



The Legislative Administrator

Summer 2022



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of Legislative Clerks and Secretaries



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ASLCS

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2021-2022 Executive Committee



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Ohio House of
Representatives



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Representatives



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Representatives



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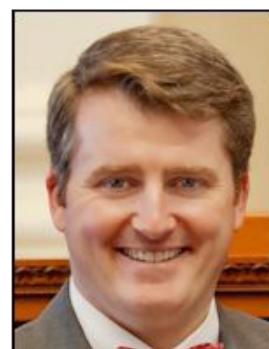
Elected
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Yolanda Dixon
Secretary
Louisiana Senate



Elected
Associate Member
Ron Smith, II
Assistant Clerk
Louisiana House of
Representatives



Appointed
Principal Member
Dana Rademan Miller
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Representatives



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Assistant Chief Clerk
Arizona House of
Representatives



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Paul Smith
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New Hampshire House of
Representatives



Bylaws and Standing Orders Committee Meeting Minutes (2021)

2021 Professional Development Seminar
Portland, Maine
Wednesday, October 6, 2021

Call to Order

The meeting of the Bylaws and Standing Orders Committee was called to order by Chair Susan Furlong (Nev.) at 3:30 p.m.

Attendance

The following members of the committee were present: Chair Susan Furlong (Nev.), Vice Chair Lee Cassis (W.Va.), Vice Chair Ron Smith (La.), Paul Smith (N.H.), Josh Babel (Ariz.), Annette Biamonte (Nev.), Sherry Rodriguez (Nev.); Jeanine Wittenberg (NV), Emily White (Mo.), Ali Sagraves (Ohio), Yolanda Dixon (La.), Melissa Mapes (Minn.), Brandon Metzler (Neb.).

Guests present: Jada Lark (USVI) and Maureen Maynard (USVI).

Approval of Minutes

Upon a motion by Paul Smith (N.H.), seconded by Ali Sagraves (Ohio), the minutes of the last meeting held June 5, 2021, at the Spring Meeting in Boston, Massachusetts, were approved.

Old Business

Chair Furlong (Nev.) explained the committee's charge, which is to review all suggested changes to the Society's Bylaws and Standing Orders. The committee recommends for adoption only those changes that are necessary to improve the function of the

Society. Chair Furlong then recapped the extensive work the committee did over the past year in revising and amending some of the Society's bylaws and standing orders.

New Business

President-elect Brad Young (Ohio) thanked the members of the committee for their participation in the committee process. He explained that he asked the incoming Strategic Planning Committee to look at the Bylaws and Standing Orders and recommend to the committee which should be examined.

Paul Smith (N.H.) noted the Bylaws and Standing Orders don't currently contain guidance for succession when a vacancy is created by the departure of an executive officer of the Society. It was suggested to look at NCSL's bylaws and standing orders for an example. After a brief discussion, Chair Furlong (Nev.) appointed Paul Smith (N.H.), Ali Sagraves (Ohio), and Josh Babel (Ariz.) to a subcommittee to explore succession procedures and report back to the full committee. Patsy Spaw (Texas) was also appointed to serve on the subcommittee.

Adjournment

Upon a motion by Yolanda Dixon (La.), seconded by Paul Smith (N.H.), the meeting was adjourned at 3:41 p.m.

Respectfully submitted,
Lee Cassis (W.Va.), Vice Chair



Professional Journal Committee Meeting Minutes

The *Journal of the American Society of Legislative Clerks and Secretaries*, known as the *Journal* or the *Professional Journal*, publishes articles on parliamentary procedure, management, technology, and other topics of interest to legislative staff.

2022 Spring Business Meeting
Fort Lauderdale, Florida
April 30, 2022

Call to Order

The meeting of the *Professional Journal Committee* was called to order by Vice Chair Sarah Curry (Ore.).

Attendance

The following members of the committee were present: Brendan Bucy (Nev.), Sarah Curry (Ore.), and Jamie Oswalt (Ala.). Sarah and Jamie welcomed new member Brendan Bucy, Secretary of the Nevada Senate, and shared a little about the committee and the Society.

Approval of Minutes

Upon a motion by Jamie Oswalt (Ala.), seconded by Brendan Bucy (Nev.), the minutes from the November 8, 2021 Zoom meeting were adopted.

Old Business

Sarah Curry (Ore.), Vice Chair, announced that the Winter 2021 volume of the *Professional Journal* had been published online and may be viewed on the ASLCS website. She also shared that the Chairs of the committee held a meeting in January with the subcommittee chairs to provide guidance, set deadlines, and discuss potential articles. Holly South (NCSL) did post on the ASLCS Facebook page to recruit writers but the committee has not received any contact yet. Sarah shared that the chairs had discussed posting more detailed requests from the subcommittees' perspective to the Facebook page and offered to write these posts - she will follow up with Chair Heshani Wijemanne and Vice Chair Sanam Hooshidary.

New Business

Sarah Curry (Ore.) shared that the committee has secured one article on the history of the engrossing and enrolling process in the California legislature and has found relevant case law that is ready to be read and summarized. The committee is still looking for volunteers to summarize this case law,

however; Sarah plans to communicate this to the Society at the upcoming business luncheon. Jamie Oswalt (Ala.) shared that Alabama's IT department is willing to write an article about its new IT system but they would like to connect with the committee about a focus for the piece. Sarah suggested that the Technology Subcommittee follow up with them. She also shared that the Technology Subcommittee is considering articles about remote voting systems (from either Washington or Alaska) or accessibility to legislatures (Oregon's advancements in language accessibility and support for persons with disabilities).

Future deadlines for the committee are: *Summer Meeting (Legislative Summit)* - receive progress reports, look at first drafts of articles, and look into any last-minute ideas for publication; *Fall Meeting (PDS)* - look at final drafts of articles and wrap up conversations.

Adjournment

Upon a motion by Sarah Curry (Ore.), seconded by Jamie Oswalt (Ala.), the meeting was adjourned.

Respectfully submitted,
Sarah Curry (Ore.), Vice Chair



Technology Committee Meeting Minutes

2022 ASLCS Spring Business Meeting
Fort Lauderdale, Florida
Saturday, April 30, 2022

Call to Order

The meeting of the Technology Committee was called to order on Saturday, April 30, 2022 at 9:00 a.m. Eastern by Mike Queensland (Wis.), Chair.

Attendance

The following members of the committee were present: Mike Queensland (Wis.), Chair; Meggan Foesch (Wis.); Donna Holiday (Ky.); John Hollman (Ill.); and Scott Kaiser (Ill.).

Old Business

The committee discussed plans for a concurrent session, sponsored by the Technology Committee, at the 2022 PDS in Little Rock, Arkansas. Mike Queensland (Wis.) informed the committee of a conversation he had prior to the Spring Business Meeting with committee vice chairs Rebecca Silbernagel (Vt.) and Jay Jacobs (Ky.). He shared that Rebecca Silbernagel came up with an idea for a session that focuses on uses of technology adopted during the COVID-19 pandemic that legislative chambers will continue to use moving forward. John Hollman (Ill.) noted that the Technology Committee intended last year's committee-sponsored session to focus on this same topic. However, Meggan Foesch (Wis.) stated that the 2021 concurrent session ended up concentrating on practices that various chambers adopted at the onset of the pandemic without the perspective of whether these practices would have a long-term impact on chamber operations. Scott Kaiser (Ill.) emphasized the point that the 2022 session should deliberately focus on practices that will be continuing into the future. Donna Holiday (Ky.) suggested that the committee contact IT expert Becky King (Ky.) as a possible panelist.

New Business

Mike Queensland (Wis.) asked for suggestions to create more engagement through the ASLCS Facebook page. John Holliman (Ill.) shared that he thinks the focus of the Facebook page should be to make announcements, share stories about legislative chambers, and to be "social." In contrast, he stated that certain communications, such as those that have a research component, are better suited for the ASLCS listserv. He also shared that all members of the

Technology Committee have a role to play in creating new content on the Facebook page. Mike Queensland agreed, but noted that the Technology Committee officers hold a greater responsibility to create engaging content.

Adjournment

Without objection the Technology meeting was adjourned at 9:50 a.m.

Respectfully submitted,
Mike Queensland (Wis.), Chair



Bylaws and Standing Orders Committee Meeting Minutes

2022 ASLCS Spring Meeting
Fort Lauderdale, Florida
Saturday, April 30, 2022

Call to Order

The meeting of the Bylaws and Standing Orders Committee was called to order by Chair Susan Furlong (Nev.) at 9:10 a.m.

Attendance

The following members of the committee were present: Chair Susan Furlong (Nev.), Vice Chair Ron Smith (La.), Vice Chair Lee Cassis (W.Va.), Josh Babel (Ariz.), Yolanda Dixon (LA), Kay Inabnet (Wis.), Dana Rademan Miller (Mo.), Paul Smith (N.H.), Jay Braxton (Va.), Ali Sagraves (Ohio), Brendan Bucy (Nev.), Bo Hoover (W.Va.), Margaret O'Brien (Mich.) via telephone.

Approval of Minutes

Upon a motion by Paul Smith (N.H.), seconded by Dana Rademan Miller (Mo.), the minutes of the last meeting held November 2, 2021, at the Legislative Summit in Tampa, Florida, were approved.

Old Business

Chair Furlong recognized Paul Smith (N.H.), chair of the subcommittee charged with reviewing succession procedures for ASLCS elected officers, to give

an update on the subcommittee's work. The subcommittee includes members Ali Sagraves (Ohio), Patsy Spaw (Texas), and Josh Babel (Ariz.).

Paul Smith (N.H.) reported the subcommittee met and discussed succession procedures for the President-elect and Associate Vice President. The subcommittee determined additional language should be added to the Bylaws and/or Standing Orders to make the process for succession clear. The subcommittee also explored removal of an officer for malfeasance, etc. It was suggested the subcommittee reference the NCSL Code of Ethics for guidance and determine a threshold for removal (i.e., 2/3 or majority vote). It is the intention of the subcommittee to have draft language prepared for the full committee's review for officer succession planning and removal of an officer at the NCSL Summit in Denver.

Adjournment

Upon a motion by Paul Smith (N.H.) seconded by Yolanda Dixon (La.), the meeting was adjourned at 9:30 a.m.

Respectfully submitted,

Ron Smith (La.), Vice Chair
Lee Cassis (W.Va.), Vice Chair



Canadian-American Relations Committee Meeting Minutes

2022 ASLCS Spring Meeting
Fort Lauderdale, Florida
Saturday, April 30, 2022

Call to Order

The meeting of the Canadian-American Relations Committee was called to order at 11:00 a.m., by Yolanda Dixon (La.), chair.

Attendance

The following members of the committee were present: Yolanda Dixon (La.), Chair, Darek Grant (Maine),

Pat Harris (Ala.), John Hollman (Ill.), Buddy Johnson (Ark.), Nanette Mitchell (Tenn.), Dana Rademan Miller (Mo.), Obie Rutledge (Ore.), Ali Sagraves (Ohio), Ann Marie Walp (Tenn.), Joyce Wright (Ala.), Mike Queensland (Wis.), Jen Storie (Utah), Carrie Maulin (Idaho), Andrew Ketchings (Miss.), Lee Cassis (W.Va.), Bo Hoover (W.Va.), Jennifer Holton (Ala.), Susan Furlong (Nev.), and Bill Horn (Ala.).

Approval of Minutes

Upon motion by Ann Marie Walp (Tenn.), seconded by Dana Miller (Mo.), the minutes of the last meeting were approved.

Discussion:

Chair Yolanda Dixon (La.) welcomed everyone to the meeting and opened discussion regarding sessions at the upcoming Little Rock PDS. The group discussed combining the International session and the Canadian-Relations session while in Arkansas and the idea was approved by the committee. Chair Yolanda Dixon asked for suggestions for topics for the combined session.

Obie Rutledge mentioned topics discussed in the International committee meeting. Other ideas included employee retention, new processes that were adopted during COVID that have remained, reliability of security, staff feeling uneasy and unsafe, security contracts etc. Both Obie Rutledge and Yolanda expressed the desire of both committees to encourage increased relations with the Irish, English and Scottish parliaments as well as recruiting younger generations to participate in the Society from abroad.

A brief discussion was had regarding the next CATTs meeting which will take place in Prince Edward Island. Nanette Mitchell expressed the intent of Tennessee to host the 2025 CATTs meeting in Nashville, TN.

Adjournment

Upon a motion by John Hollman (Ill.), seconded by Susan Furlong (Nev.), the meeting was adjourned at 11:30 a.m.

Respectfully submitted,
Ann Marie Walp (Tenn.)



Inside the Legislative Process Committee Meeting Minutes

2022 ASLCS Spring Business Meeting
Fort Lauderdale, Florida
Saturday, April 30, 2022

Call to Order

The meeting was called to order at 9:05 a.m. Eastern by Chair Erin Gillitzer (Wis.).

Attendance

The following members were present: Erin Gillitzer (Wis.), Chair, Meggan Foesch (Wis.), John Hollman (Ill.), and Martha Jarow (Ark.).

Guests in attendance: Holly South (NCSL).

Approval of Minutes

Upon a motion by Martha Jarow (Ark.) and seconded by John Hollman (Ill.), the minutes of the November 11, 2021 meeting were approved.

New Business

Holly South (NCSL) provided an update on the surveys from 2013, 2015, and 2016. The Chair had inquired why they were not listed on the Inside the Legislative Process website. Holly stated there was no compilation of the 2013 survey, but she could provide them to the committee. Only five or six states

responded to the 2015 survey. The 2016 survey was on job responsibilities. It was updated again in 2019. Those results were sent to the Chair.

The committee discussed topics of interest for a future survey or listserv questionnaire. The Chair mentioned electronics use on the floor, remote participation during committees and on the floor, term limits, and paper ballot use in committees. John Hollman (Ill.) mentioned remote participation would be a timely question now that some Chambers have changed their policy due to Covid. He also noted that his Chamber allows remote voting on the floor. Meggan Foesch (Wis.) brought up the COOP/COG plans idea. She wondered if other states have those types of plans in place and talked a little about the Wisconsin Senate's plan. John Hollman (Ill.) mentioned that they had no formalized plan.

Adjournment

Upon a motion by John Hollman (Ill.) and seconded by Martha Jarow (Ark.), the meeting was adjourned at 9:18 a.m. Eastern.

Respectfully submitted,
Erin Gillitzer (Wis.), Chair



International Communication and Development Committee Meeting Minutes

ASLCS Spring Business Meeting
Ft. Lauderdale, Florida
April 30, 2022

Call to Order

The meeting of the International Communication and Development Committee was called to order by Obie Rutledge (Ore.), chair.

Attendance

The following members of the committee were present: Obie Rutledge (Ore.), chair, Brendan Bucy (Nev.), Lee Cassis (W.Va.), Yolanda Dixon (La.), Darek M. Grant (Maine), Susan Furlong (Nev.), Mandi McGowan (Ore.), Dana Rademan Miller (Mo.), Nanette Mitchell (Tenn.), Jennifer Novak (Idaho), Michael Queensland (Wis.), Lacy Ramirez (Ore.), and Ann Marie Walp (Tenn.).

Approval of Minutes

The meeting minutes from the 2021 Professional Development Seminar in Portland, Maine were approved when the committee met at the NCLS Legislative Summit in Tampa, Florida last November; no other business took place in Tampa.

Old Business

Obie Rutledge (Ore.) had copies of the 2022 ASLCS International Directory distributed so members of the committee could peruse and provide feedback. The Chair then recognized Lacy Ramirez (Ore.). Lacy informed the committee that the English version of the directory has been posted on the committee website, and that Spanish and French versions would be posted shortly on the website. The feedback on the directory was positive. Chair Rutledge encouraged the committee to use the directory as a resource.

The Chair discussed the status of the committee's relationship with the Secretaries' Association of the Legislatures of South Africa (SALSA). There has been no contact with any member of SALSA since 2019. However, the committee cannot remove them from the directory without removing that provision in the ASLCS Standing Orders. Yolanda Dixon (La.) suggested including an asterisk symbol by SALSA's entry in the directory in the meantime.

New Business

Chair Rutledge informed the committee that it is time to start planning the concurrent session for the upcoming Professional Development Seminar (PDS) in Little Rock, Arkansas. He informed the committee that he had discussed the possibility of co-hosting the concurrent session with the Canadian-American Relations committee, as had been done in the past. The committee agreed it was a good idea. The Chair opened a discussion on topics for the concurrent session, suggesting the committee perhaps stray away from pandemic-only focused ideas. The Chair recognized Mandi McGowan (Ore.). Mandi suggested a possible topic could be centered around the economy, with the purpose of showcasing how different countries have reacted to rising costs of living and instability in the market. The Chair recognized Susan Furlong (Nev.). Susan shared that in the nation's capital, where she had recently spent some time, the conversations had been focused on the effects that the pandemic had left on the reliability of security. These conversations included employee retention, staff feeling uneasy and unsafe, security contracts, and the difficulties in hiring enough security. The Chair recognized Dana Rademan Miller (Mo.). Dana expanded on Susan's idea, suggesting topics that discuss what changes made from the pandemic have now "stuck" across legislatures, using remote work as an example.

The Chair thanked the committee for their suggestions and let them know he would be communicating by email to further discuss these ideas with the goal of narrowing the list of possible topics before the NCSL Legislative Summit in August.

The Chair recognized Brad Young, ASLCS President. He introduced himself, and then provided some updates on the potential relationships with new international legislatures and governments. President Young shared that Jennifer Novak (Idaho) has made a connection with Germany, Paul Smith (N.H.) is communicating with our contacts in Westminster, and that Chair Rutledge has been working on opening a dialogue with the Israeli Knesset. President Young hopes the committee continues to foster relationships with our current connections as well and

shared that he is always open to hearing new ideas and possible contacts.

Chair Rutledge opened a discussion on the relationships with our international colleagues. The Chair recognized Michael Queensland (Wis.). Michael wondered if it would be possible to host additional events throughout the year that would allow our international colleagues to attend remotely. These events or meetings could be ways to grow our relationship and make greater connections with the international members who have greater difficulty traveling to our PDS or Spring Meetings. Chair Rutledge shared concerns that having remote options would discourage in-person attendance from our international colleagues but is open to continuing this conversation and exploring remote possibilities.

The Chair opened the floor for any other business the committee wanted to discuss. The Chair recognized Michael Queensland (Wis.). Michael shared an experience he had when his legislature was visited by a delegation from Kenya who were coming from a relatively new government. The delegation had

shared with Michael about their foundational issues, development, and growing pains, and were interested in knowing more about how U.S. legislatures formed their government. Michael shared how fruitful those conversations had been and how they given him a new perspective on his role. Chair Rutledge thanked Michael for sharing and encouraged him to keep nurturing those relationships and welcomed more information about meetings being held with other international legislatures and delegations.

Finally, Chair Rutledge discussed the possibility of covering the registration and housing of some of our international guests that would be attending our PDS in Little Rock. He would like to bring this to the attention of the Executive Committee as he is aware it needs to be a strategic investment.

Adjournment

Upon a motion by Jennifer Novak (Idaho), seconded by Susan Furlong (Nev.), the meeting was adjourned.

Respectfully submitted,
Lacy Ramirez (Ore.)



Legislative Administrator Committee Meeting Minutes

2022 ASLCS Spring Business Meeting
Fort Lauderdale, Florida
Saturday April 30, 2022

Call to Order

The meeting of the Legislative Administrator committee was called to order at 10:00 a.m. Eastern by Sarah Bannister (Wash.), chair.

Attendance

The following members of the committee were present: Sarah Bannister (Wash), chair; Kay Inabnet (Wis.), Vice Chair; Jamie Oswalt (Ala.), Vice Chair; Donna Holiday (Ky); Scott Kaiser (Ill.); and Jen Storie (Utah).

Approval of Minutes

Upon motion of Scott Kaiser (Ill.), seconded by Jamie Oswalt (Ala.), the minutes of the last meeting were approved.

Discussion

Chair Sarah Bannister (Wash.) welcomed everyone to the meeting and opened with the status of the most recent issue that was just mailed. Updates were given on the cover letter that was created to go with issues to non-participating states. Scott Kaiser (Ill.) suggested sending several issues to non-participating states in order for multiple chambers/departments to potentially see the issue. Holly South has this non-participating list for us to use as a reference.

Next topic of discussion was new ideas for the upcoming issues. Donna Holiday (Ky.) suggested seasonal pictures of State Houses/Capitols. There was also the idea of traditions, whether that be seasonal as well or holidays in the State House/Capitol.

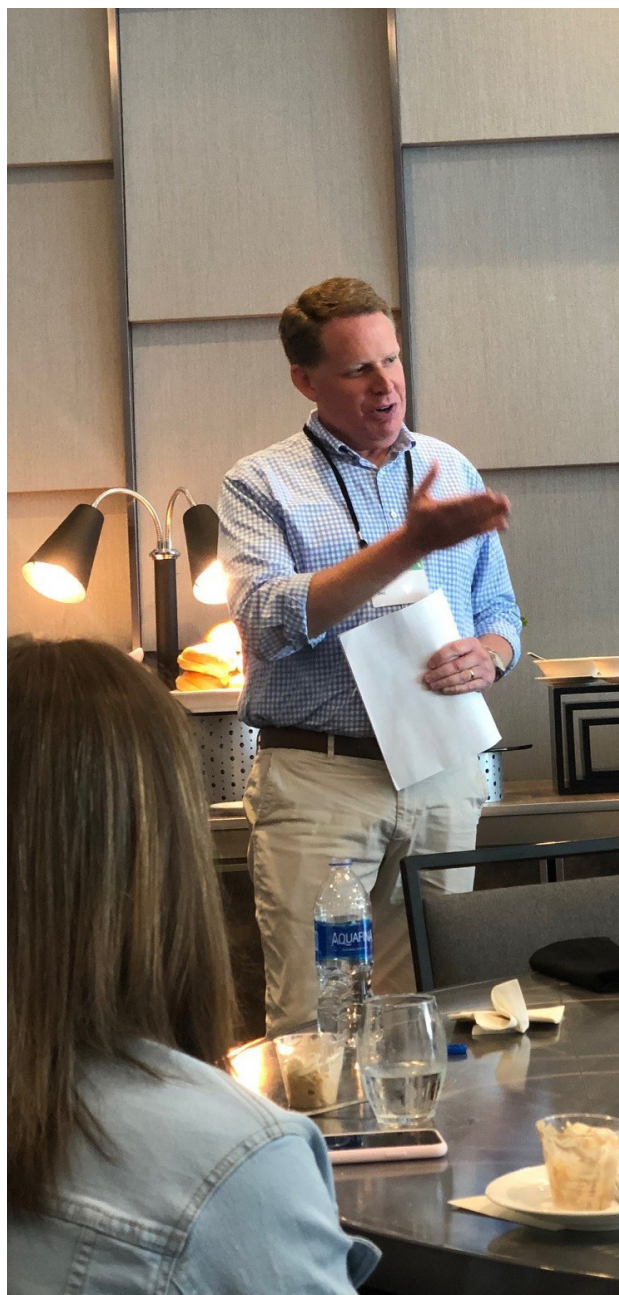
We discussed the most recent issue of the Administrator and brainstormed ideas for upcoming issues. Some ideas included:

- “What is happening in your state?”: 1 or 2 things that affect that way we do our jobs
- “Oops, what went wrong” in anonymous submissions
- Photo submissions of different Capitols
- Continue with shoutouts
- Write ups from participants of the legislative exchange program

Adjournment

Upon adjournment by Sarah Bannister (Wash.), seconded by Scott Kaiser (Ill.), the meeting was adjourned at 10:35 a.m.

Respectfully submitted,
Sarah Bannister (Wash.), chair



Membership and Communication Committee Meeting Minutes

2022 ASLCS Spring Business Meeting
Ft. Lauderdale, Florida
Saturday, April 30, 2022

Call to Order

The meeting of the Membership and Communication Committee was called to order at 10:00 am by Barrett Dudley, vice chair (Ark.).



Attendance

The following members of the committee were present: Vice Chair Barrett Dudley (Ark.), Vice Chair Meggan Foesch (Wis.), Jeryn Vesperat (Wis.), Sarah Curry (Ore.), Buddy Johnson (Ark.), Martha Jarow (Ark.), Susan Kannarr (Kan.), Bo Hoover (W.Va.), Tim Sekerak (Ore.), Carrie Maulin (Idaho), and John Hollman (Ill.).

Approval of Minutes

The motion was made by Susan Kannarr (Kan.) and seconded by Jeryn Vesperat (Wis.) to approve the meeting minutes from November 2, 2021 meeting held in Tampa, Florida.

Old Business

ASLCS President Brad Young has approved the purchase of note cards for the Society. Angela Smith, Chair of the Membership and Communications Committee, has designed, ordered and received the note cards for new members joining the society. Angela will bring the cards to the next meeting.

New Business

The Membership Orientation and Mixer will be held Sunday, September 18th starting around 4:30 pm. Our tentative agenda includes introducing scholarship opportunities and the Associate Exchange Program. A representative from the Executive Committee will be in attendance to speak to the new members and give a history of the society. Topics should be how the society started and where we are today. Keep comments at 15 minutes. Pin/card collections will be listed on the agenda. We will have a special pin for executive committee members to hand out to the new members. Anyone with the special pin will be entered into a drawing for a prize. There will be a pilot program to stream/skype a virtual session for people who cannot attend the PDS. There will be a new member table for breakfast and mentors who could not attend the mixer.

Adjournment

Carrie Maulin (Idaho) motioned to adjourn and John Hollman (Ill.) seconded the motion.

Respectfully submitted,

Barrett Dudley (Ark.), Vice Chair
Angela Smith (La.), Chair

Program Development Committee Meeting Minutes

2022 ASLCS Spring Business Meeting
Fort Lauderdale, Florida
Saturday, April 30, 2022

Call to Order

The meeting of the Program Development Committee was called to order at 11:09 a.m. by Susan Kannarr (Kan.), Chairperson.

Introduction

Introduction of attendees' job roles and state.

Attendance

The following members of the committee were present: Susan Kannarr (Kan.), Chairperson; Martha Jarow (Ark.), Vice Chairperson; Joshua Babel (Ariz.), Sara Bannister (Wash.), Barrett Dudley (Ark.), Megan Foesch (Wis.), Donna Robinson Holiday (Ky.), Kay Inabnet (Wis.), Jennifer Novak (Idaho), Lacy Ramirez (Ore.), Ron Smith (La.), Jeryn Vesperat (Wis.), J.W. Wiley (La.). Others in attendance were Jay Braxton (Va.), Scott Kaiser (Ill.), Mandi McGowan (Ore.), Tim Sekerak (Ore.) and Holly South (NCSL).

Approval of Minutes

Upon a motion by Scott Kaiser (Ill.), and seconded by Jeryn Vesperat (Wis.), the minutes of the last meeting held Tuesday, November 2, 2021, at the ASLCS Summit Business Meeting in Tampa, Florida, were approved.

Old Business

No old business.

New Business

Chairperson Susan Kannarr (Kan.) updated the committee by going over the handout of the current revision of the schedule for the ASLCS 2022 PDS preliminary in Little Rock, Arkansas. She noted that the PDS is back to the full meeting schedule as opposed to the abbreviated schedule for the 2021 PDS. The Chairperson highlighted portions of the schedule.

- The new attendee orientation mixer on Sunday will be followed by an opportunity to regroup with their mentors and others on Monday at designated tables during breakfast.
- The first plenary speaker will be Gary Ware from Breakthrough Play on Monday morning who was

a popular presenter an NCSL Human Resources Seminar. He was recommended as a PDS presenter by ASLCS members who attended.

- Monday afternoon will be spent at the State Capitol in staff breakout sessions and tours of the grounds with dinner at the Governor's mansion.
- Tuesday will feature 3 sets of Concurrent Sessions (1 in the morning and 2 slots in the afternoon) and a reception at the Clinton Library.
- The plenary session on Wednesday will feature United States House Clerk Cheryl Johnson. Preliminary plans are to have Clerk Johnson give a short presentation on her job and her role, and then have a moderated discussion with her. Should time permit questions from those attending will be permitted.
- Follow-up staff breakout sessions are scheduled after lunch on Wednesday in response to a number of requests on the 2021 PDS evaluation for a second opportunity to meet with breakout groups.
- Also, in response to evaluation responses and requests from vendors, the Legislative Expo will be held Wednesday afternoon in conjunction with a reception prior to members having dinner on their own in Little Rock.
- Thursday will start with a plenary session regarding Mason's Manual, which continues to be a highly rated session at the PDS. The exact format and topics to be covered have not been established at this point. Following this session will be a discussion with the International Clerks in attendance. The International Communication and Development and Canadian-American Relations committees are working jointly on this session. At this point, the Chairpersons of these committees have indicated they are not planning a separate concurrent session. It is unclear at this time how many international clerks will attend the PDS given the uncertainties with post-pandemic travel. The A, B, C and Special Committees will meet Thursday afternoon.

Chairperson Kannarr (Kan.) recognized President Brad Young for any comments or input on the programming. He began by thanking everyone and noting the significant workload of committees like Pro-

gram Development and Support Staff in planning the PDS. The PDS is our premier event and is at the core of what we do as a Society. President Young shared that he has been getting a lot of feedback from vendors, partners and supporters to having the Legislative Expo in the evening after they had asked for this possible change.

Chairperson Kannarr (Kan.) opened the floor for comments and discussion on the programming schedule. Tim Sekerak (Ore.), host of the 2023 PDS, commented that he would be interested in feedback about the preferred meeting length. He noted that the 2021 Portland PDS was a day shorter and which he thought he would like but found that he like the longer meeting time. He said if there is any concern on this matter that now was the time to discuss. Chairperson Susan Kannarr (Kan.) asked Holly South (NCSL) about the numbers in the survey on this topic and Holly's response was that it was pretty much 50/50. Tim Sekerak (Ore.) stated that he is inclined to go back to the full meeting time. He noted if there were some feedback and you wanted to email him, to please do because this decision needs to be made. Jen Novak (Idaho) commented that she found the longer meeting time was better because people aren't so rushed and have time to have the informal conversations we all enjoy. Chairperson Susan Kannarr (Kan.) asked if there were any other comments on the length or suggestions on the discussions on the agenda.

Chairperson Susan Kannarr (Kan.) shared the ideas that have been discussed or commented on in the survey for the Concurrent Sessions. Traditionally the Technology Committee sponsors one Concurrent Session and the Support Staff Committee sponsors one Concurrent Session. In some years International Communication and Development Committee has sponsored a session but that this is not anticipated to happen this year. The Program and Development Committee will thus be responsible for 4 concurrent sessions. The list of ideas that Chairperson Susan Kannarr (Kan.) shared was gained from the surveys and suggestions made through emails. Below are the suggestions discussed by the Committee:

- **Civics Education** Chairperson Susan Kannarr (Kan.) mentioned that Vice Chair Jeff Takacs (Fla.) has a new program on Civics and other states have them as well. The topic on Civics Education had been discussed at the 2018 PDS in Madison.
- **Pandemic Responses** Based on feedback from members on a session regarding pandemic re-

sponses in states, maybe we could use a retrospective look at what happened and what stayed and how states are planning for the next thing that happens. Susan Kannarr (Kan.) noted that NCSL is putting together a document from their pandemic response workgroup (chaired by Paul Smith, N.H.) and there may be a document available to use as part of a concurrent session.

- **Training and Maintaining Session Staff** Chairperson Kannarr (Kan.) mentioned a topic brought to her by Jen Novak (Idaho) around the special challenges faced by state who depend on session-only staff in their offices.
- **Ransomware and Other Attacks on Legislatures** This topic was brought to the attention of the chairperson. The focus would be on attacks that have already happened and what can be done to defend against them.
- **Human Resources** Topics regarding various human resources issues were mentioned in the survey. Effective communications in offices was mentioned frequently. During committee discussion, a desire for a session on diversity issues had good support. Lacy Ramirez (Ore.) shared that a topic of interest concerning hiring and retaining diversity is of interest. She noted that there was still progress to be made with terms of people of color working in government as well as people with disabilities. Chairperson Kannarr (Kan.) noted that one of Staff Chair J. J. Gentry's goal is for NCSL to take on a project about diversity in the workforce. There may be some materials that we could use or staff at NCSL that we might be able to talk to who have done some information gathering on those issues.
- **Operations of State Legislatures** A moderated discussion of operations of various offices in the legislature has been suggested as a possible topic. Specifically, there could be a panel of various staff with targeted questions dealing with terms or questions about legislative operations, office operations, or the meaning of terms in different legislatures.

The floor was open for discussion or comments on these topics and for those interested in a topic to take it on and organize it.

Scott Kaiser (Ill.) shared the topics that were discussed in the Technology Committee dealt with the post pandemic. Due to the fact that some members are tired of discussing the pandemic, it would be better to focus on those steps or processes that

were changed during the pandemic that worked well and have stayed in place. Josh Bethel (Ariz.) shared that the Support Staff's topic would focus on the motivation of staffing. Chambers are having difficulty finding staff due to people leaving for different reasons, be it working remotely or pay and just doing something new. The workplace has changed since the pandemic and the way it was before is hard to get past for some. The session's focus would be on retaining and bringing on new staff, discussing what it will take to attract workers. Sara Bannister (Wash.) commented that Human Resources is intriguing to her since Washington just established its Human Resource Office - how do you formulate

it and bring it into your organization? Chairperson Susan Kannarr (Kan.) shared that she would like to work on narrowing down topics within a month or so and certainly before the Summit so the committee can get feedback.

Adjournment

There being no further business before the Committee, upon a motion by Jen Novak (Idaho), seconded by Barrett Dudley (Ark.), the meeting was adjourned at 11:40 a.m.

Respectfully submitted,
Martha Jarrow (Ark.), Vice Chairperson



Site Selection Committee Meeting Minutes

ASLCS Spring Business Meeting
Fort Lauderdale, Florida
Saturday, April 30, 2022

Call to Order

The meeting of the Site Selection Committee was called to order at 9:05 a.m. Eastern by Nanette Mitchell (Tenn.), Chair.

Attendance

The following members of the committee were present: Chair Nanette Mitchell (Tenn.), Vice Chair Jeryn Vesperat (Wis.), Sarah Bannister (Wash.), Darek Grant (Maine), Sarah Curry (Ore.), Buddy Johnson (Ark.), Obie Rutledge (Ore.), Lacy Ramirez (Ore.), Susan Kannarr (Kan.), J.W. Wiley (La.), Andrew Ketchings (Miss.), Mandi McGowan (Ore.), Tim Sekerak (Ore.), Bill Horn (Ala.), Ann Marie Walp (Tenn.), Barrett Dudley (Ark.), Jen Novak (Idaho), Jamie Oswalt (Ala.), and Joyce Wright (Ala.).

Approval of Minutes

Ann Marie Walp (Tenn.) moved to approve minutes from the November 2, 2021 Legislative Summit meeting. Jeryn Vesperat (Wis.) seconded the motion. Minutes approved.

Discussion of Upcoming Meetings

Fall 2022 PDS

Buddy Johnson (Ark.) provided an update on the Little Rock, Arkansas PDS:

- Fundraising is going well.
- They have good food and good music planned.
- Will be enjoying the Clinton (Presidential) Library for four hours as an event.
- Will get to experience the Governor's mansion.
- The hotel booked is posted on the river with a hospitality room ready to go.

Fall 2023 PDS

Tim Sekerak (Ore.) and Obie Rutledge (Ore.) provided an update on the Eugene, Oregon PDS:

- Oregon is excited to host in 2023!
- They have signed a contract with the Graduate Hotel in Eugene, which is attached to a convention center and located right downtown.

Unfortunately, the hotel will not permit the use of a hospitality room so they still need to brainstorm a solution for this.

- The capitol is under construction until 2025, so we won't be able to visit.
- There is an airport in Eugene or folks may travel to the Portland airport and drive 2 hours south.

2024-2025 PDS Sites

Chair Nanette Mitchell has talked with many states including Utah, Florida, Massachusetts, Indiana, etc., which might have interest in hosting. Utah has committed to bringing the concept to their leadership. Nanette will continue to reach out to states.

Jeryn shared that she has updated the host state manual, utilizing her experience from Wisconsin's hosting of a PDS in 2018, and is able to share that with anyone interested (it is available in electronic form as well).

2023 Spring Meeting

Obie Rutledge (Ore.) shared that Palm Springs, California, has been selected as the site for the 2023 Spring Meeting. The date, however, will need to shift from the last week of April to the first week in May. Obie asked if there were any conflict concerns with this date change. It was mentioned the Kentucky Derby is the first weekend in May; however, the committee did not see any concerns.

Adjournment

Upon a motion from Susan Kannarr (Kan.), seconded by Jen Novak (Idaho), the meeting adjourned at 9:45 a.m. Eastern.

Respectfully submitted,
Nanette Mitchell (Tenn.), Chair

Support Staff Committee Meeting Minutes

2022 Spring Meeting
Fort Lauderdale, Florida
Saturday, April 30, 2022

Call to Order

The meeting of the Support Staff Committee was called to order by Josh Babel (Ariz.), Chair, at 10:12 a.m.

Attendance

The following members of the committee were present: Josh Babel (Ariz.), Chair; Ali Sagraves (Ohio); Ron Smith (La.); and J.W. Wiley (La.). Also present: Holly South (NCSL).

Approval of Minutes

Upon a motion by Ron Smith (La.) and seconded by Ali Sagraves (Ohio), the minutes of the last meeting held November 2, 2021, at the Legislative Summit in Tampa, Florida, were approved.

Old Business

Chair Josh Babel (Ariz.) informed the committee that there were 4 approved applicants for the Associate Exchange Program (AEP) and that everyone had completed their exchange except Gretchen Overby (La.), who was completing hers at the end of June. The AEP reports should be done by the NCSL Summit meeting.

Chair Josh Babel (Ariz.) informed the committee that Vice Chair Jeff Beighley (Wis.) would be sending out

a request for moderators for the various staff breakouts and that the PDS will have 2 different time periods during the week for staff breakouts. He also conveyed that Vice Chair Becky King (Ky.) started the planning of the Legislative Expo, which is going to be held as a reception in the afternoon instead of a morning breakfast to generate more participation. Regarding the Mentor program, there was no update and the committee is waiting on more direction.

The committee talked through the 2022 PDS concurrent session idea proposed in Tampa. The committee liked the idea around what motivates the new workforce (post pandemic) in relation to the Legislature. Holly South suggested NCSL's Angela Andrews could be brought in to lead a great session on this topic. The committee liked that suggestion.

President Brad Young (Ohio) made a few brief remarks regarding the hard work the committee has done and will do to make a successful and productive PDS this fall.

Adjournment

There being no further business before the committee, upon a motion by Ron Smith (La.) and seconded by J.W. Wiley (La.), the meeting was adjourned at 10:30 a.m.

Respectfully submitted,
Josh Babel (Ariz.), Chair



Legislative Staff Shout Outs

Kay Inabnet, Wisconsin Assembly

Shout out to Jeryn Veserat in the Assembly Chief Clerk's Office. Not only has she completed her legislative duties as the calendar and bulletin clerk and our many busy days of the last weeks of session, she is in the process of completing a huge furniture project that is 5 plus years in the making. The furniture in our Representative's Offices was over 30 plus years old and in need of replacement. Jeryn, along with the help of Anne Tonnon Byers, Assembly Sergeant at Arms, have completed the work of moving in the new beautifully made wooden office furniture. At the end of the project Jeryn will have overseen all aspects of the furniture project with over 1050 pieces of new furniture being placed in 250 offices.

Donna Robinson Holiday

On behalf of the Kentucky Senate Clerk's Office, I would like to recognize those staff people who I refer to as our core staff. These are the ones who were deemed "necessary" when state government shut down for Covid while the General Assembly was still in the session. While most legislative staff people went home, a few dedicated individuals stayed with me to conduct the people's business, as they do every regular session day as well. These dedicated individuals are always the last to leave, whether that is at 8:00 PM or 2:00 AM. They are the unsung heroes of the Senate, the ones senators don't notice until they are needed or absent due to illness, and then they understand what I know each and every day, these people are the ones who truly keep the train rolling and make everything run smoothly. Shout out to Deputy Clerk Mary Ann Krol, Assistant Clerk Denise King, E&E Clerk Pam Wink, Reading Clerk and Minutes Clerk SK and Barb Zimmerman, Roll Call Clerk Jodi George, Chief Doorkeeper AD Long, Senate Journal Clerk Rhonda Schierer and our fabulous Senate IT staff, Becky King and Zack Griffin. You guys ROCK! I cannot possibly thank you enough for your loyalty and dedication to the Kentucky Senate, but please know that I appreciate you!

Norma Chastain, House Rules Office, Arizona House of Representatives

Under the new leadership of Krystle Fernandez, Chief Clerk and Josh Babel, Deputy Clerk, the Chief Clerk's team has done an amazing job. There have been many challenges that have stretched the team to it's limits, however, as usual, they have come through with flying colors. Great job Chief Clerk's team.

Arizona House of Representatives Chief Clerk's Office

We want to give a HUGE shout-out to our new Chief Clerk, Krystle Isvoranu. Krystle has been such an amazing leader through so many changes and challenges. Taking over the Chief Clerk's crew is not an easy task but she has managed to do with such grace and professionalism. Our team is working so well together and that is attributed to Krystle.

Jen Storie

Megan Selin Allen is the Chief Clerk of the Utah House of Representatives. Megan started 1 year prior to me, and without her help and direction due to her attention to detail and vested interest in the parliamentary process, I would not have had a successful first year as Secretary of the Senate. Because of Megan's passion to her post, the Utah House of Representatives continues to grow, and have successful sessions year after year. I admire Megan's candor and directness. She is someone people can count on to give well thought out advice on a myriad of subjects. Megan is a wife and an amazing mother to her 3 young children. The Utah Legislature is extremely lucky to have such an amazingly sharp and talented Chief Clerk.





California State Assembly Special Ceremony Honoring Long-Serving Staff

The California State Assembly, led by Speaker Anthony Rendon, and joined by Speaker pro Tempore Kevin Mullin, Assembly Member Ken Cooley, Chair of the Committee on Rules, and Republican Leader James Gallagher, celebrated and honored long-serving staff who are essential to the functioning of the California State Assembly to meet the needs of all Californians, and expressed appreciation for their years of service and dedication.

The following members from the Office of the Chief Clerk were among the Assembly staff members recognized:

Over 10 Years of Service

Candice N. Booker
David A. Bowman
Charles H. May
Creston A. Whiting-Casey

Over 15 Years of Service

Hugh R. Slayden
Russell C. Tomas
Ilene A. Twilligear
Chason A. Wainwright

Over 20 Years of Service

Gregory S. Vellines

Over 25 Years of Service

Sue L. Parker

Over 30 Years of Service

Amy A. Leach

Associate Exchange Program: Michigan Senate

Sean Sukol, Virginia Senate



The Virginia General Assembly is the oldest continuous English-speaking law-making body in the western hemisphere and is in many ways an adherent to orthodox parliamentary convention. It can't be denied, however, that the nature of the legislative environment in Virginia is changing. Many of our present-day pressures could not have been envisioned by the Founding Fathers who drafted the Commonwealth's original constitution in 1776, and perhaps not even by their successors in 1971. U.S. Supreme Court Justice Louis Brandeis remarked that a courageous state may "serve as a laboratory" of democracy, and I was thrilled for the opportunity to explore the effects of legislative term limits and operation of a full-time legislature at the Michigan Senate.

I found Lansing to be charming and strikingly similar to Richmond, another river-city capital eclipsed by larger population centers elsewhere in the state. The jewel of Lansing is the State Capitol, the first designed by the legendary Elijah E. Myers, who would later serve as the architect of the Texas and Colorado State Capitols. The Capitol's restoration to its original design, completed in 1992, is a testament to the extraordinary care, passion, and dedication of its stewards. The building's interior is almost baroque, lavishly adorned and meticulously curated. The legislature retains a professional staff of painters and carpenters to make necessary repairs and to build custom furnishings to match existing fixtures. Capitol Education Director Matthew VanAcker was a fantastic and encyclopedic guide to the building, grounds, and works, and I was thrilled to have an intimate look in to the state's past and present.

During floor session I was honored to sit among session clerks on the Senate rostrum. Before the gavel fell I was introduced to Lieutenant Governor Garlin Gilchrist II and was delighted to hear of his familiarity with our own recently elected Lieutenant Governor Winsome Sears. The parliamentary environment in Michigan is very different than that in Virginia. Each party noisily caucuses directly from the floor, and

the mood in the chamber felt paradoxically chaotic yet formal. In contrast with the Senate of Virginia's rules, partisan staff such as caucus policy directors and photographers were allotted seating and freely admitted to the chamber. Coming from a part-time legislature where our compressed timeline demands that most or all items on the daily floor calendar be taken up expeditiously, I found proceedings in the Michigan Senate to be unpredictable: many bills may be on second or third reading, but only a select few will be brought up for debate or vote.

The Michigan Senate's administrative staff was recently made non-partisan, and Secretary of the Senate Margaret O'Brien, who is herself a former state legislator, spoke candidly about the changes and challenges she had seen in the legislature over the last several years. Under her direction, the Senate has returned to the use of "linens" ("bill shucks" in Virginia), booklets containing each version of a bill that tracks its passage through the legislative process, as the controlling documentation of a bill's posture within the legislature. Linens travelling between departments, such as a bill being referred to committee, are physically exchanged only after the receiving party has signed the linen out and been issued a receipt. Secretary O'Brien maintains that an adherence to paper-first controls immunizes her chamber against certain natural disasters and digital attacks on legislative networks.



Senate committee meetings in Michigan are both shorter and slower-moving than Virginia's. While committee meetings in Virginia may hear more than 30 bills and stretch in to the late hours of the evening, committee meetings of the Michigan Senate rarely last more than one hour or take up more than one bill at a time. As in Virginia, the bulk of meeting time is spent hearing expert and citizen testimony the response and questions of committee membership. Unlike Virginia, where access to the dais during meetings is the strict privilege of committee membership and nonpartisan legislative staff, legislative policy aids of each member office are provided seating behind their respective members and are

expected to guide and advise their legislators throughout the meeting.



Scott Jones, who was my gracious guide to the Michigan Senate and is its Director of Committee Clerks, leads a team of clerks who together staff the Michigan Senate's standing committees.

I was deeply impressed with the professionalism, experience, and dedication to public service exhibited by each of his staff. I delighted in the apparently universal language that committee clerks share and in our mutual astonishment at the different approaches our respective legislative environments call for.

Another difference between the legislative environments in Virginia and Michigan is the organization of legislative support agencies. Like many states, Michigan organizes the majority of its legislative services under an umbrella Legislative Council whose leadership is drawn from sitting legislators. The Michigan Council is headed by Jennifer Dettloff, who was gen-

erous with her time and provided thoughtful insight in to the legislative environment in Michigan. I enjoyed the opportunity to compare and contrast her organization's work with that of the Texas Legislative Council, where I was employed previously, and with my impressions of Virginia's own agencies.

My first time in Michigan was a wonderful and enlightening experience, and I hope to return soon! I'm grateful to Secretary of the Michigan Senate Margaret O'Brien, Assistant Secretary Dan Oberlin, Scott Jones, and many others in the Michigan Legislature who were generous hosts and who must have indulged a thousand questions between them. Thanks also to Holly South, Rose Ramsey, and Clerk of the Senate of Virginia Susan Clarke Schaar for making my trip possible.



Brad Hendrickson's Retirement

Brad Hendrickson retired from the Washington State Senate in January of 2022. Brad began his storied career in public service in 1982 serving as a legislative intern. He returned to the Senate in 1986 where he began working as an Associate Research Analyst before transitioning to Staff Coordinator, Deputy Caucus Staff Director, Information Systems Coordinator, and Deputy Secretary of the Senate. In December of 2017 he was appointed to Secretary of the Senate, "the job I trained for my entire adult life."

Brad (or bRad) was an active member of ASLCS, having served as Appointed Principal and Secretary-Treasurer as well as hosting multiple professional development seminars in Washington State. It was at these seminars that Brad was able to share his knowledge of the legislative process as well as his renowned balloon art skills.

Having spent approximately 3,542 days in session, he was a strong mentor to many of his colleagues; his institutional knowledge of the Washington State Legislature was unparalleled. But perhaps more importantly, he served as a paragon of public service through his humor, kindness, and encouragement in even the most challenging of circumstances. His absence will be greatly missed by staff and members alike.



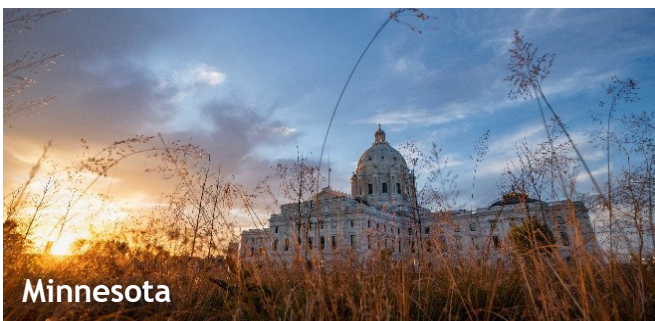
The Washington State Senate honors Brad Hendrickson with Senate Resolution 8633, January 12, 2022

Capitols In Bloom

Whether it is blossoming flowers, blooming trees, or a surprise snowfall, springtime tends to bring out the natural beauty of our state capitols.

The following photos were submitted by ASLCS members to showcase their unique capitol campuses.





Jim McElroy's Retirement

Jim McElroy recently retired after a long career in public service. Serving several years with the North Carolina Department of Corrections and 21 years with the North Carolina House of Representatives, Jim was a well-known and trusted advisor to House members and General Assembly staff. He honed his skills in North Carolina's procedures during the tenure of former North Carolina House Principal Clerk Denise Weeks and continued serving as Deputy Clerk for current Principal Clerk James White until his retirement. Affectionately known as the "Director of Positivity," his unique blend of dry humor and pessimism added much needed comedic relief to the often long and stressful hours of the legislative process. During his time with the Clerk's Office, Jim was instrumental in planning and implementing many automation features which would modernize the flow of business through the chamber and improve the public's access to records. His expertise in House rules and procedures, from the Calendar, to the voting system, to member information, was a crucial

part of incorporating new technology to existing House processes in a cohesive and intuitive way.

Active within the ASLCS family, Jim met his future wife through the Society during the 2014 Professional Development Seminar in Baton Rouge, Louisiana. Little did he know being involved in the Society would change his life so profoundly—eventually marrying Leslie Autry, former Arizona House of Representative Engrossing Clerk. Jim is looking forward to spending time with his parents and catching up on some much needed fishing after being in session year round for the last several years. As an avid angler, retirement on the coast of North Carolina is a win-win and a fisherman's dream come true. Now he can closely follow collegiate and professional football at his leisure, especially North Carolina State University and the Dallas Cowboys. The Clerk's Office, central staff, and members on both sides of the aisle will miss Jim's expertise and comradery. Your friends in the Clerk's office wish you a happy retirement and the best to you and Leslie on the next chapter in life.

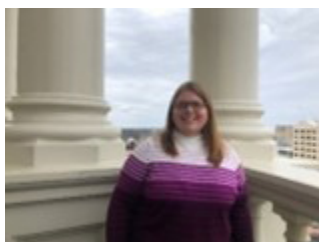


Pure Olive Michigan!

2022 Associate Exchange Program: Michigan Senate Misty Greene, North Carolina House of Representatives

Introduction

In some regard this is a bittersweet debrief to finish after my exchange program experience, because after fifteen years of serving as a legislative employee I have decided to move into the private sector as a Veterans Law Attorney for a non-profit organization. So, I have become very attached to my memories in Michigan, because those will be my last moments with ASLCS. Having said that I feel like my debrief of my time in the exchange program in Michigan has a flavor of legislative reflection to it that everyone may relate to during their tenure.



Welcome to Michigan

I wanted to start by introducing Michigan and setting the scene for those of you who know nothing about the state. I remember a commercial that used to air very frequently with breathtaking scenes from beaches, lakes, and attractions. At the very end of the commercial the very familiar voice of Tim Allen narrating you through the beautiful scenes and leaves you with the saying, 'Pure Michigan.' The commercial really leaves you with a sense of wonderment as to all of the experiences, scenes, and attractions that Michigan has to offer. I used to associate Michigan only with the car industry, but it has so much more to offer. Michigan offers absolutely beautiful shorelines, amazing trails, breath-taking sand-covered beaches, great breweries, and just people enjoying all that the nature there has to offer. It is truly a beautiful state that I plan to revisit in the future.

When I travel I like to get the 'local yokel vibe' of a new place to really appreciate the culture and area. Plus, local yokel vibes really give you the best stories to recount to others. One of my favorite tidbits of local yokel vibes I experienced whilst visiting Michigan was an Olive Burger. Yes, that's right, an Olive Burger! Legend has it (with Google confirmation) the Olive Burger is only available in Michigan. Now, I must confess that I am from the western part of North Carolina where a concoction called 'liver-mush' has been dubbed 'The Pâté of the South.' So,

I'm familiar with the unusual sounding mixtures and concoctions being some of the best things you will taste and naturally very keen to try it. Initially, the possibilities of what the Olive Burger is ran through my mind were...mixed. First, I thought it was a new-age twist for vegans or vegetarians where the burger patty itself was made from a mixture of ground olives. Next, I thought it could be like a condiment similar to an olive tapenade. I found out I was wrong all the way around. The Olive Burger is a mixture of diced green olives, mayonnaise, and seasonings atop a burger. Having tried the Olive Burger I can report that I felt that it was a combination that, oddly, works very well together.

So, my welcome to you all to my review of my time in Michigan with the title is very much a play on words based on these two experiences. I hope you all enjoy my review of my time spent at the Michigan Senate as much as I did and I encourage you all to go experience it for yourselves.

State Selection

Why and how did I choose Michigan?!?! For me, it came down to the part-time aspect versus full-time aspects of the legislative bodies. In asking myself what I felt would be most beneficial for me to experience, I thought of the overall change in the legislative process that North Carolina has experienced in the past couple of years. North Carolina is officially a part-time legislature. Since approximately 2017, North Carolina has been operating on the schedule and workload of a full-time legislature. As many of you are likely aware, the operation on a full-time legislative basis with part-time staff members proposes many logistical challenges. While most of our staff members are full-time employees, we don't have the vast number of employees that a full-time legislature would maintain. The challenges that any legislative clerk or secretary's office will face as a result of the change in pace and schedule could hinder the production of the Journal, which in North Carolina is a constitutional duty.

Arrival and Introductions

Before arrival to Michigan I really didn't know much about the state other than what I had seen on TV. I knew it was cold, but for this 'Southern Belle' leav-

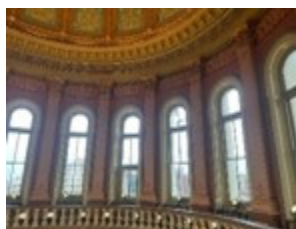
ing 80 degree weather and ending up in an average of 30 degrees was a true shock to the system. On my first day, I was greeted by the Michigan Senate Secretary, Margaret O'Brien. I received a very warm welcome from Ms. O'Brien and her staff. In Michigan, the Secretary of the Senate oversees 4 departments: Administrative, Committee Clerks, Session Staff, and Senate TV. I had the pleasure of completing introductions to all of those departments, reviewing my schedule for the week, and completing a capitol tour on the first day.

History of the Building



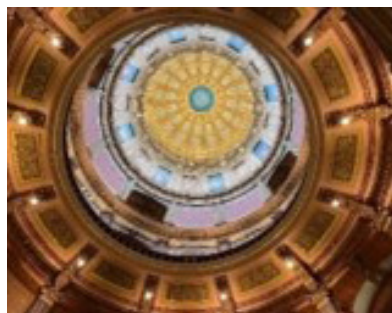
Before arriving at the capitol, I searched for pictures of what the building may look like. However, the pictures online are nothing compared to seeing this building in person. The Michigan state capitol is truly one of the most beautiful capitol buildings I have ever been inside.

Dedicated on January 1, 1879, it stands as the third official capitol of Michigan. Designed by award-winning architect Elijah E. Myers, it is said the locals were so proud of the building that they dubbed it the 'Lion of Lansing.'

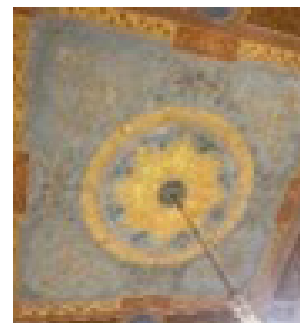


As you move inside the capitol the center of the building, the Rotunda captures the attention to detail of the Victorian era building, which is complete with a glass floor in the center. As you move upward to other floors and look downward, the glass floor gives an optical illusion of the center sinking emulating a bowl. If you look upward whilst standing in the Rotunda, it offers a 160-foot view into the eye of the dome, also known as the 'oculus.' The oculus is painted a beautiful deep blue and adorned with gold stars. Paintings of muses surround the inner dome. Painted by Italian artist Tommaso Juglaris, the muses represent art, agriculture, law, science, justice,

industry, commerce, and education. The architect designed the Rotunda specifically to appear that the muses offer assistance, guidance, and support whilst looking into the oculus and encouraging all to 'reach for our stars.'



Throughout the building are endless amounts of attention to detail from the doorknobs and hinges with the Michigan Coat of Arms to the magnificent chandeliers and elaborate hand-painted walls. Inside the Senate and House Chambers were just as much attention to detail with skylights in both chambers to allow natural light to shine through the red and white etched glass panels in the coffered ceilings. Each glass panel is adorned with a different state seal from all of the fifty states. Both Chambers still utilize the original desks from 1878. The Senate even features its original and very impressive rostrum that overlooks the Chamber.



The Michigan legislature takes preservation of the historical building to the next level with incorporating the need for technology very inconspicuously. In the Senate, the chandeliers have black circles in the bottom, which are speakers for the Chamber. The voting boards are hidden behind a piece of fabric that was specially color matched to the wall, so what when not in use it blends in with the wall. When the Senate is in Session the board lights up behind the fabric, with the names/votes appearing to be projected onto the wall. The voting systems were integrated by a console beside the original desks. Michigan really strives to preserve the integrity of

the historical building, whilst not sacrificing the need for modern technology.

If you are ever in Michigan, I highly recommend stopping in to take in the historical building. It is filled with endless amounts of history and will also feature their new 'Heritage Center' that will be coming soon to highlight some historical artifacts of the state.

Pace and Process

Although a similar outcome is achieved by both legislative bodies, it is so intriguing to discover the nuanced ways in which legislatures vary in the pace and process. During my visit I was able to take note of some very interesting variations of legislative work.

Pace

In North Carolina, the buzz of people on a voting session day is very noticeable. There is a dramatic increase in public traffic, members in the building, and staff floating around. However, on session days where there are no votes the building appears to be dead. Over time, I have ascertained that this is, in part, due to the fact that North Carolina is designated as a part-time legislature. In theory, a part-time legislature has a shorter amount of time to get all the important work completed, which decreases the amount of time to negotiate and finalize, details leading to the sudden increase in busyness. As such, when a big item travels through the legislative process, like the budget, there is a dramatic peak in the pace and rush around the building to get the final negotiations completed at the last second.

In Michigan, there is a similar buzz on voting days but with a notable difference from North Carolina. It appears the rate of busy is steady, without a rushed last-minute feeling. During my visit, I attended an Appropriations meeting where portions of the budget were being discussed. I observed that there was hardly anyone attending the meeting. I inquired as to the reasoning for low attendance, and it was explained that during these moments the budget is considered to be somewhat final. Logically, this would make sense for a full-time legislature because there is a longer period of time to complete the important business like a budget.

Over time in North Carolina, the pace has become busy all year round because it is operating on a full-time schedule. Maintaining a part-time status on a full-time schedule has created a unique hurried feel for each voting session. There are several spurts of activity with other unanticipated short breaks. The predictable unpredictability has become more noticeable within our process. Michigan seemed to

operate like a well-oiled machine where breaks are predictable during a certain time of year without the looming possibility of a 'popcorn' voting session day.

Process

There were several areas in the legislative process where I identified interesting distinctions between the North Carolina and Michigan processes. Michigan has what is called a '5-day rule,' where a bill must be in each chamber for at least five days. In North Carolina, there is not a rule that dictates the time for possession for each chamber. In North Carolina, a bill may be in one chamber less than 24 hours. In North Carolina, a bill can be run through start to finish in the same day (in the right set of circumstances). Again, noting the need for a part-time legislature to maintain a certain level of flexibility within the rules is key to keeping the legislative train moving.

Another distinction I noticed in Michigan was all bills will appear on the Calendar. North Carolina only maintains legislation it plans to vote on for the day on the Calendar. However, in Michigan once a bill has been reported out of committee it is placed on the calendar and remains there as fair game until the end of session.

Daily Roll Call

In North Carolina, the House of Representatives does not take a daily roll call for attendance. However, in Michigan both Chambers take a daily roll call to establish a quorum. It was interesting to note the difference in time it took the Michigan House versus Senate to conduct their roll call. The Michigan House typically takes longer than the Senate to close their daily roll call, because it takes longer for the Members to get in the Chamber.

Immediate Effect

In North Carolina, the flow of legislation is very quick and many bills have a limited time to become law and address a need within the state. As such, during the drafting process the legislator may assign a particular effective date to a piece of legislation or elect to have it effective upon passage. However, in Michigan the constitution dictates much of the process by which effective dates are determined by stating: 'No act shall take effect until the expiration of 90 days from the end of the session at which it was passed, but the legislature may give immediate effect to acts by a two-thirds vote of the members elected to and serving in each house.' In Michigan, a motion must be made for the immediate effect and pass by a two-thirds vote, whereas in North Carolina the effective dates are not as strict and structured.

Conference Committees

In the Michigan Senate, their rules allow for a conference process. However, they only utilize this process for their budget bill. In North Carolina, we tend to conference a lot of bills where an agreement by both chambers have not been met.

Committee Reporting

In North Carolina, if a legislative member is assigned to be the Chair for a committee, the legislative assistant will be designated as the committee assistant. However, in Michigan, they have set up a complete department that is dedicated to the committee process. There are five total employees that divide up all the committees to clerk. I noticed this process in Michigan created a unified and accurate front to the reporting system.

Journal

I was very excited to see the inner workings of the Journal clerk position and how a full-time legislative workflow is maintained on a daily basis. I met with Aaron and Donnie, who provided me with a detailed overview of their Journal processes. Overall, the work product was generally the same, but the manner of achieving it was starkly different. I was able to identify three main areas of variation between the North Carolina House of Representatives and the Michigan Senate: Session Duties, Daily Journal Production, and Proofing.

Session Duties

In Michigan, both Journal Clerks sit on the floor during live session and are equally responsible for maintaining notes. One of the clerks will assume the task of working in the journal building software whilst in Session, which is entry of the individual stamps. This task provides a general outline of Session so that they are later able to fill in the gaps with the appropriate information. The other person is responsible for keeping notes and keeping an eye on other things happening on the floor.

In North Carolina, both Journal Clerks do not sit out on the floor during live session. The lead Journal Clerk will sit in live session and is responsible for taking the official notes, maintaining the Dashboard system (live digital calendar of items being added/removed/considered), and proofing bill jackets/vote totals. The other Journal Clerk is stationed in the House Principal Clerk's Office and is responsible for taking backup notes, sending messages to the Senate, monitoring the video feed, and various administrative duties.

Basically, Michigan has the same types of tasks to complete, but the main difference is they have various folks assigned to each individual task. For example, instead of the Journal Clerk maintaining the Dashboard system whilst in session and taking notes, someone else is assigned to that task. Additionally, the proofing/checking of bill jackets and sending messages would occur with the two bill clerks. This division allows for the pre-building of the journal days whilst session is happening, which effectively cuts down on the time it takes for compilation and proofing.

Daily Journal Production

Initially, the idea of a daily journal being published daily sounded foreign and virtually impossible. However, in witnessing the well-oiled machine of a full-time legislature I saw that quick perfection is possible. The perk for Journal Clerks in Michigan is they have more ability to focus completely on the journal and journal production. In North Carolina, we focus mainly on the journal, but tend to wear at least one hat from all of the different positions within the Michigan Senate.

During any brief moment of downtime during Session in Michigan, Aaron or Donnie were either attempting to quickly transcribe a statement or comparing notes. In effect, this provided them the flexibility to return to their workstations after Session and complete the remaining pieces of information needed for the Journal. Afterwards, they proof with one another and receive final approval from their Session Staff Manager, Julie Speckin. Lastly, the journal day is sent over to their print shop for a last proof and publication.

In North Carolina, the lion's share of the work to produce the daily journal occurs the day after. Once session adjourns, the paper documents/copies are assembled and organized based on the official notes taken on the floor. Then, the Assistant Journal Clerk can take the file and begin work in the journal building software. After completion, the journal day will be proofed for content and format by two sets of people, then receive final approval from the House Principal Clerk. Once in receipt of final approval, a copy is dispatched to the Secretary of State. The rest of the work for publication will not occur until the end of the Session.

Proofing

The proofing process in North Carolina is more intricate than the one that is in place in Michigan. In North Carolina, each piece of the Journal will go through several checks before it is finally signed off on by

the House Principal Clerk. However, in Michigan the Secretary isn't as involved in the proofing process of the Journal. My observation is this difference hinges on the variation between part-time and full-time legislative status. The full-time legislature must build in levels of management to maintain those checks to allow for the Secretary more freedom to oversee all other departments.

North Carolina Take Home Points

In Michigan one area that was intriguing was the method of pre-indexing. Once a final journal day is complete the Journal team will hand-mark the day for indexing. Then, it is entered into their system with the appropriate page numbers. So, in effect their software updates their index daily, which is proofed again at the end of the year.

In North Carolina, after Session is completed, we take the formatted version of the Journal and then run our indexing system. One person is tasked with hand marking all the journal days together. After this is complete, another person will compare the index that is produced with the hand marked version and add information that is missing. Generally, approximately 50% will be manually entered during this phase, which leaves a lot of room for error and a major need for proofing. There are advantages and disadvantages to the North Carolina method. As previously stated, North Carolina is a part-time legislature, so in the past there would be long breaks for tasks like this to be completed in the manner necessary to ensure accuracy. However, the change in pace in North Carolina makes completing major tasks like this more difficult when juggled with other main session duties.

At this point, our Journal staff will be implementing a hybrid of the pre-indexing process that Michigan completes. The flow of the production of our Journal can sometimes grind to a slow pace once we make it to our indexing markup process, especially if we are in daily session during that time. The amount of attention to detail that it takes to complete our full indexing markup can pose logistical issues for completion times. So, this year the Journal team will be implementing a pre-indexing markup phase to complete in the down times of session that will hopefully move the overall process along a little bit quicker than in years past. It is our hope that it improves not only efficiency but accuracy along the way considering session is always ongoing.

Leadership

I would be remiss in discussing Michigan and how valuable my experience was without mentioning the leadership within the Michigan Senate Secretary's Office. In the little amount of time I spent with Margaret O'Brien and her staff, I was able to ascertain that she is very well respected for her integrity within the legislative process of Michigan. It doesn't take long to recognize that Margaret is not only a supervisor to her staff, but a mentor. One statement she made that truly resonated with me was that if she cannot trust her staff to complete their jobs accurately and effectively, then there is something that she is doing wrong. Margaret truly takes her position as the Michigan Senate Secretary seriously and strives to support all of her staff to do their best work. I was continually impressed with her ability to guide, lead, and educate staff and others about the legislative process. One fun fact about Margaret that I felt highlighted her true ability to be non-partisan was that she bakes cookies for everyone in the chamber to enjoy weekly. Yes, that's right, she bakes cookies, bags them individually, and places them on the rostrum weekly for all to enjoy. At the end of the day, that one simple gesture shows that she treats everyone equally across the board. I truly feel like I left Michigan with new friends (including Margaret), but also a mentor. I have a lot of respect and admiration for the work and leadership she does for the State of Michigan.

Exploring Michigan

After experiencing all that the capitol had to offer, I decided to venture out to other parts of Michigan. First, I headed to Frankenmuth, which has one of the oldest breweries in the United States. Next, I made my way down to Dearborn to visit the Henry Ford Museum, which was nothing short of awesome. I would recommend this museum to anyone who loves history. I plan to go back to Michigan to revisit the Henry Ford Museum and do a tour of the UP (also known as the upper peninsula). Margaret has promised that a four-day tour of the UP with two breweries a day is possible, so I plan on taking her up on this adventure.

Overall Success

Overall, I would say that this experience was very insightful. Not only because I am able to see that our staff is not alone in the daily legislative grind, but to see how the same process functions in a different way for the same outcome. I have found that I was able to glean certain amounts of information and

checks to bring back to North Carolina and implement to help us maintain our workflow better. What may work for one legislature may not work for another and while we may adopt little things and tweak them, we will make it work to our process.

Parting Wisdom

I want to leave you all with some parting wisdom. I chose this quote not only for the relatability but also as an homage to Margaret: “We need to remember what’s important in life: friends, waffles, work. Or, waffles, friends, work. Doesn’t matter, but work is third.” - Leslie Knope, Parks and Recreation

To some degree this quote is relatable to all staff members within legislative clerk and secretary offices throughout the country. As many of you know,

most legislative bodies function in a stressful, fast-paced, and ad hoc atmosphere to get their work completed each year. Naturally, folks who work in this type of environment are not immune to a certain amount of spillover that creeps into their personal lives. So, it is essential for all legislative staff members to discover their own order of precedence in life to maintain a healthy balance among personal and work lives. Whether your order of precedence contains waffles or friends first, it is important for us all to remember that we are, at the very core, people.



What's Happening In Your State?

Ryan Breitweiser, Calendar Clerk, Colorado Senate

Currently, the Colorado Senate is undertaking a major renovation project in the chamber. All woodwork in the chamber will be restored, which includes the removal and restoration of each Senator's desk, the staff front desk, and the President's dais. All brass in the chamber will be cleaned and restored, a new well podium will be constructed to incorporate details from the chamber, and the audio system will be upgraded, as well. While the desks are removed from the chamber, the original wooden floor will be demolished, removed, and replaced with a metal sub-floor. This will allow us to replace other out-dated construction material under the floor, fire-proof the chamber, and bring it up to today's safety standards. During the flooring project, conduit will be run to each desk to facilitate IT improvements in the future and a T-coil assisted listening system will be installed between the floor and new carpeting. We will also be updating the Senate lobby. This is the culmination of a decade long Senate project to restore its original appearance from 1905 while incorporating the ability to use modern technology as needed by the body. The project was spearheaded by Cindi Markwell, Secretary of the Senate in 2012, and these improvements will be the final steps.



Senate Chamber in 2021



Wear on Senator's desks



Senator Van Winkle swearing-in on June 13th



Senate Chamber cleared of items not affected during the renovation



The graphic features a central shield-shaped emblem with a mountain and forest scene. Inside the shield, the text "NCSL LEGISLATIVE" is in small white letters, "SUMMIT" is in large orange letters, and "DENVER • 2022" is in white letters at the bottom. The background of the entire page is a light blue and grey mountain range illustration.

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