Alabama
Aurora Hauke, Alaska
Doug Himes, Tennessee
Wendy Jackson, Wisconsin
Othni Lathram, Alabama
Shunti Taylor, Georgia

Jill Reinmuth, Washington, Vice Chair

Betsy Theroux, Georgia
Erica Warren, Kentucky
Rachel Weiss, Montana

NCSL STAFF

Carrie Maulin, Lead
Arturo Pérez
Stacy Householder

To: Eric Nauman, chair, LSCC Programs and Professional Development Subcommittee
Jill Reinmuth, vice chair, LSCC Programs and Professional Development Subcommittee

From: Arturo Perez, NCSL vice president of state services, Legislative Staff Management Institute

Date: Jan. 12, 2024

Re: 2024 Legislative Staff Management Institute

CC: Members, LSCC Programs and Professional Development Subcommittee
Sabrina Lewellen, NCSL staff chair

With the closure of the contract between USC, CSUS and NCSL completed, NCSL has developed and presented a plan to the Programs and Professional Development subcommittee for delivery of the 2024 Legislative Staff Management Institute (LSMI) program.

This memo outlines NCSL's 2024

- Program philosophy, and approach.
- Participant fee recommendation.
- Foundation contribution request.
- Methodology, marketing, and outreach.
- Timeline.

I. NCSL's philosophy and approach to leadership development and executive education

NCSL's philosophy and approach to leadership development and executive education is rooted in a series of core beliefs.

Leadership growth and professional learning are lifelong pursuits, so we aim to provide educational content and experiences that are long-lasting and transferable to any legislative career path, from the first year on the job to the top of the leadership ladder.

We believe that personalized and experiential learning is the best model to increase skill development and accelerate professional growth.

Fundamental to our approach is the belief that any new educational content needs to be connected to the personal context and lived experience of the learner.

Finally, we believe in the "wisdom of the crowd," and thus employ a collaborative learning model that emphasizes small group dialogue and reflection that deepens the impact of both the learning and the peer-to-peer relationship.

Transitioning this approach to the proposed LSMI 2024 plan, we will maintain the recent LSMI philosophical focus on both *self- and social-awareness* and carry that theme throughout the program. We will start with modules and experiences that stimulate personal introspection before linking that

new understanding of self to modules and experiences that highlight group dynamics and the challenges of managing those dynamics in the complex world of the legislature.

Specifically, those self-awareness modules include sessions like Critical Conversations, Social Styles, Personal Values Analysis, Emotional Intelligence and an art exercise on Personal Perspective and Bias. Each of these modules help attendees both reflect on who they are as a person/leader and offer them some tools to utilize that awareness in a management role.

We will transition mid-week to social-awareness modules that specifically reference management and leadership (Leading Diversity; Leading a Multigenerational Workforce; Working with Difficult People; Managing Risk). This social-awareness will culminate in an inclusive personal/team challenge (TBD—hike; raft; zipline) designed to cement these concepts in the minds of the attendees.

Finally, all of this content—self- and social-awareness—will be placed within the specific context of managing in the unique environment of the legislature.

II. Participant Fees and NCSL Foundation Contribution Recommendations for the 2024 Program

The LSMI program budget continues to be conservative to maximize the greatest programmatic impacts through the most economical means. The budget is based on 45 participants with the registration fee remaining the same as approved in 2020.

2024 ONSITE Revenue Proposal

- **\$3,400** participant registration fee WITH hotel accommodations.
- **\$3,000** participant registration fee WITHOUT hotel accommodations.
- NCSL Foundation contribution of **\$95,000**.
 - o \$90,000 to support the onsite LSMI program delivery.
 - o \$5,000 to support the alumni reception during the Legislative Summit.

*Budget breakdown table 2.

III. 2024 Methodology, Marketing and Outreach

Methodology

The four-month LSMI experience will include a pre-conference webinar, the eight-day residency and optional executive coaching (two sessions). The full NCSL Legislative Training Institute team will be involved all week and will facilitate small group discussions with sub-cohorts that seek to connect each learning module to the attendees' personal legislative context and to explicitly highlight the overlap between these concentric circles of self- and social-awareness and management practice.

Attendees will experience several inventories/assessments throughout the week—some formal (Social Styles; Values Inventory; EQ), and some informal (Reflection Logs).

Two aspects of the program will extend the LSMI experience beyond the end of the program: first, the emphasis on group connection and bonding will provide each attendee with a team that participants can reach out to over time for support, guidance, or help.

And second, the offer of two executive coaching sessions with a certified leadership coach (TBD) will help strengthen the link between the LSMI experience, and their return to the specific context and

challenges of their legislative setting. Each attendee will have the option to sign up for two sessions over the summer. NCSL is in the process of identifying and contracting with executive coaches now.

The program faculty will include both NCSL staff and consultants. Confirmed consultants include Mira Ringler, Col. Gil Juarez and Rueben Brock. LSMI Lead Trainer Angela Andrews is actively connecting with additional potential staff.

Marketing and Outreach 2024:

- The NCSL LSMI webpage will be updated to reflect the 2024 program delivery changes(<https://www.ncsl.org/legislative-staff/lsccl/legislative-staff-management-institute>).
- NCSL will send out e-mail blasts in early 2024 to legislative staff associations and legislative directors to identify prospective applicants.
- NCSL will highlight LSMI in staff newsletters in early 2024.
- NCSL will highlight LSMI in its social media postings in early 2024.
- NCSL will send marketing emails to LSMI alumni.

IV. 2024 LSMI Timeline:

January - February 2024

- Marketing efforts begin.
- Website updated.
- Newsletter inclusion.
- Targeted emails.

March 2024

- March 1: Online application open.

April 2024

- April 15: Online application closes.
- April 16: Review of applications and selection process begins.

May 2024

- May 15: Selection process complete.
- May 16 – 17: Notification emails sent out.
- May 16: Registration link goes live (invoicing begins).
- May 31: Registration closes (answer questions, resolve incomplete registrations).

June 2024

- June 12: Participant webinar – 3 p.m. ET.

July 2024

- July 11: Program begins.
- July 18: Graduation.

August - September 2024

- Optional executive coaching.

**Dates subject to change. **

Table 1: Number of Participants per Year in Sacramento

Year	Number of Participants
2023	59
2022	57
2021	56
2020-V	45
2019	44
2018	45
2017	41
2016	44
2015	42
2014	46
2013	36
2012	39
2011	25
2010	34
2009	22
2008	38
2007	32
2006	34
2005	27
TOTAL:	766

Table 2: Budget Breakdown and Comparisons

Program Budget	2021 (56)	2022 (57)	2023 (59)
USC Staff, Presenters & Travel	\$48,885	\$73,502	
Non-USC Staff and Presenters	\$35,375	\$38,324	
Housing and Meals	\$121,483	\$104,535	
Transportation/Networking	\$6,649	\$7,356	
Educational Activities Off Site	\$4,867	\$4,093	
Materials and Supplies	\$14,772	\$16,300	
Contract Administration**	\$24,538	\$26,216	
2023 NCSL Expenses			\$90,112
2023 Paid to USC			\$90,000
2023 Paid to USC -close out			\$92,558
TOTAL EXPENSES	\$256,569	\$270,327	\$272,700
New Program Revenue	2021	2022	2023
Participant Registration Fees	\$190,000	\$200,200	\$191,000
NCSL Foundation	\$70,000	\$70,000	\$90,000
Total New Program Revenue	\$260,000	\$270,200	\$281,000
Additional Revenue			
Direct donations	\$0	\$0	\$0
Reserve funds & in-kind contributions*	\$3,700	\$7,100~	\$0
TOTAL REVENUE	\$263,700	\$277,300	\$281,000

The following officers and members were present:

OFFICERS

Speaker Robin Vos, Wisconsin
Speaker Pro Tem Brian Patrick Kennedy, Rhode Island
President Pro Tem Wayne Harper, Utah
Speaker Scott Saiki, Hawaii
Anne Sappenfield, Director, Legislative Council, Wisconsin
Sabrina Lewellen, Arkansas Senate, Arkansas
J.J. Gentry, Counsel, Ethics Committee—Senate, South Carolina

EXECUTIVE COMMITTEE MEMBERS

Rep. Barbara Ballard, Kansas	Senate President Ron Kouchi, Hawaii
Rep. Megan Blanksma, Idaho	MNA Matthieu Lemay, Quebec
Tim Bommel, Missouri	Othni Lathram, Alabama
Natalie Castle, Colorado	Jill Reinmuth, Washington
Sen. Cristina Castro, Illinois	Melissa Renick, Kansas
Jon Courtney, New Mexico	Sen. Robert Rodriguez, Colorado
Rep. Kurt Daudt, Minnesota	John Snyder, Kentucky
Sen. Bob Duff, Connecticut	Assemblywoman Michaelle C. Solages, New York
Lonnie Edgar, Mississippi	Senate President Robert Stivers, Kentucky
Rep. Marcus C. Evans, Illinois	Rep. Ryan Lane, New Mexico
Matt Gehring, Minnesota	Sen. Becky Massey, Tennessee
Rep. Roger Goodman, Washington	Rep. Billy Mitchell, Georgia
Speaker Roger Hanshaw, West Virginia	Assemblywoman Carol Murphy, New Jersey
Rep. Sonya Harper, Illinois	KC Norwalk, Indiana
Sen. Briggs Hopson, Mississippi	Speaker Sherman Packard, New Hampshire
Sen. Jean Hunhoff, South Dakota	Will Tracy, Arkansas
Eric Katz, New York	Sen. Barry Usher, Montana
Terri Kondeff, Idaho	Sen. Whitney Westerfield, Kentucky
Delegate Terry Kilgore, Virginia.	

A quorum was present with 43 members in attendance.

INTRODUCTIONS

The meeting, led by Wisconsin Speaker Robin Vos, began with introductions from attendees, including President-elect, Rhode Island Rep. Brian Patrick Kennedy and Vice President, Utah Sen. Wayne Harper. Each participant briefly shared their name, position and state affiliation. Subsequently, various sponsors and guests also introduced themselves. The meeting emphasized the importance of active participation and minimizing distractions, with a reminder to hold down the microphone button when speaking.

NCSL CEO Tim Storey then addressed housekeeping matters, confirming the quorum and recording of the meeting for future minutes. Attendees were informed about upcoming votes and reminded to consult their executive committee books for reference during the meeting. The session concluded with expressions of gratitude to Indiana's hosts and a call for attentive participation throughout the Legislative Summit.

WELCOME OF INTERNATIONAL GUESTS

During the NCSL meeting, Speaker Vos expressed gratitude for the presence of international guests and introduced Colin Bird, the consul general of Canada in Detroit. Consul General Bird highlighted the strong economic relationship between Canada and the United States, emphasizing the significant trade increase of 20% between the two nations last year. He discussed the shared defense commitment, cooperation on geo-strategic issues, and the importance of Canada in the U.S. auto sector's electrification efforts. He invited attendees to an international reception, where they could engage with members of the Canadian Parliamentary delegation.

Following this, Vasco Alves Cordeiro, president of the European Committee of the Regions, addressed the committee, sharing insights into the Committee of the Regions' role as a political assembly representing European Union territories. He stressed the importance of collaboration between states and subnational entities in addressing global challenges. President Cordeiro discussed the signed letter of cooperation between NCSL and the Committee of the Regions, focusing on protecting democracy, enhancing sustainable economic relations and expanding exchanges among members and staff. He invited NCSL to a summit in Belgium in March 2024, expressing optimism about the potential for fruitful collaboration between the two organizations. Speaker Vos expressed appreciation for the invitation and anticipated a positive relationship between NCSL and the Committee of the Regions.

APPROVAL OF MINUTES

Speaker Vos motions to approve the minutes of the spring Executive Committee meeting in Providence, RI. The minutes were unanimously approved.

REMARKS BY THE NCSL CHIEF EXECUTIVE OFFICER

Tim Storey kicked off his report by expressing gratitude for the continuous support of NCSL and its dedicated members. He acknowledged the significant achievement of surpassing 5,000 registered

attendees for the upcoming Legislative Summit in Indiana and commended the state's leadership for going above and beyond in organizing the event. Storey noted that the Summit promised to be a remarkable three days filled with substantive discussions and engaging activities.

Encouraging active participation, Storey urged attendees to explore the exhibit hall, emphasizing its role as a crucial marketplace for sharing innovative ideas. He directed attention to the annual report, found at the back of the book, providing a comprehensive overview of NCSL's extensive engagement levels and activities over the past 12 months. The report showcased notable increases in participation across various NCSL initiatives, including meetings, webinars, and professional development opportunities.

Storey briefly touched on the stable fiscal position of the NCSL Foundation, budget and dues. He then highlighted the forthcoming 50th anniversary celebration of NCSL, distributing gold hats to mark the occasion. Storey encouraged members to actively contribute to the celebration's planning and activities. In terms of staff changes, he welcomed Brian Thomas as the new director of communications, replacing the retiring Gene Rose, who had been with NCSL for over 20 years.

Acknowledging changes within the NCSL Foundation, Storey introduced Diana Noel, the newly appointed chief development officer overseeing a smooth transition.

BUDGET, FINANCE AND RULES COMMITTEE

Rep. Kennedy was introduced to give the report on the Budget, Finance and Rules Committee. Kennedy gave an update on the FY23 NCSL budget. The fiscal year concluded with a surplus of approximately \$2 million dollars, attributed to meeting target appropriations, successful revenue collections, and the outstanding performance of the Legislative Summit in Denver, surpassing expectations in both revenue and expenses. The surplus also included a notable one-time payment of \$795,000 resulting from the dissolution of the State and Local Legal Center. NCSL officers directed this amount to be placed in the year-end surplus reserve fund.

The committee engaged in discussions regarding membership dues and voted to establish a working group tasked with addressing and reporting on states that are delinquent in dues support. This proactive approach reflects the committee's commitment to ensuring financial stability and member state participation.

Looking ahead, Kennedy outlined plans for NCSL to enter into a contract with an investment advisor in the fall. This collaborative effort aims to formulate a comprehensive investment policy, with the finalized policy slated for consideration during the January meeting in Las Vegas.

COMMITTEE ON OUTREACH AND MEMBER SERVICES

Sen. Harper presented the report from the Committee of Outreach and Member Services subcommittee. The committee had a productive discussion on various grants, with four new grants highlighted, including a \$2.1 million grant from the U.S. Health And Resources Administration for healthcare access, a \$300,000 grant from Lumina Foundation for post-secondary educational

attainment, a \$300,000 grant from the Environmental Defense Fund for policy options around the Mississippi River Basin, and a \$100,000 grant from the Stand Together Trust for strategies supporting post-secondary education systems. All these grants were unanimously approved by the committee, and Harper moved for their adoption by the full Executive Committee, a motion that was subsequently approved.

Harper also touched upon the renewals and several new grants under \$100,000, emphasizing that they did not require the Executive Committee's action. Additionally, the committee received updates on NCSL standing committees, the ongoing Legislative Summit, and preparations for the upcoming summit in Louisville in 2024. He shared insights from Senate President Robert Stivers about the exciting events planned for the Kentucky Legislative Summit in 2024, highlighting the cultural attractions of Louisville, including the bourbon industry, horse racing and various museums.

Sabrina Lewellen, the incoming staff chair, addressed the committee, emphasizing the significance of NCSL's 50th anniversary celebration. She outlined plans for various activities and initiatives to commemorate this milestone, seeking foundation board support for seed money to ensure the success of these endeavors. The committee also received a report on outreach activities by NCSL, which was detailed on page 32 of the agenda book.

LEGISLATIVE INSTITUTION SUBCOMMITTEE

New Hampshire Speaker Sherman Packard presented a report from the Legislative Institution subcommittee. The subcommittee received a presentation from KC Norwalk of Indiana, focusing on the Indiana General Assembly. Key points from the presentation included Indiana having 150 legislators, along with 200-300 staff members, reflecting a part-time legislature. Noteworthy aspects were highlighted, such as having one of the weakest executive branches and one of the strongest legislatures, emphasized by a simple majority veto power.

Vice chair Matt Gehring provided an overview of the legislative institution track session held at the Summit. Additionally, NCSL's Natalie Wood shared insights from a survey involving 1,500 legislative staff members. The survey covered aspects of staff participation, workplace dynamics and factors influencing turnover and retention.

The subcommittee engaged in a questionnaire distributed by NCSL staff, seeking ideas for the organization's 50th anniversary celebration. The questions posed were intriguing, asking members to consider what would surprise legislators from 50 years ago if they walked into the chamber today and what they hope people would witness when entering the legislature 50 years into the future.

SUBCOMMITTEE ON STATE/FEDERAL POLICY

Montana Sen. Barry Usher gave the report from the Subcommittee on State/Federal Policy. The subcommittee received an update from Molly Ramsdell on the results of the summer's call to action, which led to new sponsors for several federal legislative pieces. Notably, the Safe Banking Act gained 12

new sponsors, aiming to protect financial institutions offering services to legitimate cannabis-related businesses.

He highlighted upcoming issues, including the farm bill, avoiding a federal shutdown and Medicaid. He encouraged members to be attentive to future calls to action. The subcommittee received a detailed report on NCSL's activities in Washington, outlined in the agenda book.

Following Sen. Usher's report, the meeting moved on to discuss the Executive Committee working group's final report on the structure of standing committees. Rep. Kennedy presented the report, noting the diligent work of the committee in reevaluating the structure. The working group proposed changes to committee names, responsibilities, and recommended the creation of new committees. The proposed changes included adjustments to committee names, responsibilities, and the creation of new committees to better align with present-day nomenclature and evolving legislative needs. Here is a summary of the modifications made to specific committees:

- **Budget and Revenue Committee:** The committee would remain unchanged with the possibility of additional responsibilities.
- **Communications, Financial Services, and Interstate Commerce Committee:** This committee would be split into two distinct committees—Banking, Financial Services and Insurance, and Technology and Communications.
- **Education Committee:** No changes were proposed for the Education Committee.
- **Health and Human Services Committee:** This committee would be split into two committees—Health and Children, Families, and Human Services.
- **Labor and Economic Development Committee:** No changes were proposed for the Labor and Economic Development Committee.
- **Law, Criminal Justice, and Public Safety Committee:** This committee would be modified to Law and Public Safety.
- **Natural Resources and Infrastructure Committee:** This committee would be split into two committees—Natural Resources, Energy, and Environment, and a separate Transportation Committee.
- **Redistricting and Elections Committee:** This committee would be renamed Elections and Redistricting.

There was a discussion about whether the Elections and Redistricting Committee should have policymaking authority, which it currently lacks. The proposal suggested granting the committee this authority for a two-year trial period starting in January 2025. The changes aimed to streamline and enhance the efficiency of the committees while addressing the evolving landscape of legislative responsibilities.

Rep. Kennedy moved for the approval of the new committee structure, and the proposal was unanimously adopted by the Executive Committee.

The meeting continued with updates on NCSL Task Force activities. The Task Force on Cybersecurity and Privacy released a report titled "Approaches to Regulating Artificial Intelligence: A Primer." The primer, sent to various government entities, aims to educate state policymakers on AI-related issues, providing information on international, federal, and state activities surrounding AI.

Additionally, the State and Local Tax (SALT) Task Force undertook various policy efforts in 2023, resulting in new and updated reports. A new report addressing state and local tax considerations of remote work arrangements was scheduled for release during the summit session. The SALT Task Force also updated reports on property tax communication providers, tax policy for business rapid response and sales tax exemptions for communication network equipment.

The report concluded with a motion to reauthorize several task forces, including Agriculture, Energy Supply, Health Innovations, Higher Education Affordability and Student Outcomes, Military and Veterans Affairs, State and Local Taxation, and the Task Force on Artificial Intelligence, Cybersecurity, and Privacy. The Executive Committee approved the motion.

LEGISLATIVE STAFF COORDINATING COMMITTEE

Anne Sappenfield, the staff chair of the Legislative Staff Coordinating Committee (LSCC), provided a comprehensive report on the committee's activities and achievements throughout the year.

The LSCC focused on addressing challenges related to recruitment and retention of legislative staff, aligning its efforts with the broader labor market trends. Key highlights of the LSCC's report include the establishment of a working group dedicated to creating resources for legislative staff, especially directors and HR professionals, to enhance recruitment and retention strategies. The committee recognized the importance of having a skilled and engaged workforce to effectively support legislatures.

NCSL conducted surveys to gather insights from staff regarding the reasons for staying or considering leaving their positions, and the data collected informed the committee's work on retention strategies. Emphasizing the significance of staff engagement, the LSCC focused on professional development opportunities, introducing digital badges for programs like the Legislative Staff Management Institute and the Legislative Staff Institutional Essentials, providing staff with visible recognition on platforms like LinkedIn.

The committee explored the identification of affinity groups for staff, recognizing that fostering a sense of community and connection contributes to overall engagement. Efforts were made to enhance the meaningfulness of being a standing committee officer, aiming to make the role more engaging and valuable.

NCSL, in collaboration with the Programs and Professional Development Subcommittee, created a comprehensive database of programming and professional development initiatives for legislative staff over the past five years, helping identify successful programs and address potential gaps.

The LSCC initiated the recreation of the Compass Video, an ethics-focused video for legislative staff, which now comprises five videos covering ethics and resilience, reflecting the experiences of staff during and after the pandemic.

The committee formalized an oral history project, conducting interviews with former staff chairs of NCSL to preserve the history of the LSCC. Lastly, the LSCC actively contributed to discussions and planning related to NCSL's 50th anniversary, acknowledging the milestone and preparing for commemorative activities.

She concluded the report by expressing gratitude for the collaborative efforts and highlighting the committee's dedication to addressing the evolving needs of legislative staff.

NCSL FOUNDATION REPORT

NCSL President Emeritus Hawaii Speaker Scott Saiki presented the report for the NCSL Foundation for State Legislatures. The co-chair, Christine Csizmadia, and the new chief development officer, Diana Noel, were acknowledged. The Foundation's fiscal year 2023 budget was reviewed, and it closed at a record \$5.085 million, exceeding the initial budget of \$4.225 million. The Foundation, with 273 sponsors and 51 new sponsors in the past year, experienced significant support, contributing to its success.

There were 21 members in the Capital Circle and 69 in the platinum level, marking a 16% increase from the previous year. Gold and silver memberships also contributed to the Foundation's robust financial position. The sponsors were recognized for their essential role in supporting NCSL, and their commitment and confidence were appreciated.

The Foundation approved three motions: an increase in supplemental awards for fiscal year 2023 (\$622,000), the 2024 budget (\$4.607 million), and awards for 2024 (\$3.2 million). Additionally, five new Foundation members were announced, including Michaelle Solages, Natalie Castle, Jennifer Kelly, Katie Wright and Angela Storseth-Cooper. The motion to approve these new members was successfully passed.

A discussion on the increased interest from the private sector led to the approval of a motion to create an NCSL Foundation Bylaws Committee. This committee will examine the foundation's bylaws, considering ways to enhance participation and address emerging needs. The bylaws review committee is expected to present recommendations at the next meeting. The foundation's meeting concluded with gratitude for the support and commitment of sponsors, contributing to NCSL's success.

OTHER BUSINESS

President Vos expressed solidarity with Hawaii, particularly those affected by the devastating fire on Maui. Sen. Kouchi and Speaker Saiki appreciated the support and mentioned the Hawaii Community Foundation's Maui Strong program for those willing to contribute.

A suggestion was made to provide a platform for members to make donations for disaster relief, specifically directed to the Hawaii Community Foundation's Maui Strong initiative.

Vos acknowledged the significance of NCSL's structure, emphasizing the strength derived from active participation, such as the ongoing applications for executive committee positions. He recognized the retiring members who had contributed significantly over the past three years.

Vos expressed gratitude to sponsors for their essential role and highlighted the impressive number of applicants for executive committee positions, demonstrating the vibrancy of NCSL. He also acknowledged the retiring members for their dedicated service.

The meeting concluded with reflections on the unique bipartisan and collaborative environment of NCSL, expressing appreciation for its valuable impact on legislators and staff. Vos thanked attendees for their support, noting the importance of sponsors' contributions and the unparalleled educational opportunities NCSL provides.

**RULE I
RULES OF PROCEDURE**

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

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

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

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

policy directives, resolutions and amendments to existing policy directives or resolutions promptly to the appropriate standing committee or committees.

- F) Standing committees shall disseminate draft policy directives, resolutions and amendments to existing policy directives or resolutions at least twenty days prior to the 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 Annual Business Meeting for adoption. All policy directives and resolutions produced by the NCSL standing committees shall be submitted to the Annual Business Meeting for final adoption. In the interim between Legislative Summits, policy directives and resolutions may be adopted by Committees, but they shall clearly indicate that they are the policy directives and resolutions of that Committee, and not of the Conference as a whole.
- B) In emergency circumstances, when there is insufficient time to consider a new policy directive or resolution under normal processes, policy directives or resolutions having the same force and effect as policy directives and resolutions adopted by the full Conference may be established by either of the following means: (1) three fourths vote of the legislator members, present and voting, of the Executive Committee in meeting assembled; or (2) the unanimous agreement by conference call of the NCSL President, the NCSL President-Elect, the NCSL Vice President, the NCSL President Emeritus, the legislator Co-Chairs or a legislator Vice Chair of the NCSL Standing Committees, and the Co-Chairs or Vice Chair of the appropriate standing committee or committees.
- C) All policy directives of the Conference shall not expire but must be reviewed by the standing committee of jurisdiction at least once every four years and can be updated or amended by a standing committee at any time, adhering to the NCSL By-Laws and Rules of Procedure. All resolutions of the Conference shall automatically terminate one year after the Annual Business Meeting at which they are adopted, unless reaffirmed in the normal policy process.
- D) The decision to name NCSL as an amicus curiae on briefs filed before the U.S. Supreme Court shall be by unanimous agreement of the NCSL President, the NCSL President Emeritus, the NCSL President-Elect, the NCSL Vice President, the legislator Co-Chairs of the NCSL Standing Committees, the legislator Co-Chairs of the Law, Criminal Justice and Public Safety Committee and legislator Co-Chairs of other standing committees that have jurisdiction over the question to be resolved by the amicus brief. In the event any person voting indicates a veto, the President may initiate a conference call to allow for discussion and to confirm each person's vote.

RULE IV**STANDING COMMITTEE PROCEDURES**

- A)** There shall be standing committees and task forces of NCSL whose number and jurisdictions are determined by the Executive Committee. The standing committees and task forces (1) consider federal issues that affect states; (2) formulate policy positions on federal issues; (3) exchange information about state and federal policy matters; (4) consider and evaluate innovative approaches to state issues; (5) develop policy options and recommendations regarding state issues and legislative organization, management and procedures.
- B)** The legislator officers of the Conference's standing committees, including the overall standing committee legislator officers, shall be appointed by the President and the President-elect for a term of two years. There shall be at least two overall legislator vice chairs, one from each of the two major political parties, as defined by the NCSL bylaws. Each year, the Staff Chair appoints one overall staff Co-Chair and at least one overall staff vice chair, and one staff Co-Chair and at least one vice chair to each standing committee. The legislative staff officers of the Conference's standing committees, including the overall legislative staff Co-Chairs and the overall legislative staff vice chairs, serve staggered terms of two years.
- C)** A quorum for the adoption of policy directives and resolutions in Standing Committees shall consist of representation of appointed legislator members, or in their absence, legislator substitutes designated in writing by appointed members' presiding officers, from at least ten (10) member jurisdictions. Letters designating substitutes or new appointments shall be delivered to the appropriate legislator committee Co-Chairs no later than the beginning of the committee session at which a vote on public policy will occur. The Legislator Co-Chairs of each standing committee shall, prior to a committee vote(s) on a matter of public policy, establish the presence of a quorum.
- D)** All voting in standing committees, subcommittees or task forces shall be by voice, except when a roll call vote is requested by two (2) member jurisdictions, or is called by the legislator Co-Chairs.
- E)** On matters of public policy that place the standing committees, subcommittees, and task forces on public record, an affirmative vote of three-fourths (3/4) of the member jurisdictions who respond to the most recent quorum call is required. A state not present for the most recent quorum call can before the start of the next roll call vote request recognition from the presiding legislator chair and be recorded as present for purposes of the quorum. New quorum calls shall be conducted at the request of five (5) member jurisdictions. On all other matters, a quorum being present, action is final by majority vote of the member jurisdictions who responded to the most recent quorum call.
- F)** Votes on matters of public policy shall be cast by appointed legislator members, or in their absence, by legislator substitutes designated in writing by appointed members' presiding officers. All legislators duly registered for the Annual Meeting 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 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 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

- E) 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 –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 AT ANNUAL BUSINESS MEETINGS

- A) All action in the 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 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 Chief Executive Officer or designee. 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 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

- H) 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.
- I) 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.
- J) 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.

*Adopted at the Annual Meeting in October, 1975 and amended at the Annual Meeting in July, 1976; August, 1977; July 1979; July 1988; August 1989; Orlando, Florida August 15 1991; New Orleans, Louisiana; July 25, 1994; Milwaukee, Wisconsin, July 17, 1995; St. Louis, Missouri, 1996; Philadelphia, Pennsylvania, 1997; Denver, Colorado, July. 26, 2002; Salt Lake City, Utah, July 23, 2004; Nashville, Tennessee, August 17, 2006; Louisville, Kentucky, July 28, 2010; San Antonio, Texas, August 11, 2011; Chicago, Illinois August 9, 2012; Seattle, Washington, August 6, 2015; Tampa, Florida, November 5, 2021; and Denver, Colorado, August 3, 2022.

ARTICLE I ESTABLISHMENT

NAME

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

OFFICES

Section 2. NCSL may establish offices in locations as determined by the Executive Committee.

MISSION

Section 3. NCSL will strive to:

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

MEMBERSHIP

Section 4. NCSL membership consists of the legislatures of the states, the District of Columbia, and the territories and commonwealths of the United States. Participation of legislators and legislative staff within each of the membership jurisdictions are predicated upon satisfaction of membership requirements.

GOVERNANCE

Section 5. The Executive Committee serves as the NCSL governing body, as provided in Article II.

AFFILIATION WITH OTHER ENTITIES

Section 6. NCSL may affiliate with public, private or other entities to advance its mission, with special emphasis on entities that represent local and state government. NCSL may also affiliate with state or provincial legislatures of other countries. The Executive Committee will establish guidelines for and approve affiliations.

ARTICLE II EXECUTIVE COMMITTEE

PURPOSE

Section 1. As the governing body of NCSL, the Executive Committee will supervise, control and direct the affairs of NCSL; implement the mission and policies of NCSL; and supervise NCSL finances. The Executive Committee may adopt rules and regulations for the conduct of its business and may delegate aspects of its authority and responsibility to the officers, Chief Executive Officer, and NCSL divisions, sections, and committees.

OFFICERS

Section 2. The officers of the NCSL consist of the President, President-Elect, Vice President, President Emeritus, Staff Chair, Staff Vice Chair, and the Immediate Past Staff Chair.

- a) The President serves 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, appoints the legislative officers and members of all appropriate committees and subcommittees of the Executive Committee. The President presides at all meetings of the Executive Committee. The President performs such other duties as are incidental to the office of President or as may be prescribed by the Executive Committee.
- b) The President-Elect performs the duties of the President in the event of the President's absence or inability to serve. Other duties may be delegated to the President-Elect by the Executive Committee or the President.
- c) The Vice President performs the duties of the President-Elect in the event of the absence or inability of the President-Elect to serve. Other duties may be delegated to the Vice President by the Executive Committee or the President.
- d) The President Emeritus serves as the President of the Foundation for State Legislatures and shall perform other duties as assigned by the Executive Committee and the President.
- e) The Staff Chair serves as the staff chair of the Executive Committee 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, appoints the legislative staff officers and members of all appropriate committees and subcommittees of the Executive Committee.
- f) The Staff Vice Chair serves as Vice Chair of the Executive Committee and performs the duties of the Staff Chair in the event of the staff officer's absence or inability to serve and perform such other duties as may be delegated to the Staff Vice Chair by the Staff Chair or the Executive Committee.
- g) The Immediate Past Staff Chair serves as the Secretary-Treasurer of the Foundation for State Legislatures and shall perform other duties as assigned by the Executive Committee and the Staff Chair.

COMPOSITION

Section 3. The Executive Committee is comprised of 63 members as follows:

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

LEGISLATIVE MEMBERS

Section 4. The 41 legislators include:

- The President.
- The President Emeritus.
- The President-Elect.
- The Vice President.
- Twenty-seven at-large members.
- One ex officio member representing the state hosting the annual meeting at the time of that member's election.
- Two ex officio members representing the states hosting the next two annual meetings.
- The Co-Chairs of the NCSL Standing Committees, who serve ex officio, appointed by the President and President-Elect.
- Five ex officio members representing the Council of State Governments (CSG), including the Chair of the CSG and one member or alternate member elected from each of the four regional conferences of the CSG, as provided herein, provided to the best of our ability that the regional conference members and alternates shall be elected from states not having at-large legislator representation on the Executive Committee.

LEGISLATIVE STAFF MEMBERS

Section 5. The 21 legislative staff members include:

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

EX OFFICIO MEMBERS

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

EQUAL REPRESENTATION

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

LEGISLATOR NOMINATING COMMITTEE

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

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

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

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

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

LEGISLATIVE STAFF NOMINATING COMMITTEE

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

The Legislative Staff Nominating Committee shall present at the Business Meeting a slate of candidates for the Executive Committee and the office of Staff Vice Chair. The Staff Chair succeeds automatically

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

The voting procedures are as provided herein.

TERMS

Section 10. The term of office for the officers and members of the Executive Committee begins at the close of the Business meeting and ends at the conclusion of the subsequent Business Meeting.

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

LEGISLATOR VACANCIES

Section 11. Legislator vacancies will be filled as follows:

- a) President Emeritus. A vacancy in the office of President Emeritus shall be filled by the executive committee.
- b) President. After notice and opportunity to apply is provided, a vacancy in the office of the President shall be filled by the Executive Committee. The replacement shall be a current or former Executive Committee member, chair of an NCSL task force, or chair of an NCSL standing committee, provided that the replacement is of the same political party as the person vacating the office.
- c) President-Elect. After notice and opportunity to apply is provided, a vacancy in the office of the President-Elect shall be filled by the Executive Committee. Within 120 days of the vacancy, the Vacancy Nominating Committee shall submit to the Executive Committee a nominee, who is of the same political party as the person vacating the office, to fill the vacancy. The Executive Committee will act upon the nomination at its next regularly scheduled meeting.
- d) Vice President. After notice and opportunity to apply is provided, a vacancy in the office of the Vice President shall be filled by the Executive Committee. Within 120 days of the vacancy, the Vacancy Nominating Committee shall submit to the Executive Committee a nominee, who is of the same political party as the person vacating the office, fill the vacancy. The Executive Committee will act upon the nomination at its next regularly scheduled meeting.
- e) Executive Committee Members. A vacancy in the non-officer membership of the Executive Committee shall be filled by the President. Within 60 days of the vacancy, the President shall submit to the Executive Committee a nominee to fill the vacancy. The Executive Committee will act upon the nomination at its next regularly scheduled meeting.

LEGISLATIVE STAFF VACANCIES

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

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

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

VACANCY NOMINATING COMMITTEE

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

QUORUM AND VOTING

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

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

MEETINGS

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

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

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

PRIORITIES AND ISSUES

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

COMMITTEES AND SUBCOMMITTEES

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

ARTICLE IV

FINANCE

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

RULES

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

BUDGET

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

AUDIT

Section 4. The accounts of the NCSL 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 at the Business Meeting.

ARTICLE V

MEETINGS

ANNUAL MEETING

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

BUSINESS MEETING

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

Voting at the Business Meeting shall be by roll call by member jurisdiction. Each member jurisdiction in good standing shall be entitled to cast one vote regardless of the number of delegates present from that jurisdiction. A quorum for the transaction of business shall consist of representation from at least

twenty member jurisdictions. An affirmative vote of a simple majority of the jurisdictions responding to the most recent quorum is required for adoption of the nominating committee reports and the NCSL budget. On any vote that places the NCSL 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 NCSL on record in a matter of public policy, legislative staff shall not be entitled to vote.

SPECIAL MEETINGS

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

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

NOTICE AND PROCEDURE

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

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

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

REMOTE MEETINGS

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

PROXY VOTING

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

RULES OF PROCEDURE

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

ARTICLE V

EMERGENCIES

DECLARATION OF EMERGENCY

Section 1. If the NCSL is not convened at the Annual Meeting, the Executive Committee, by a majority vote, may declare the existence of an emergency for the purpose of delegating to the Executive

Committee in whole or in part, or the officers, such matters that are ordinarily determined at the Business Meeting. . The declaration shall state the circumstances that constitute an emergency, the reasons that the emergency make it impracticable for the NCSL to act in the normal course, and the matters to be delegated. Members of the NCSL shall receive notice of such declaration as soon as practicable.

POLICY DIRECTIVES AND RESOLUTIONS

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

ARTICLE VI

CHIEF EXECUTIVE OFFICER

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

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

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

ARTICLE VII

NO POLITICAL ACTIVITY

The NCSL 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 VIII**DISSOLUTION**

Upon dissolution of the NCSL 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 IX**DEFINITIONS**

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

- a) "Legislative leaders" are those legislators who are elected by the body in which they serve or by its respective political caucuses to be presiding officer, majority or minority leaders, other officers elected by the body as a whole, and any other legislator so designated by the presiding officer of either chamber.
- b) "Two major political parties" refers to the two political parties with the most elected legislators in member jurisdictions.
- c) "Member jurisdiction" refers to the respective legislature of a state, the District of Columbia and the territories and commonwealths of the United States.
- d) "Regions" refers to states and territories grouped together as prescribed by the bylaws of the Council of State Governments for the purpose of defining its regional legislative conferences.

ARTICLE X**AMENDMENTS**

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

ARTICLE XI**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.

Adopted at the Annual Meeting in October, 1975 and amended at the Annual Meeting in July 1976; August 1977; July 1979; July 1988; August 1989; Orlando, Florida, August 15, 1991; New Orleans, Louisiana, July 25, 1994; Milwaukee, Wisconsin, July 17, 1995; St. Louis, Missouri, 1996; Philadelphia, Pennsylvania, 1997; Denver, Colorado, July 26, 2002; Salt Lake City, Utah, July 23, 2004; Nashville, Tennessee, August 17, 2006; Louisville, Kentucky, July 28, 2010; San Antonio, Texas, August 11, 2011; Chicago, Illinois, August 9, 2012; Atlanta, Georgia, August 15, 2013; Minneapolis, Minnesota, August 22, 2014; Los Angeles, California, August 1, 2018; Nashville, Tennessee, August 8, 2019; Tampa, Florida November 5, 2021; Denver, Colorado, August 3, 2022.