



BOARD OF DIRECTORS MEETING

SATURDAY, JAN. 13, 2024

CAESARS PALACE

LAS VEGAS



Board of Directors Meeting

Caesars Palace | Las Vegas | Jan. 13, 2024

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- Board action required

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**The next meeting of the NCSL Foundation Board of Directors will be
Sunday, Aug. 4, 2024, in Louisville, Kentucky.**

Board of Directors | 2023-2024

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NCSL Foundation Board of Directors Meeting Minutes

JW Marriott | Indianapolis | Aug. 13, 2023 | Noon-1:30 p.m. ET

Board of directors in attendance:

- Ron Barnes, Google, Washington, D.C.
- Pablo Benavente, Turo, California
- Sen. Elaine Bowers, Kansas
- Jon Burton, RELX, Georgia
- David Casey, Maximus, Virginia
- David Christman, National Beer Wholesalers Association, Virginia
- Rick Cimerman, NCTA – The Internet & Television Association, Washington, D.C.
- Sen. Bill Cowsert, Georgia
- Christine Csizmadia, Nuclear Energy Institute, Washington, D.C.
- Sen. Bob Duff, Connecticut
- Ashley Dwire, Service Employees International Union, Washington, D.C.
- Matt Gehring, Minnesota
- J.J. Gentry, South Carolina
- Mark Giuffre, UPS, New York
- Anika Hagenson, Intuit, Minnesota
- Sen. Bill Hansell, Oregon
- Jon Heining, Texas
- Dave Howell, Wells Fargo, Arizona
- Sen. Greg Leding, Arkansas
- Sabrina Lewellen, Arkansas
- Sen. Jeremy Miller, Minnesota
- Sen. Ann Millner, Utah
- LaTanya Pattillo, NWEA, Oregon
- Michelle Peacock, Waymo, California
- Rep. Angelo Puppolo, Massachusetts
- Chris Riley, Archer Daniels Midland, Illinois
- Speaker Scott Saiki, Hawaii
- Anne Sappenfield, Wisconsin
- Jenn Stowe, The Carpet and Rug Institute, Virginia
- Joe Testa, Joseph Testa and Associates, American Express, Washington, D.C.
- Jeff Thiebert, The Pew Charitable Trusts, Washington, D.C.
- Kevin Thompson, Walmart, Arkansas
- Angela Williams, Stride, Virginia
- Ethan Wilson, Stateside Associates, Nevada
- Fred Zeytoonjian, Apple, Washington, D.C.

NCSL staff in attendance:

- Alex Alavi, NCSL
- Janet Berlo-McCluskey, NCSL Foundation
- Laura Buntmeyer, NCSL
- Judy Castaneda, NCSL Foundation
- Diana Noel, NCSL Foundation
- Emily Peterson, NCSL Foundation

- Marisa Sterling-Abram, NCSL
- Tim Storey, NCSL
- Bryan Thomas, NCSL
- Kazia Washington, NCSL
- Katie Ziegler, NCSL

Guests in attendance:

- Elizabeth Bartz, State and Federal Communications
- Michael Behm, Stateside Associates
- Andi Bernat, The Humane Society of the United States
- Tom Brownlie, Pfizer, Inc.
- Jean Cantrell, State and Federal Communications
- Jessica Flint, Alliance Defending Freedom
- Allison Grannis, Pfizer, Inc.
- Jennifer Kelly, America’s Credit Unions
- Matt Kiessling, American Gas Association
- Kathy Lee, Hawaii Legislature
- Michael Lawrence, American College of Cardiology
- Beth Loudy, SGAC
- Chris Oswald, Association of National Advertisers
- Deb Peters, Association of National Advertisers
- Brian Peterson, The Pew Charitable Trusts
- Kevin Pula, Deloitte
- Jennifer Rosen, Alzheimer’s Association
- Andrew Ross, Alzheimer’s Association
- Will Saltzburg, Everytown for Gun Safety
- Tracy Sandin, Security Finance
- John Steele, Johnson Controls Inc.
- Caleb Williamson, ACT | The App Association
- Marvin Yates, MultiState Associates

Speaker Scott Saiki opened the meeting at noon with introductions. He welcomed Diana Noel as the NCSL Foundation’s new chief development officer. Saiki referred board members to pages 57-63 in the board book. He requested a motion to approve the previous board meeting minutes from Jan. 13, 2023, in Savannah, Ga. Mark Giuffre motioned to approve the minutes, Pablo Benavente seconded and the NCSL Foundation board meeting minutes were approved unanimously.

President’s Report, Speaker Scott Saiki

Saiki referred board members to pages 7-10 in the board book. Last year the Foundation board of directors approved a fundraising goal of \$4,225,000 and as of June 30, 2023, the Foundation has exceeded the goal by \$860,000. The budget is now at \$5,085,000, which is a new record in NCSL’s history. Saiki thanked staff sponsors and directors for all their work to make this happen. The NCSL Foundation has 273 sponsors plus three in-kind sponsors, listed on page 11 of the board book. The Capitol Circle level has seven new sponsors and a total of 21 sponsors’ total. The Platinum level has nine new sponsors and 69 sponsors’ total. Together there are a total of 90 sponsors at the highest sponsorship levels which is a 16% increase from last year. There are 16 sponsors that upgraded their membership status to be at either the Capitol Circle or Platinum level. At the Gold level there are 100 sponsors, 21 of those sponsors are new. At the Silver level are 83 sponsors, 14 of those sponsors are new.

Chief Executive Officer’s Report, Tim Storey

Storey thanked everyone for coming to this meeting. NCSL can do so much more with the support of the grants from the Foundation. All of this is for NCSL to strengthen the legislative institution and bring legislators and legislative staff together to share ideas and to work on behalf of the states in Washington, D.C. With the support of the NCSL Foundation, NCSL is able to carry out its mission.

The NCSL Legislative Summit in Indianapolis has shaped up to be a terrific meeting, and we are going to go over 5,000 in overall attendance. This is the largest gathering on public policy in the United States. Storey encourages everyone to attend as much as they can. Storey thanks the folks in Indiana for being a fantastic host state.

NCSL is in terrific financial shape, partly because of the Foundation support but also because of the support from legislatures. Of the 57 jurisdictions that are members of NCSL, 56 of are paying dues.

Caroline Carlson has decided to take a great opportunity with Heartland Forward. We looked within for hiring and have Diana Noel in place as the new chief development officer. Noel was a Foundation sponsor for over 10 years with AARP and was on the Foundation Board before joining NCSL to work with the policy and research division. Storey was delighted when Noel showed interest in the position because she has all the right skills. Storey asked Noel to introduce herself. Noel said she is honored to join the NCSL Foundation team and is looking forward to getting to know the NCSL Foundation sponsors. She has a QR code to share her contact information.

Michelle Peacock flagged that this transition came as a big surprise to a lot of the board of directors and the next time there is a big personnel change it would be a good idea to be appraised of the situation and the steps of the process. Peacock was delighted that Storey was able to find someone to hire from within, however she would like the board to be notified when these major changes have occurred. Storey thanked Peacock for bringing up her concern.

FY 24 Budget, Alex Alavi

Storey asked board members to reference their copy of the Foundation's budget for FY 24 and asked Alex Alavi to give an overview. Alavi explained that the FY 24 budget is a continuation of FY 23's success. From a revenue standpoint, we are raising the goal for contributions by \$375,000. The increase has to do with payment expenses and allocated costs. Allocated costs cover things such as the building, information technology and employee benefits. A half FTE was added to the Foundation's budget and with COLA, merit increases, cost-of-living adjustments and increases in benefits that came to roughly \$202,000. Overall, the budget is balanced and predicated. The NCSL Foundation is gifting \$3.2 million in awards to NCSL. On the next page you'll see a running balance. That is the Foundation's savings or leftover money. In the FY 24 request you'll see an ending running balance of \$753,000. Alavi asked if there were any questions.

Storey added the biggest change in the budget is that we are increasing the staff of the Foundation. Jon Jukuri will be moving to the NCSL Foundation full time due to the sponsor activity in Washington, D.C. Foundation staff are very responsive and having Jukuri on as full-time staff will increase the Foundation's ability to continue to help Foundation sponsors in terms of engaging with NCSL. Saiki asked if there was a motion to approve the FY 24 budget. Giuffre motioned and Ethan Wilson seconded. The NCSL Foundation FY 24 budget was approved unanimously.

FY 24 Awards, Tim Storey

Storey asked the board of directors to reference the handout with the FY 24 awards and descriptions. He explained the FY 23 supplemental awards are awarded back to NCSL if the Foundation goes over goal. The awards are bundled into divisions within NCSL. Storey asked if there were any questions.

Jon Heining noted that the NCSL Foundation has come through for legislative staff and expressed his deep appreciation for the NCSL Foundation's support of those services. The award for LSMI went up from \$88,000 to \$100,000 and he was curious if that was due to increased programming, support to the states or if it's just to reflect inflation. Storey explained that it was due to increased costs. There are discussions on LSMI that will be ongoing within the next year, to cover additional costs and to plan for research and transitions. The contract for LSMI is coming up in 2024 so NCSL is starting to process the extra funds to deal with that.

Pablo Benavente asked if the NCSL Foundation has a reserve fund. Alavi explained that the NCSL Foundation does not have an official reserve fund, however the \$753,000 from the running balance is considered the reserve fund. If the NCSL Foundation ever went deficient in a year, those are funds the Foundation can draw from. Benavente asked if it rolls over to next year. Storey asked the board of directors to keep in mind that the operating expenses are very small compared to the awards money, and if there was a "rainy" day, the awards would be reduced for the year. If there was a recession and the Foundation didn't meet goal there would be less to award the following year.

Ron Barnes with Google pointed out that there have been several changes to the structure of the SALT working group that is funded partially by sponsors. Barnes is wondering who to talk to in order to find out how SALT is structured and what the intention is for this working group. Storey said that he or Molly Ramsdell are the best people to talk to. Storey said that Sen. Curt Bramble was just appointed the chair moving forward. Barnes wanted to know if the SALT working group structure takes its design from NCSL or if sponsors are able to contribute to the operational processes. Storey said the task forces are entities of the NCSL Executive Committee and the size varies by task force. Barnes wanted to flag this as an open issue that he would like to understand more about where it is going. Storey said this is a good question, and the task forces being transitioned to the Foundation is a new structure and we need to continue to talk about it.

Giuffre motioned to approve the FY 24 awards and Michelle Peacock seconded. NCSL Foundation FY 24 Awards were approved unanimously.

There is \$622,000 proposed in supplemental funds. The biggest thing to flag is the 50th anniversary. This is a major milestone in the organization's history and we are counting on everyone to be partial to that. This funding is essential for coordinating plans, think about specific things we can do and fund some projects to get prepared for the celebration of the 50th anniversary which will start at the Louisville Legislative Summit and run through the Boston Legislative Summit in 2025. Storey asked if there were any questions about the supplemental awards.

David Casey wanted to confirm that this money was coming from FY 23's budget. Storey confirmed. Casey motioned to approve the FY 23 supplemental awards and Bill Hansell seconded. NCSL Foundation FY 23 Supplemental Awards were approved unanimously.

Saiki wanted to add something to the question about SALT. He said moving forward it will be important for Foundation sponsors to provide input on how to improve task forces as well as standing committees. Input is going to be important as task forces and standing committees are going through transitions.

Sponsorship Report, Christine Csizmadia

Csizmadia thanked NCSL staff for all of their hard work on fundraising. Csizmadia is over the moon to have Noel as the new leader of the NCSL Foundation although she will miss Carlson, as she did a really great job on all of the fundraising over the last few years. The Foundation team surpassed its goal again by raising \$860,000 over goal with an over \$5 million dollar target. This year the NCSL Foundation brought in 46 new sponsors which is terrific, however we are not done and there are no limits to NCSL's success. Csizmadia asks that sponsors continue to bring in new sponsors and to upgrade fellow sponsors when they can. For those that are serving as mentors, Csizmadia appreciates it and asks that if sponsors can pitch in and do the mentor program. This is a very important program where sponsors talk to newer sponsors, build relationships with them, and teach them how to leverage NCSL as an organization. This is a really great way for us to teach sponsors to understand how to use NCSL and it really helps us with renewals and making connections. Please reach out to Emily Peterson if you are interested in the program.

NEI is part of the Energy Supply Task Force and they have been for a long time but this year they also joined the Military Task Force. This is a new group of legislators and it's a new audience. Csizmadia is very invested in the task force process and, if there is any kind of problem with the task force process, that needs to be brought up. This is an important conversation we should be having with the NCSL Foundation board. Csizmadia thanks Barnes for his questions.

Legislator and Legislative Staff Engagement, Katie Ziegler and Sydne Enlund

Katie Ziegler is part of the NCSL Communications Program in Dever officer and is the associate director for member outreach. Fundamentally, the goal for NCSL's outreach to our legislators and legislative staff members is to help them understand what NCSL is, that they are a part of NCSL, they are members and how to engage with all the amazing products and services NCSL offers. This program is always thinking about new ways to reach these members and introduce them to NCSL as soon as they are elected. You can read the report starting on page 33; NCSL welcomed more than 1,500 new legislators elected this past November. They received extensive messages, materials and NCSL connected them with their state liaisons to help them start building a relationship with NCSL. That continued into the spring with the Legislative Training Institute that offered a fantastic meeting for first-term legislators. There is a program here at Summit and there are more than 140 first-term legislators that are attending this year. A roundtable program will be held tomorrow to introduce them to NCSL, their peers in other states and help them understand how they can be a part of NCSL.

Ziegler introduced Enlund, who is in a new role for NCSL. This is the first time that NCSL has had a state outreach manager or a full-time state liaison. Enlund explained this is the first time NCSL has had a full-time staff member dedicated to state liaison work. Every state has an NCSL liaison, and all those liaisons have other roles at NCSL. The idea behind this new role is that Enlund can give extra attention to the states, works with all the state liaisons, and works closely with the leader's program. She has a portfolio of six states and is used as needed for other states and other staff that may need extra help for a variety of reasons. Enlund asked if there were any questions.

Legislative Leaders Center and the Legislative Training Institute, Stacy Householder

Stacy householder is the vice president for the leader's program, the international program and the professional development program. Today she is going to focus on talking about the Legislative Leaders Center and the Legislative Training Institute. The leader's program is something she thanks all the Foundation sponsors for contributing to and being a part of. Part of the mission of NCSL is to strengthen the institution of the legislature and NCSL believes we do that by strengthening the leaders of the institutions. The Legislative Leaders Center is an incredibly important center and this year we were able to offer more programming than we ever have before. Two of those programs are symposiums which many Foundation sponsors attend. We have an upcoming symposium in September that has drawn interest from over 67 leaders so far and we are still counting and getting RSVPs. Next June is an election year, so the symposium will likely be in Washington, D.C. We will also have an emerging leaders' program in Philadelphia in November. This meeting is where presiding officers select their rising leaders in the chamber, and we service them with the skills development program. A crossover between the outreach program, the leaders' program and the training program was the meeting Avoiding the Sophomore Slump where over 40 brand new law makers were provided them some skills to be really successful in their next session. The meeting was a wild success, and we now have 40 legislators in the NCSL fold and sharing their skills with their states.

Householder also wanted to highlight the Legislative Leader's Institute. In 2018, NCSL hired a full-time trainer, Curt Stedron, who has single handedly brought this program to a level of demand that is incredible and growing exponentially at NCSL. This year, thanks to the help of the Foundation, NCSL is up to four full-time trainers in the Legislative Training Institute who are booked out for the rest of 2023 and are now booking into 2024. In the last fiscal year, that group did 226 trainings in the states for legislators and legislative staff, serving 12,149 members. Some of the popular trainings are Tips for Being an Effective Legislative Staffer, How to Manage Up, The Art of Legislative Negotiation and Emotional Intelligence. Householder asked if there were any questions.

Other Business

There are five vacancies for the Foundation board of directors and two of those vacancies were allotted for legislators. The two names that will be presented to the Executive Committee for those slots are Assembly Member Michaelle Solages from New York, and Assembly Member Natalie Castle from the Colorado Legislative Assembly. There were three vacancies for sponsors and the recommendations will be for Jennifer Kelly from the America's Credit Union, Katie Wright from the American Hotel and Lodging Association and Angela Storseth-Cooper from The U.S. Oncology Network. Saiki also wanted to note that on the sponsorship side there were 17 applications for three open positions. There seems to be a growing trend because on the Executive Committee side there are 11 vacancies for legislators and staff, and there are 23 applicants for those vacancies. The vice president spot is also open this year and there were nine applicants for this position. Saiki has a recommendation that the Foundation board review the bylaws, which can be found on page 65 of the board book. The board president will appoint a committee to work over the next year and propose amendments to the Foundation bylaws. There will be a balance between the legislative side as well as the sponsorship side on the committee. If you have any comments or questions about the bylaws, please submit those to Diana Noel. Saiki asked if there were any questions. Anne Millner motioned to approve the bylaws committee and Fred Zeytoojian seconded. The bylaws committee was approved unanimously.

The annual Foundation video was shown.

Saiki asked if there were any other topics for discussion or any questions. The meeting was adjourned at 1 p.m.

President's Report

Speaker Robin Vos

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.
- 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.

FY 2024 Award Progress Reports

Memo to: NCSL Foundation Board of Directors
 From: Tim Storey, NCSL CEO
 Date: Saturday, Jan. 13, 2024
 Subject: Status of Approved FY 2024 Awards

AWARDS	
Operations	\$506,000
Challenge and Innovation Programs	\$131,000
Professional Development	\$275,000
Software Upgrades and Additions	\$100,000
State Services	\$684,750
Center for Legislative Strengthening	\$220,000
Legislative Staff Management Institute	\$100,100
Legislative Staff Programs	\$120,450
Quad Caucus and Women’s Legislative Network	\$231,000
Young and New Professionals	\$13,200
Leaders and Legislative Development	\$1,179,300
Program for Legislative Leaders	\$365,300
Seminar for Emerging Leaders	\$132,000
Legislator & Legislative Staff Training	\$682,000
Communications	\$328,900
NCSL Base Camp	\$45,100
Legislator and Legislative Staff Engagement	\$148,500
“Our American States” Podcast	\$35,200
Capitol Multimedia Project	\$100,100
State Policy Research	\$501,050
Fiscal Institute	\$231,000
Research Databases	\$165,000
Ethics	\$50,050
Legal Grant Support	\$55,000
Total FY 2024 Awards	\$3,200,000

CHALLENGE AND INNOVATION PROGRAMS: \$131,000

July 1, 2023 – June 30, 2024

Award Description

For more than a decade, the Foundation has awarded funds designed to motivate and inspire the NCSL staff to develop new programs that serve legislators, legislative staff and Foundation partners. Through a competitive process, NCSL staff submit ideas for smaller grants to the NCSL chief executive officer. Microgrants are selected for seed projects that allow NCSL staff to complete critical work that might not have resources available and to explore new areas that might lead to expanded projects. Typically, grants range from \$5,000 to \$20,000. The Foundation encourages NCSL staff to think creatively and strategically about how to invest these small awards so that they might lead to discoveries about new products and services to meet the needs of NCSL's members.

Programming Accomplishments

Through a competitive process, NCSL staff submit ideas for smaller grants to the NCSL chief executive officer. Selected microgrants support seed projects, allowing NCSL staff to complete critical work that may lack resources and to explore new areas with the potential to grow into expanded projects. These small awards aim to lead to discoveries of new products and services that will effectively serve NCSL's members.

PROFESSIONAL DEVELOPMENT: \$275,000

July 1, 2023 – June 30, 2024

Award Description

This award will fund NCSL staff professional development, providing staff with access to workshops, seminars, conferences and other learning experiences. By investing in professional development opportunities, NCSL fosters a culture of growth and innovation resulting in increased efficiency, productivity, and capability of addressing emerging challenges. NCSL's commitment to expanding resources for staff development comes in response to the high value staff members place on professional growth opportunities, which they regard as a key demonstration of the organization's support and appreciation for their work.

Programming Accomplishments

Each program director received a specific allocation to invest in their team's professional development. The spending guidelines were intentionally broad, with the only stipulation being that the funds should be used to enhance team development and encourage thoughtful initiatives that inspire and motivate staff. The allocated funds supported a wide variety of creative and thoughtful professional development activities. Initiatives included collaborative cohort training for new managers, program retreats, leadership seminars, policy-focused workshops, conference-wide professional development sessions, single-day courses, subscriptions to professional organizations, and site visits to state capitols for a deeper understanding of the legislative institution, among other initiatives.

SOFTWARE UPGRADES AND ADDITIONS: \$100,000

July 1, 2023 – June 30, 2024

Award Description

This award provides funding to enhance software integration at NCSL, increasing efficiency and reducing costs. Specifically, the focus is on evaluating accounting and grant management software systems. The grant management software under consideration offers a cloud-based solution to manage federal and private grants through interactive dashboards that track budgets, objectives, activities and performance metrics.

Programming Accomplishments

A team of key stakeholders from various NCSL departments assessed multiple software options and ultimately chose Grant Vantage. This cloud-based solution spans from pre-award to post-award management and includes robust features for tracking grant applications, managing compliance and generating reports. The team is actively engaged in the implementation phase, with a target conference-wide launch in the spring of 2024.

Likewise, a cross-functional team conducted an evaluation of alternative options for NCSL’s enterprise resource planning (ERP) accounting system and selected Dynamics 365. This cloud-based ERP system is crafted to optimize financial, operational and administrative processes. The system incorporates advanced financial reporting, meticulous audit trails, data analytics, and account reconciliation and reporting. Implementation of the new ERP system is scheduled for spring 2024.

CENTER FOR LEGISLATIVE STRENGTHENING: \$220,000

July 1, 2023 – June 30, 2024

Award Description

The Center for Legislative Strengthening (CLS) is NCSL’s hub for consulting, projects, training and research in service of the legislative institution. The FY 24 Foundation award has allowed the CLS to maintain its staff capacity to provide legislatures with analysis and expertise on enduring and emerging issues impacting legislative operations, legislative process, legislator pay and demographics, human resources issues and the separation of powers.

Programming Accomplishments

CLS staff engaged with several state legislatures in the first half of FY 24. Team members testified before legislative committees in New Mexico about staff structures, in Vermont on legislative oversight, and at a biennial gathering of chiefs of staff on legislative staff retention. CLS staff also provided consulting services to the New Mexico and Wyoming legislatures on issues related to personal staffing and civic education, respectively. The team concluded two consulting projects on legislative staff classification and compensation and initiated a new study in October.



The 2024 session calendar and map were published online, along with newly released highlights of legislative IT priorities and a legislative HR toolkit. Moreover, the team answered 60 information requests during the reporting period.

CLS experienced high demand for professional development and training in the fall of 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 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 NCSL Base Camp and “All Eyes on AI,” at Forecast ’24.

In October, CLS staff hosted NCSL’s National Seminar on Human Resource Management in State Legislatures, the largest legislative HR gathering in 15 years. Held in Raleigh, N.C., the event drew more than 66 staff from 24 legislatures who participated in interactive discussions on employment law, mental health in the workplace, staff compensation and the power of storytelling, among other topics.

November 2023 saw to significant staff changes within the CLS. Policy specialist Josalyn Williams departed NCSL for a new opportunity, and Natalie Wood, the CLS director, became NCSL’s new vice president of state policy research. Recruitment efforts are underway to fill both positions.



LEGISLATIVE STAFF MANAGEMENT INSTITUTE: \$100,100

July 1, 2023 – June 30, 2024

Award Description

The Foundation's assistance enables NCSL to discount the tuition for senior legislative staff attending this executive management program. The FY 24 award supported the 2023 LSMI program, held July 21-28, 2023, in Sacramento, Calif., and an alumni networking reception at the 2023 Legislative Summit in Indianapolis.

Programming Accomplishments

In its 19th year, the LSMI program, a partnership with USC and CSUS, took place July 21-28, 2023. This year's program hosted two cohorts, with a total of 59 participants representing 30 states and one foreign country.

The four-month LSMI experience included a preconference webinar, an intensive eight-day residency program, and optional executive coaching sessions (two per attendee). The hands-on curriculum focused on the practical application of skills in areas such as effective communication, team building, negotiation, conflict resolution and creating professionalism based on the core values of representative democracy.

A well-attended Foundation-supported LSMI alumni reception was held at the Legislative Summit in Indianapolis, providing an opportunity for former LSMI participants to catch up with their classmates and peers.



LEGISLATIVE STAFF PROGRAMS: \$120,450

July 1, 2023 – June 30, 2024

Award Description

NCSL's Legislative Staff Services Program provides strategic, programmatic and administrative support to the nine professional staff associations of NCSL. It also carries out the priorities and projects for NCSL's staff chair and the Legislative Staff Coordinating Committee (LSCC) and delivers many of the professional development programs designed specifically for legislative staff.

This award supports NCSL staff time in the development, coordination and execution of key professional development programs for legislative staff. These programs include the annual Legislative Staff Management Institute (LSMI), professional development and networking for staff directors and chiefs of staff, the Legislative Staff Institutional Essentials (LSIE), designed for staff who are new to the legislative profession and NCSL Base Camp, an online experience designed for state legislative staff, legislators and other interested parties.

Programming Accomplishments

Legislative Staff Management Institute (LSMI): LSMI is the nation’s premier leadership and management development program for legislative staff. The 2023 program, held in Sacramento, Calif., July 21 -28, gathered 59 legislative staff, representing 30 states and one foreign country. This year’s eight-day residential program focused on building self- and social-awareness of leaders and participants completed a 360-degree assessment on social styles. Participants engaged in sessions designed to help them move from fear to confidence, explore their personal brand and were given the opportunity to participate in two optional half-hour executive coaching sessions after graduation.

2023 Senior Staff Director Programs and Other Accomplishments: At the Indianapolis Summit, an invitational luncheon for senior staff directors attracted 40 attendees from across the country. Programming included a short presentation on HR issues and a guided discussion on recruitment and staff retention. Following a request that the group meet on a more regular basis, an online networking session was held in November 2023 with a short presentation on artificial intelligence in legislatures. Another networking session is planned for spring 2024. Additionally, LSS led five sessions at the 2023 NCSL Base Camp, covering topics such as obscure information resources, de-escalation techniques and how to work cooperatively with the media.

2023 Legislative Staff Institutional Essentials (LSIE): The 2023 LSIE program, formerly known as the Legislative Staff Certificate Program, kicked off Oct. 12, culminating with a presentation of certificates of completion on Dec. 8. Attendees participated in 10 hours of learning covering five topics: model code of conduct, the legislative institution, fiscal procedures/budgeting 101, concise communications, and principles of being an effective staffer. The program’s purpose is to provide newer legislative staff with a broader context about legislatures and their role within them. Of 135 legislative staff who applied for the program, 111 were selected to participate.



QUAD CAUCUS AND WOMEN’S LEGISLATIVE NETWORK: \$231,000

July 1, 2023 – June 30, 2024

Award Description

The Women's Legislative Network of NCSL is the professional development organization that includes every female state legislator in the 50 states, territories and the District of Columbia.

The Quad Caucus is a convening of the National Asian Pacific American Caucus of State Legislators (NAPACSL), National Black Caucus of State Legislators (NBCSL), National Caucus of Native American State Legislators (NCNASL) and the National Hispanic Caucus of State Legislators (NHCSL).

Programming Accomplishments

The Women’s Legislative Network held four events at the Legislative Summit in Indianapolis, including a professional development session led by Indy champion race car driver Julie Landauer who focused on building allies and overcoming obstacles. The network also facilitated a session with in-depth roundtable discussions on specific policies affecting women. Additionally, the network and the Quad Caucus partnered with the NCSL Health Program on a session on maternal mortality.

The Quad Caucus staff gathered to discuss priorities for 2024 and potential programming. The National Asian Pacific American Caucus of State Legislators held its annual meeting as a preconference to the NCSL legislative Summit, with more than 30 legislators from 15 states attending. Maryland Delegate Kriselda Valderrama was elected as the group’s new chair. The National Caucus of Native American State Legislators held its annual meeting in Denver in November, electing Minnesota Sen. Mary Kunesh as chair. This is the first time all four national caucuses of color are led by women legislators.



Indy race car driver Julia Landauer speaks during a Women’s Legislative Network lunch session at the 2023 Legislative Summit.



Indiana Rep. Carolyn Jackson, chair of Indiana’s POWER (Political Organization for Women's Education and Representation), welcomes attendees at a WLN reception in Indianapolis.

YOUNG AND NEW PROFESSIONALS: \$13,200

July 1, 2023 – June 30, 2024

Award Description

The Young and New Professionals (YNP) ancillary group consists of legislators and legislative staff who are either 35 and under, newly elected and/or new to the legislative environment, with five years or fewer of service. The YNP aims to engage, educate and support the state legislative leaders of tomorrow through targeted professional development, networking opportunities and recognition. The group provides its members with opportunities for networking, professional development educational opportunities. Award deliverables include a networking reception and professional development session at the 2023 Legislative Summit, webinars and other outreach efforts.

Programming Accomplishments

This award funded programming and a networking reception for YNP members at the 2023 Legislative Summit in Indianapolis. The YNP hosted a session featuring the CEO of Bric Drones, who also sponsored the reception. An evening YNP networking reception was held at the NCAA Hall of Champions following the Summit's opening reception at Lucas Oil Field. The event, growing in popularity each year, drew approximately 300 members who networked, enjoyed food and made new friends and colleagues in a fun setting. YNP held a raffle for Amazon gift cards at the reception with three winners chosen at random.

YNP also hosted two webinars, both presented by Angela Andrews from the NCSL Legislative Training Institute. Topics covered included constituent services and successfully managing up.

YNP will use remaining funds for FY 24 to contract with three or four speakers for a webinar series in the spring and develop and print outreach materials for the group, as YNP planning for the 2024 Summit is already underway.



PROGRAM FOR LEGISLATIVE LEADERS: \$365,300

July 1, 2023 – June 30, 2024

Award Description

This award supports the NCSL Leaders' Center, providing legislative leaders with specialized products and services including high-caliber training, timely public policy briefings and innovative ideas for leading legislative chambers effectively. Specifically, the award funds two symposiums, one leadership experience, outreach to leaders, and the development and delivery of programs for targeted groups of leaders. For FY 24, the center plans to host two symposiums in September and June, a leadership experience in Normandy, France, and various outreach activities throughout the year.

Programming Accomplishments

The NCSL Leaders' Center has had a busy 2023, with this grant helping to produce programming domestically and internationally for legislative leaders to learn from each other and counterparts around the world. Highlights include:



Normandy: Thirteen top leaders convened in Normandy to explore their leadership legacies. During the four-day seminar, they bounced ideas off each other, heard differing perspectives and intimately shared their desires for democracy in their states. They continue to keep the center apprised of their progress toward their legacy goals.

(Photo left: Leaders at the American cemetery.)

Ireland: Fifteen leaders joined the Parliament of Ireland on a government-to-government exchange in Dublin and Belfast to celebrate the anniversary of the Good Friday Agreement, discuss Irish American business and trade, and hold a meeting of the Irish American Legislative Caucus.

Leaders Symposium: Sixty leaders converged on Rio de Janeiro, Brazil, at the invitation of the State of Rio and NCSL's long-time Brazilian partners, UNALE. Leaders visited the parliament and chamber, heard about energy policy solutions in Brazil and embarked on their hero's journey. (Photo below: Leaders at the Old Chamber.)



SEMINAR FOR EMERGING LEADERS: \$132,000

July 1, 2023 – June 30, 2024

Award Description

This award supports efforts to develop and deliver programs, services and materials for new and emerging leaders on a continuous basis throughout FY 24. The primary deliverable is an in-person professional development conference, with subsequent engagement to keep emerging leaders connected with NCSL and informed of additional opportunities.

Programming Accomplishments

Thanks to the support of this award, in November 2023 the NCSL Leaders' Center held a successful in-person professional development program for state legislators. Identified and nominated by their respective presiding officers, these emerging leaders convened from Nov. 12-14 in Philadelphia at the Kimpton Hotel Monaco, with 53 legislators, representing 30 states and a roughly equal partisan split, participating.

The Emerging Leaders Program featured trainings from experts on practical skills needed for state legislators who seek to become leaders. Topics covered included innovation, persuasion, power, negotiation and emotional intelligence. The program also featured a panel of former legislative leaders who provided their wisdom and insights. All training sessions were tied into historical lessons relevant to Philadelphia and the American Revolution. Participants benefited from experiential learning elements as well, through an excursion to the Museum of the American Revolution and a private, after-hours tour of Independence Hall provided by the National Parks Service. Finally, the program featured small group breakout discussions interspersed throughout the agenda, providing legislators with opportunities to debrief the trainings and learn from each other.

The Emerging Leaders Program was well received by the legislators who attended. Evaluations showed an overall average score of 4.7 out of 5, with the session on persuasion and the trip to Independence Hall being particularly well received. Suggestions for future improvements included a desire for a slower pace to the agenda, more time to get to know fellow legislators on a personal level and a longer program overall. The NCSL Leaders' Center plans to build on these new connections by following up with emerging leaders, offering them more opportunities through NCSL and tracking their progress as they ascend into leadership positions.



LEGISLATOR AND LEGISLATIVE STAFF TRAINING: \$682,000

July 1, 2023 – June 30, 2024

Award Description

This award supports NCSL's ongoing commitment to professional development and training, providing legislators and legislative staff with specialized services, including high-caliber professional development training, expert facilitation and strategic planning guidance. Specifically, the award supports the development of new training programs, modules and materials, including travel costs to deliver training in the states and at NCSL events.

Programming Accomplishments

The NCSL Legislative Training Institute continues to grow exponentially, adding a fourth full-time trainer to its team. Since July 1, the institute has conducted 112 trainings, both in-person and virtual, for 23 states, directly interacting with 4,816 members. The training menu continues to expand, with two new modules added in the last six months. Popular topics this year included constituent service, writing for a legislative audience and civility.

The training team has also contributed to the professional growth of NCSL staff by providing training on topics such as communication styles, and through coaching/consultation on staff presentations at events including NCSL Base Camp and Forecast '24.

Finally, the LTI continues to support other NCSL professional development events, offering training at ALSCS, LINCS, L-SIE, RELACS, Job Summit, Emerging Leaders and LSCC. The institute looks forward to expanding its services into new states in early 2024, to create a new leaders program in Greece in June, and to bring the LSMI program into its portfolio next July.



NCSL BASE CAMP: \$45,100

July 1, 2023 – June 30, 2024

Award Description

During the pandemic, NCSL created NCSL Base Camp 2020, a three-day online experience to allow state legislators, staff, Foundation members and others to get updates on the latest policy issues as well as professional development training. The inaugural event attracted more than 1,200 participants from all 50 states and a few foreign countries. Legislative staff comprised the largest attendee group, accounting for 47% of the audience. Based on its success, NCSL Base Camp has become a recurring event.

Foundation funding for this event will cover the expenses of the production platform, which garnered an impressive 95% “excellent” or “good” rating from survey respondents in 2020. Based on that positive feedback, NCSL believes it is prudent to continue with the same provider. Registration fees and sponsorships are expected to cover speaker fees, video production, marketing outreach and miscellaneous expenses, such as credit card fees.

Programming Accomplishments

NCSL Base Camp 2023, a next-level learning experience providing professional development specific to the legislature and unique opportunities to hear from national policy experts, took place on Nov. 7-8, 2023. More than 1,200 people attended nearly 30 sessions over the two-day online event, exceeding the 2020 attendance. Event highlights included sessions on civility, time management, strategies on uncertainty and change, a rapid-fire federal update and the hottest election law trends.

LEGISLATOR AND LEGISLATIVE STAFF ENGAGEMENT: \$148,500

Time Period: July 1, 2023 – June 30, 2024

Award Description

Engaging state legislators and legislative staff is critical to NCSL’s mission. This funding supports travel to state capitols for policy assistance, professional development training and relationship building; the creation and execution of Legislative Staff Week; production of dedicated content for legislative staff; a warm welcome for newly elected legislators; design, printing and mailing of an NCSL calendar and other materials; and the development of new content and strategies to engage members.

Programming Accomplishments

The generous support from the NCSL Foundation allows NCSL staff to complete a variety of projects aimed at strengthening member engagement. During the first half of fiscal year 2024, this work included:

1. New Legislator Onboarding: NCSL developed a comprehensive plan to welcome the more than 130 new legislators elected in November in Louisiana, Mississippi, New Jersey and Virginia. The strategy and tactics will be refined and expanded as needed for the 2024 election.

EMAIL CAMPAIGN

The initial welcome email, part of a four-message campaign, was delivered to new legislators three days after the election and had an open rate of 71%. Additional messages had open rates as high as 95%.

NEW LEGISLATOR WEBSITE

Email messages, signed by NCSL officers and CEO Tim Storey, directed new legislators to a new dedicated webpage featuring welcome videos from NCSL officers, training and policy resources, and the promotion of John Medina’s “Governing With the Brain in Mind” series, created exclusively for NCSL. The emails also directed legislators to state-specific pages with welcomes from their state liaisons.



STATE LIAISONS AND STATE COORDINATORS

The email activity was complemented with outreach by NCSL state liaisons and in-state NCSL coordinators to welcome new legislators. Activities by these two groups will continue throughout 2024.

WELCOME KIT

New legislators will receive a special welcome kit in mid-January with the NCSL 2024 calendar, NCSL's "A Legislator's Guide to Parliamentary Procedure," other introductory information, and a note from their NCSL state liaison.

2. **2023 Legislative Summit Travel Support:** NCSL offered presiding legislative leaders travel reimbursement stipends for legislators attending the NCSL Legislative Summit in Indianapolis (one stipend available per chamber). NCSL also provided travel support for state coordinators. More than 86 legislators received support that allowed them to offset the travel costs of attending the meeting.
3. **Branding and Marketing Materials:** NCSL created a wall calendar for legislators, legislative staff and Foundation sponsors, featuring images of capitol buildings for every state and U.S. territory and including photos taken by NCSL's contracted photographer, Brian Weberg. The calendar will be mailed in late December. A new run of the booklet, "A Legislator's Guide to Parliamentary Procedure," was printed to send to new legislators and accommodate ongoing requests from legislatures. Additional NCSL-branded items were created for distribution at NCSL meetings and on state visits.
4. **State Visits and State Liaison Program:** NCSL's state liaisons play a crucial role in facilitating information exchanges between NCSL and the legislatures they support. State liaisons connected with attendees from their states during a meet and greet at the Legislative Summit. From July through December 2023, state liaisons maintained regular contact with legislators and staff in their states, promoting NCSL events, policy resources and training opportunities. Outreach by state liaisons was instrumental in the 2023 NCSL Base Camp reaching its highest attendance yet. State liaisons will visit state capitols during the 2024 legislative sessions, and the support from the NCSL Foundation will allow them to host legislators and legislative staff for informal gatherings and briefings about NCSL.

"OUR AMERICAN STATES": \$35,200

July 1, 2023 – June 30, 2024

Award Description

This Foundation award provides funding for two of NCSL's podcasts: "Our American States" and "Legislatures: The Inside Storey," with NCSL CEO Tim Storey as host.

Programming Accomplishments

This Foundation award provides funding for NCSL's "Our American States" podcast, an integral part of NCSL's communications portfolio, and "Legislatures: The Inside Storey," featuring Tim Storey as host. The award covers the production, hosting, editing and distribution of these podcasts.

From July to December 2023, NCSL produced 14 podcasts, and anticipate posting an additional 14 episodes by June 30, 2024. The "Our American States" podcast, which is produced twice a month, usually focuses on public policy topics with bipartisan conversations with legislators, key government officials and policy experts. To date, episodes have addressed coaching for legislative staff, ethics, the future of 911, defending the energy system from cyberattacks and more.

The monthly "Legislatures: The Inside Storey" podcast gives Storey the opportunity to talk with leaders from a variety of areas about ideas that can help legislators and legislative staff do their jobs better. As of the end of November 2023, it has featured news coverage of the states, the 2024 political outlook and more. Clearing the path for fresh content in 2024, "Legislatures: The Inside Storey" will come to end to pave the way for exploration of innovative and engaging material centered around the NCSL 50th anniversary.

Lastly, a third NCSL podcast, "Across the Aisle," is funded separately. This monthly series tells stories of bipartisanship, featuring how state legislators connect across party lines to get things done, sometimes in unlikely ways, and how they build relationships that allow them to work together on common goals.

Altogether, NCSL's podcast portfolio boasts a loyal and strong following with a potential audience of more than 1,700 listeners per episode.

CAPITOL MULTIMEDIA PROJECT: \$100,100

July 1, 2023 – June 30, 2024

Award Description

NCSL has undertaken an ambitious project to build its own exclusive library of photographs and video showcasing every state capitol, legislative building and legislative chamber in the United States, District of Columbia, commonwealths and territories. The project's completion is timed to coincide with NCSL's 50th anniversary.

Programming Accomplishments

At the end of 2023, NCSL photographer/videographer Brian Weberg has traveled to 25 state capital cities, capturing over 10,000 photographs and recording hundreds of drone and handheld videos. Through the editorial process, about 20% of the photos are delivered to NCSL as final images. To date, NCSL has received final photo and video images for 11 states.

During the winter months, Weberg's focus is on photo and video editing, as well as planning the travel schedule for 2024. Due to session schedules and winter conditions, the 2024 shooting schedule will likely begin in March and continue through the end of October.

Drone video capture has been problematic in some states where federal (FAA) or local restrictions prevent this activity near the capitol and/or within the building. Also, renovation, construction and maintenance projects may prevent or limit the scope of photo/video work at a few state capitol buildings during the project timeline. These states may include California, Illinois, Oregon and Texas. However, Weberg reports that cooperation from the legislatures and other state authorities has been outstanding during both planning and on-site phases of the project.

The resulting images and videos are the property of NCSL, making them available for online and print purposes to promote the legislative institution. To NCSL's knowledge, this will be the first and only professional video and photo library of the exteriors and interiors of legislative-related buildings anywhere.

FISCAL INSTITUTE: \$231,000

July 1, 2023 – June 30, 2024

Award Description

The Fiscal Institute was awarded a grant to support two fiscal meetings: a fiscal skills preconference to the Fiscal Analysts Seminar and the Fiscal Institute Symposium for fiscal leaders.

Programming Accomplishments

The Fiscal Skills Workshop took place as a preconference to the Fiscal Analysts Seminar in Minneapolis on Sept. 26. The one-day workshop attracted more than 50 analysts from across the country. This new NCSL meeting was very well received by legislative fiscal directors because it fills a training void for their young staff.

The Fiscal Institute Symposium is an annual convening of state budget and tax committee chairs. The 2023 symposium for fiscal leaders occurred in Miami Nov. 15-17. The symposium was a resounding success, drawing 57 legislators and 19 fiscal directors from 39 states.

The NCSL Foundation award provided general meeting support for both meetings and legislative stipends for the symposium.

Below: Photos from the Fiscal Institute Symposium in Miami.



RESEARCH DATABASES: \$165,000

July 1, 2023 – June 30, 2024

Award Description

This award provides NCSL staff with access to LexisNexis' State Net, Lexis+, Westlaw and Quorum. These research databases include the ability for customized searches of state bills, laws, regulations, and related information from every state, territory, the District of Columbia and U.S. Congress. These tools allow NCSL staff to perform a variety of functions to provide up-to-date information and state trends for members, Foundation sponsors and others.

Programming Accomplishments

The databases and tools allow NCSL staff to perform a variety of functions including answering research requests from legislators, legislative staff, Foundation sponsors, media and others; provide testimony to legislative committees; and identify trends and

emerging innovations for reports, briefs, webpages and more. NCSL's research requests and other policy resources are consistently ranked among members' most valued services. Primarily using these research tools, NCSL staff answered more than 950 research requests between July 1 and Dec. 5, 2023.

These research databases are highly used by NCSL staff, and staff receive ongoing training to ensure they can maximize the use of the tools in service of our members. For example, NCSL staff ran around 8,000 searches in Westlaw and nearly 3,000 searches in Quorum. State Net provided in-person training for more than 40 NCSL staff this fall, and both State Net and Quorum co-host monthly office hours with NCSL staff. NCSL staff also created more than 16 interactive dashboards to share with members and funders.

The research tools also support NCSL's publicly available legislative databases that track, categorize and analyze legislation on various topics. State Net-powered databases had around 165,600 visits between July 1 and Dec. 5, with public health, ballot measures and elections databases especially popular, averaging about 2,000 views each per month. During the first half of 2023, NCSL relaunched and updated three databases and added two new databases to its more than 60 databases. This award also supports the Bill Information Service (BIS), powered by State Net, which is NCSL's bill-tracking tool for members. NCSL held BIS training monthly and at the Legislative Summit, reaching 160 members.

ETHICS: \$50,050

July 1, 2023 – June 30, 2024

Award Description

This award will enhance NCSL's capacity to provide legislatures with updated research, analysis and expertise on state laws governing ethics in government. NCSL has long been the go-to resource for accurate information on the varied approaches states take on these matters, and with this support will refresh and expand its offerings.

Programming Accomplishments

With the funds from this award, NCSL plans to complete the following work:

Expand and Update Web Resources: NCSL's current ethics web presence focuses solely on ethics laws and regulations governing legislators and the legislative institution. With funding from this award, NCSL staff will expand the scope of its ethics resources to include other branches of government and their offices, particularly statewide executive offices and state judiciaries. NCSL staff will also review all existing webpages to ensure information is accurate.

Ethics Staff Network: NCSL will identify and begin to communicate with state legislative staffers who cover ethics. These "networks," which exist in several NCSL policy programs, serve two purposes. First, they reinforce NCSL's leading role as a source of information on state policy on ethics. Second, NCSL policy staff can lean on these state contacts to improve the quality of 50-state surveys by providing on-the-ground knowledge that would be difficult to gather otherwise.

Build Connections: With new staff taking over the ethics portfolio, NCSL will prioritize building relationships with other players in this space, including ethics commissions and committees, prominent attorneys who represent state or private clients, industry groups and other nonprofit groups who include ethics in their portfolios.

Other Work as Identified: NCSL will continually look for new opportunities to enhance its offerings on ethics for legislators and legislative staff.

LEGAL GRANT SUPPORT: \$55,000

July 1, 2023 – June 30, 2024

Award Description

This award provides legal support for grants and contracts, which support services to members across a variety of issues in NCSL's state policy research and state services divisions. This support will include review of legal terms and conditions, aid in compliance with requirements of those grants and contracts and ensure protection of NCSL.

Programming Accomplishments

NCSL staff have created a scope of work describing the needed services to support legal assistance with grants and contracts. This award will help with grants that NCSL receives, as well as subgrants and contracts with partners on projects, such as other national organizations. NCSL staff is currently soliciting bids from firms.

FY 2023 Supplemental Award Progress Reports

Memo To: NCSL Foundation Board of Directors
 From: Tim Storey, NCSL CEO
 Date: Saturday, Jan. 13, 2024
 Subject: Status of Approved FY 2023 Supplemental Awards

AWARDS	
Communications	\$ 247,500
NCSL 50 th Anniversary Planning and Support	\$ 247,500
Leaders and Legislative Development	\$ 121,000
International Exchanges	\$ 55,000
Registration Reimbursement	\$ 66,000
Operations	\$77,000
Program Interns	\$ 77,000
State Services	\$77,600
Legislature Consulting	\$ 77,600
State Policy Research	\$99,000
Task Force and Standing Committee Support	\$99,000
Total FY 2023 Supplemental Awards	\$622,100

NCSL 50TH ANNIVERSARY PLANNING AND SUPPORT: \$247,500

Award Description

The National Conference of State Legislatures first convened in 1975 when three organizations merged to form the powerhouse that NCSL is today. 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.

Programming Accomplishments

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 in proving the organization's relevance over the last 50 years, but in 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.

The goals of the 50th anniversary celebration are four-fold:

1. Engage Members.
 - 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.
2. Engage the Public.
 - Educate the public on the indispensable nature of strong, independent and bipartisan state legislatures.
 - Showcase members on a national stage.
3. Engage NCSL Staff.
 - Enhance NCSL staff engagement with its mission and members.
4. Grow Support.
 - Attract new supporters to the NCSL Foundation.
 - Ladder up the support of existing Foundation sponsors.

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 strategy in a way that reinforces the organization's core goals.

The 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.

INTERNATIONAL EXCHANGES: \$55,000

Time Period: July 1, 2023 – June 30, 2024

Award Description

This award supports the work of NCSL's Institute for International Cooperation in bringing together U.S. legislators with their counterparts from the international community to strengthen the diplomatic and economic roles the states perform in the global arena.

Programming Accomplishments

UNALE | Brazil (November): Using this award, NCSL had the opportunity to offer two legislative staff the chance to travel to the annual UNALE conference in Fortaleza, Brazil. Every year, UNALE brings a delegation of Brazilian legislators to the Legislative Summit and when possible, NCSL sends a small delegation of NCSL members to UNALE to continue to strengthen this important international relationship. This year, with the support of the Foundation, NCSL was able to bring senior legislative staff to Brazil to meet with their counterparts and support the vital work UNALE performs in strengthening democracy in South America's most populous country.

Partnership of Parliaments | Germany (December): Funds from this award were also used in supporting NCSL's ongoing exchange agreement with the PoP (Partnership of Parliaments), based in Germany. This year, a group of nine legislators and two legislative staff visited counterparts in the German states of Saxony and Bavaria to discuss policy issues of mutual significance and to celebrate the continued relationship between the two organizations.

REGISTRATION REIMBURSEMENT: \$66,000

July 1, 2023 – June 30, 2024

Award Description

Registration reimbursement is the cost of Foundation members' attendance at the legislative leaders' symposiums.

Programming Accomplishments

Similar to the Legislative Summit, the Foundation pays a set registration fee per Foundation sponsor to attend the Legislative Leaders Symposiums on behalf of those members. In FY 24, NCSL held a symposium in Rio with approximately 45 sponsors in attendance. This fee offsets food and beverage, excursion costs and other variable expenses affected by attendance numbers.

PROGRAM INTERNS: \$77,000

Award Description

The award will support hourly interns at NCSL. Internships are critical to gaining experience and developing skills needed to secure a full-time job offer after graduation. The NCSL internship program provides students with a meaningful experience in various research content areas and introduces them to the legislative institution while helping them build professional experience. NCSL interns do important work including answering basic information requests and writing about state issues.

Programming Accomplishments

NCSL recruits interns through a rigorous application process to contribute to various programs within the organization each semester. In the recent fall term, NCSL welcomed eight interns who collaborated with our Foundation, Employment, Labor and Retirement Program, Environment, Energy and Transportation Program, Health Program and International Program. This internship provides participants with valuable experiences such as building a professional network, gaining a profound understanding of the legislative institution, and applying their education in a practical real-world context.

LEGISLATURE CONSULTING: \$77,600

Time Period: July 1, 2023 – June 30, 2024

Award Description

This award supports adding staff capacity for specific studies for individual legislatures. NCSL staff have extraordinary expertise about legislative organization, procedures and staffing, and are frequently called upon to conduct in-depth evaluations by legislative chambers and bodies. NCSL is currently committed to three consulting engagements on various institutional issues, with a potential fourth on the horizon. This investment will assist NCSL in maintaining and expanding this popular service for members.

Programming Accomplishments

In the fall of 2023, NCSL staff hired an experienced consultant to provide additional capacity and support to a six-month legislative study. The consultant's expertise and knowledge of legislative institutions, legislative process and legislative staffing will enhance and bolster the study team, ensuring it completes important deliverables and ensuring timely completion of the work.

TASK FORCE AND STANDING COMMITTEE SUPPORT: \$99,000

July 1, 2023 – June 30, 2024

Award Description

Funds will be used for a position to support and enhance the work of the seven NCSL Executive Committee task forces and the proposed growth in the number of NCSL standing committees. This position will support 25-30 meetings and allow NCSL to centralize, standardize and enhance member communication to these groups. In addition, the new staffer will improve communication with Foundation partners who sponsor task forces.

Programming Accomplishments

NCSL hired a new program coordinator to support the task forces and standing committees. The individual began in early November, spent less than two weeks getting up to speed on NCSL's meeting processes and procedures, and then jumped right in and supported the high-profile Higher Education Task Force meeting held in December, as well as the January meetings of the SALT Task Force and Cybersecurity, Artificial Intelligence and Privacy Task Force. This included sending meeting invites (member and sponsor), registration tracking, sending follow-up communication, formatting meeting materials, tracking reimbursements, and updating the task force webpages with meeting materials and products. She has also been integral in communicating with NCSL standing committee members on the recent changes to the committees and will be part of the team that engages new committee members. NCSL will pilot a few new approaches in states that held elections in 2023, make any necessary changes based on data/analytics, and launch a new standing committee outreach and engagement program after the 2024 elections. The task force and standing committee staff are grateful to the NCSL Foundation for its support and are excited about the increased support for engagement and outreach efforts.

NCSL Foundation 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
- Haeon
- 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
- Corteva
- 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

Foundation for State Legislatures Bylaws

As amended at the March 5, 1988, NCSL Executive Committee Meeting, Sacramento, Calif.; the Aug. 6, 1989, NCSL Executive Committee Meeting, Tulsa, Okla.; the Dec. 1, 1989, NCSL Executive Committee Meeting, Honolulu; the Dec. 13, 1991, NCSL Executive Committee Meeting, Washington, D.C.; the Dec. 11, 1992, NCSL Executive Committee Meeting, Washington, D.C.; the May 21, 1994, NCSL Executive Committee Meeting, Wilmington, Del.; the Jan. 14, 1996, NCSL Executive Committee Meeting, Monterey, Calif.; the Aug. 12, 2001, NCSL Executive Committee Meeting, San Antonio, the Sept. 24, 2004, NCSL Executive Committee Meeting, Anchorage, Alaska; the Jan. 28, 2006, NCSL Executive Committee Meeting, Santa Barbara, Calif., the Oct. 1, 2011, NCSL Executive Committee, Quebec City, Canada, and the NCSL Executive Committee Meeting, Chicago, Aug. 7, 2016.

ARTICLE I

Name, Office and Registered Agent

Section 1. **Name.**

The name of the Foundation shall be the NCSL Foundation for State Legislatures (the "Foundation").

Section 2. **Offices.**

The principal office of the Foundation in the State of Colorado, unless otherwise determined by the Board of Directors, shall be located in the City and County of Denver. The Foundation may have such other offices either within or without the State of Colorado, as the Board of Directors may determine or as the affairs of the Foundation may require from time to time.

Section 3. **Registered Agent and Office.**

The Foundation shall have and continuously maintain in the State of Colorado a registered office, and a registered agent whose business office is identical with such registered office, as required by the Colorado Nonprofit Corporation Act. The registered office may be, but need not be, identical with the principal office in the State of Colorado, and the address of the registered office may be changed from time to time by the Board of Directors.

ARTICLE II

Board of Directors

Section 1. **General Powers.**

Subject to the limitations of these bylaws, the Articles of Incorporation, and the laws of Colorado, the affairs of the Foundation shall be managed, and all corporate powers shall be exercised by or under the direction of its Board of Directors. Directors need not be residents of the State of Colorado. No director, officer or member, or any agent of any such person, shall authorize or allow any corporate funds to be expended for any purpose other than as set forth in the Articles of Incorporation and no funds shall be expended to support or oppose any candidate for public office.

Section 2. **Number, Term and Qualifications.**

The number of directors shall not exceed forty-five (45), consisting of the President, President Elect, Immediate Past President, Vice President, Staff Chair, Staff Vice-Chair, Immediate Past Staff Chair of the National Conference of State Legislatures ("NCSL"), and at least six (6) current or former members of the NCSL Executive Committee and thirty-two (32) at-large members. Legislative members shall be current members of the legislature or full-time employees of a legislature. Directors shall take office immediately upon the close of the NCSL Legislative Summit and shall serve through the next following Legislative Summit or until their successors have been elected. Directors shall be eligible for reelection.

Section 3. **Nominations and Elections.**

The Nominating Committee shall present candidates for the directors of the Foundation to the members of the Executive Committee. Additional nominations may be made from the floor by any member of the Executive Committee. Directors shall be elected by a plurality vote of the members of the Executive Committee.

Section 4. Meetings of the Board.

A regular annual meeting of the Board of Directors shall be held without notice other than set forth by these bylaws, during the Legislative Summit of NCSL. The Board of Directors may provide by resolution, the time and place, whether within or without the State of Colorado for holding additional regular meetings of the Board without other notice than such resolution. Special meetings of the Board may be called by the President or at the request of any three directors, by notice mailed, delivered, telephoned or telegraphed to each member of the Board of Directors not less than seventy-two hours before the meeting is held.

Section 5. Quorum of the Board of Directors.

At any meeting of the Board of Directors, a majority of the Board shall constitute a quorum for the transaction of the business of the Foundation and any such business transacted shall be valid providing it is affirmatively passed upon by a majority of those present.

Section 6. Voting.

The voting rights of a director shall not be delegated to another nor exercised by proxy.

Section 7. Voting by Mail.

Actions taken by a mail ballot of the members of the Board of Directors in which at least a majority of such directors, in writing indicate themselves in agreement, shall constitute a valid action of the Board if reported at the next regular meeting of the Board.

Section 8. Participation in Meetings by Telephone. Members of the Board of Directors, or any committee of the Board, may participate in a meeting of the Board or of such committee by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other, and participation by such means shall constitute presence in person at such meetings.

Section 9. Vacancies and Removal.

Any vacancy occurring on the Board of Directors shall be filled by the Executive Committee. A director so elected to fill a vacancy shall serve the unexpired term of the Director's predecessor. The Board of Directors may in its discretion, by affirmative vote of two-thirds of its members, remove any director for cause.

Section 10. Per Diem and Expenses.

Directors and elected officers shall not receive any compensation for their services. The Board of Directors may authorize reimbursement for per diem and necessary expenses incurred by the Foundation President for fund raising activities.

ARTICLE III

Officers

The Immediate Past President of the National Conference of State Legislatures shall serve as the President of the Foundation and the Immediate Past Staff Chair shall serve as Secretary/Treasurer. If the Immediate Past President is no longer an elected legislator, the NCSL Executive Committee shall appoint a sitting legislator who is a current or former member of the Executive Committee or Foundation Board to serve as President of the Board. The appointee must be of the same political party as the Immediate Past President. If the Immediate Past Staff Chair is unable to serve as Secretary/Treasurer, the NCSL Executive Committee shall appoint a current or former legislative staff member of the Executive Committee or Foundation Board to serve as Secretary/Treasurer. The Board of Directors shall elect from its own membership a Vice President and such other officers as the Board shall deem necessary. Officers shall take office immediately upon the close of the NCSL Legislative Summit and shall serve through the next following Legislative Summit or until their successors have been elected.

ARTICLE IV

Duties of Officers

Section 1. President.

The President shall serve as chairman of the Board of Directors, and shall also serve as a member, ex-officio, with the right to vote on all committees except the Nominating Committee. The President shall make all appointments of standing and special

committees. At the Legislative Summit of the Foundation and at such other times as deemed proper, the President shall communicate to the members of the Board of Directors and the members of the NCSL Executive Committee such matters and make such suggestions as may in the President's opinion tend to promote the purposes and objectives of the Foundation. The President shall perform such other duties as are necessarily incident to the office of the President or as may be prescribed by the Board of Directors.

Section 2. Vice President.

The Vice President shall perform such duties as the President or the Board of Directors shall delegate.

Section 3. Secretary/Treasurer.

The Secretary/Treasurer shall be in charge of the Foundation's funds and records. The Treasurer shall collect all dues and assessments; shall establish proper accounting procedures for the handling of the Foundation's funds and shall be responsible for the keeping of the funds in such banks, trust companies and/or investments as are approved by the Board of Directors. The Treasurer shall report on the financial condition of the Foundation at regular meetings of the Board of Directors and the Legislative Summit. At the end of each fiscal year the Treasurer shall prepare and submit to the Board of Directors an annual report and an audit by a certified public accountant. The Secretary of the Foundation shall be responsible for the proper recording of proceedings of meetings of the Foundation, the Board of Directors and all committees.

Section 4. Budget.

The Secretary/Treasurer shall be responsible for preparation of a proposed budget to be approved by the Board of Directors and submitted annually to the members of the Executive Committee. The Board of Directors may approve transfer of funds within the budget adopted or amend the budget based upon changed revenue projections during the course of the fiscal year by a two thirds vote of the Board of Directors present and voting.

Section 5. Delegation.

Such duties of the Secretary/Treasurer as may be specified by the Board of Directors may be delegated to the Executive Director or a designated staff member.

ARTICLE V

Membership

The Foundation shall have no members.

ARTICLE VI

Committees

Section 1. Nominating Committee.

The Nominating Committee shall consist of the President and Staff Chair of NCSL, and the appointee of the President of the Foundation, and shall nominate candidates for the directors of the Foundation in accordance with Article II, Section 3 of these bylaws.

Section 2. Committees of Directors.

The Board of Directors, by resolution adopted by a majority of the directors in office, may designate and appoint one or more committees, to the extent provided in said resolution, which shall have and exercise the authority of the Board of Directors in the management of the Foundation. However, no such committee shall have the authority of the Board of Directors in reference to amending, altering or repealing these bylaws; electing, appointing, or removing any member of any such committee or any director or officer of the Foundation; amending the Articles of Incorporation; restating the Articles of Incorporation; adopting a plan of merger or adopting a plan of consolidation with another entity authorizing the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Foundation, authorizing the voluntary dissolution of the Foundation or revoking proceedings therefore; adopting a plan for the distribution of the assets of the Foundation or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered or repealed by such

committee. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual director, of any responsibility imposed upon it or him by law.

Section 3. Other Committees.

Other committees not having and exercising the authority of the Board of Directors in the management of the Foundation may be appointed by the President. Any member thereof may be removed by the President whenever in his judgment the best interests of the Foundation shall be served by such removal.

Section 4. Quorum.

Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

ARTICLE VII

Executive and Staff

Section 1. Appointment.

The Board shall employ an Executive Director whose terms and conditions of employment shall be specified by the Board.

Section 2. Authority and Responsibility.

The Executive Director shall be the chief executive of the Foundation responsible for all management functions. The Executive Director shall manage and direct all activities of the Foundation as prescribed by the Board of Directors and shall be responsible to the Board. The Executive Director shall employ and may terminate the employment of members of the staff necessary to carry on the work of the Foundation and fix their compensation within the approved budget. The Executive Director shall define duties of the staff, supervise their performance, establish their titles and delegate those responsibilities of management in the best interest of the Foundation.

ARTICLE VIII

Contracts, Checks, Deposits and Funds

Section 1. Contracts.

The Board of Directors may authorize an officer or officers, agent or agents of the Foundation in addition to the officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Foundation and such authority may be general or confined to specific instances.

Section 2. Checks, Drafts, etc.

All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors.

Section 3. Deposits.

All funds of the Foundation shall be deposited from time to time to the credit of the corporation in such banks, trust companies or other depositories as the Board of Directors may select.

Section 4. Gifts.

The Board of Directors may accept on behalf of the Foundation any contribution, gift, bequest or devise for general purposes or for any special purpose of the Foundation.

Section 5. Loans to Directors and Officers.

No loans shall be made by the Foundation to any of its directors and officers.

ARTICLE IX

Indemnification of Officers, Directors and Staff

Every director, officer or employee of the Foundation shall be indemnified by the Foundation against all expenses and liabilities including counsel fees, reasonably incurred or imposed upon such individual in connection with any proceeding or settlement thereof to which he or she may become involved, by reason of his or her being or having been a director, officer or employee of the Foundation. This provision shall apply whether or not such individual is a director, officer or employee at the time such expenses are incurred, except when the director, officer or employee is adjudged guilty of willful misfeasance or malfeasance in the performance of the duties of his or her office. In the event of a settlement this indemnification shall apply only when the Board of Directors approves such settlement and reimbursement as being in the best interests of the Foundation. This right of indemnification shall be in addition to and not exclusive of all other rights to which any director, officer, or employee may be entitled.

ARTICLE X

Books and Records

The Foundation shall keep at its principal office correct and complete books and records of accounts, written minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors.

ARTICLE XI

Waiver of Notice

Whenever any notice is required to be given under the provisions of the Colorado Nonprofit Corporation act or under the provisions of the Articles of Incorporation or the bylaws of the Foundation, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE XII

Fiscal Year

The fiscal year of the Foundation shall be determined by the Board of Directors.

ARTICLE XIII

Dissolution

Upon the dissolution of the Foundation, the Board of Directors shall, after paying or making provision for payment of all of the liabilities of the Foundation dispose of all of the assets of the Foundation. The assets may be transferred to NCSL or its successor organization or to such tax-exempt organization operated exclusively for charitable, educational or scientific purposes as shall at the time qualify under section 501(c)(3) of the Internal Revenue code of 1954 (or the corresponding provision of any future tax law) or to such organization that qualifies as an instrumentality of each, and all, of the states, or to the states themselves, as the Board of Directors shall determine.

ARTICLE XIV

Amendments

The bylaws may be amended or repealed by a plurality vote of the members of the NCSL Executive Committee present and voting at any regularly scheduled meeting of the NCSL Executive Committee. Amendments may be proposed by the Board of Directors of the Foundation on its own initiative or by members of the NCSL Executive Committee.

ARTICLE XV

Effective Date

These bylaws shall take effect when approved by the initial Board of Directors. However, they shall be presented to the NCSL Executive Committee for ratification at the first Legislative Summit.