Prepared by the North Dakota Legislative Council
staff for the Legislative Management Committee
October 2007

REVIEW OF LEGISLATIVE COUNCIL STAFF SERVICES AND FUTURE STAFFING NEEDS - BACKGROUND MEMORANDUM

Section 8 of 2007 House Bill No. 1001 provides the Legislative Council is to review Legislative Council staff services during the 2007-08 interim for purposes of determining future legislative staffing needs. The review is to include the appropriateness of the current organizational structure as it relates to future staffing needs and address the effect of the information technology applications system and pending retirements on staffing needs, succession planning, and knowledge transfer. Any recommendations for staffing and organizational changes are to be reflected in the Legislative Council's 2009-11 budget request. The Legislative Council assigned this study to the Legislative Management Committee.

LEGISLATIVE COUNCIL STAFF ORGANIZATIONAL STRUCTURE

The Legislative Council has 33 authorized full-time equivalent positions. As of October 1, 2007, the staff consisted of 30 employees. The Legislative Council staff is organized into legal, fiscal, information technology, administrative, library, and administrative support staffs.

Legal Staff

The legal staff consists of the Legislative Council director, the assistant director, the code revisor, the assistant code revisor, and five counsels. All individuals holding these positions are licensed attorneys. The Legislative Council appoints the director, who is in charge of the Legislative Council offices and staff. All of the attorneys perform professional legal and legislative staff work for the Legislative Council and its committees, the Legislative Assembly and its committees, and legislators. The attorneys research legal questions, conduct specialized legal research, provide legislative counsel, analyze legal documents, draft proposed legislation, provide information on legislation and the legislative process, and supervise staff as necessary. In addition to legal services, various members of the legal staff have administrative responsibilities.

The director is responsible for the performance of the professional and legislative staff work for the Legislative Council and its committees, for providing legal advice to legislative leaders, for providing information on legislation and the legislative process, for supervising legislative counsel, for coordinating staff functions and assigning work, for reviewing documents and legal papers prepared by members of the staff, for hiring and evaluating staff, for determining legal drafting policies for the Legislative Assembly, and for performing other duties or responsibilities assigned by the Legislative Council or the Legislative Council chairman.

The assistant director is responsible for supervising members of the Legislative Council staff in the absence of the director and as otherwise assigned by the director, develops procedures for and reviews work product of counsel as assigned by the director, reviews bills and resolutions drafted by counsel and others, and assists the director in hiring and evaluating members of the Legislative Council staff. The assistant director directly supervises the code revisor, the legislative administrator, the office manager, the manager of information technology services, the research librarian, and the counsels.

The code revisor supervises the publication of the laws of the state and state agency regulations--primarily through supervision of the publication of the North Dakota Century Code and the North Dakota Administrative Code--indexes legal publications, develops rules and suggestions for bill drafting, and publishes the *Legislative Drafting Manual*. The current code revisor also is responsible for reviewing every bill introduced to determine whether fiscal notes are required and for requesting fiscal notes from the appropriate entities.

The assistant code revisor supervises publication of the Session Laws and assists the code revisor in preparing the Memorandum Index, the Bill Status Report index, the Session Laws index, and the index to the North Dakota Century Code and in publishing the laws of the state.

In addition to the "titled" positions, two counsels are assigned the additional responsibilities of reviewing committee amendments during legislative sessions, training legislative interns, and supervising engrossing and enrolling of all measures during legislative sessions; and one counsel is assigned the additional responsibility of supervising the legislative interns during the legislation session.

Legal staff members are assigned "portfolios" loosely based on the 3-day/2-day standing committee structure, e.g., one counsel has the education portfolio and the agriculture portfolio. Members also are assigned titles of the North Dakota Century Code as a means of further refining subject matter expertise, e.g., the counsel who has the economic development portfolio also is responsible for the subject matter related to the North Dakota Century Code titles relating to corporations (10), partnerships (45), contracts (9), commercial code (41), banking (6), insurance (26.1), debtor and creditor (13), labor and employment (34), and workers' compensation (65). Each subject area has a primary counsel and a secondary counsel. Interim committee assignments are made generally to the primary counsel with the subject matter portfolio or to another counsel to provide for development of additional staff expertise--

a type of knowledge transfer that provides backup to the primary source of expertise.

Fiscal Staff

The fiscal staff consists of the legislative budget analyst and auditor, the assistant legislative budget analyst and auditor, and three fiscal analysts. All individuals holding these positions at this time are certified public accountants. The Legislative Council appoints the legislative budget analyst and auditor.

The legislative budget analyst and auditor is responsible for supervising the assistant legislative budget analyst and auditor and the fiscal analysts. The legislative budget analyst and auditor attends budget hearings carried on by the executive budget office; analyzes the executive budget when prepared; reports on the executive budget to the Appropriations Committees; performs services for the committees during the legislative session as they reasonably request; and provides services to the Legislative Audit and Fiscal Review Committee in the analysis of any audit submitted to the committee. The legislative budget analyst and auditor also is responsible for performing professional fiscal, including budgetary, accounting, and auditing services, and legislative staff work for the Legislative Council and its committees, the Legislative Assembly and its committees, and for legislators; analyzing budgets; conducting specialized fiscal research; providing legislative consultation on budgetary and governmental matters; drafting proposed legislation; and providing information on legislation, the state budget, state fiscal procedures and practices, and the legislative process.

The assistant legislative budget analyst and auditor reviews work of fiscal staff personnel, supervises fiscal staff personnel, and completes work projects as assigned by the legislative budget analyst and auditor.

Fiscal analysts perform professional fiscal, including budgetary, accounting and auditing services, and legislative staff work for the Legislative Council and its committees, the Legislative Assembly and its committees, and for legislators; analyze budgets; conduct specialized fiscal research; provide legislative consultation on budgetary and governmental matters; draft proposed legislation; and provide information on legislation, the state budget, state fiscal procedures and practices, and the legislative process.

State agencies are allocated among members of the fiscal staff for budget analysis and research purposes. Committee assignments during the interim are generally based on relationship to the agencies allocated to the individual fiscal staff member.

Information Technology Staff

The information technology staff consists of the manager of information technology services, who supervises the information technology education administrator, the information technology systems administrator, and information technology LAN technician. This four-person staff is responsible for all information technology functions of the Legislative Council and the Legislative Assembly.

The manager of information technology services performs highly technical and complex liaison work in coordinating the planning, development, and implementation of information processing or problem-solving requirements of advanced scope and complexity with the Information Technology Department; manages, coordinates, and directs research relative to the analysis, evaluation, revision, development, and installation of new and updated standards, procedures, and techniques; provides technical assistance to personnel; consults with and advises staff on the capabilities and limitation of various information processing systems; evaluates agency information processing requirements to assure an efficient and effective use of information processing resources; conducts major project planning; and prepares and monitors the execution of the Legislative Council's information technology processing budget.

The information technology education administrator administers training education programs for legislators, legislative employees, and Legislative Council employees relating to personal computer hardware and software and use of enterprise server programs and provides support for personal computer hardware and software and enterprise server programs.

The information technology systems administrator administers systems relating to personal computer and server software and use of enterprise server programs and provides support for personal computer and server hardware and software and enterprise server programs.

The information technology LAN technician administers and maintains servers, printers, the local area network (LAN), and network software of the Legislative Council; maintains personal computers and personal computer software of the Legislative Council, the Legislative Assembly, and individual legislators; provides end-user support for software and hardware problems on the printers, personal computers, and network; and provides technical assistance in areas involving personal computer communications, LAN operations, and LAN communications.

Library Staff

The library staff consists of the research librarian and the library assistant.

The research librarian organizes, maintains, and promotes the Legislative Council library; provides efficient, accurate research and reference service; plans for future library space, equipment, and staffing needs; accesses resources through state agency contacts, interlibrary loan networks, intergovernmental service agencies, and various data bases; develops and implements an annual library workplan; acquires materials specifically pertinent to legislative studies and issues; and supervises library staff.

The library assistant provides staff support and technical services for the Legislative Council library; offers backup reference and referral service; maintains library materials by updating serial collections and by routine filing; works with the research librarian in improving access to library materials and quality of public service; and provides other staff services, such as fiscal note coordination during legislative sessions.

Administrative Staff

The administrative staff consists of the legislative administrator and the office manager.

The legislative administrator manages the financial transactions of the Legislative Council and the Legislative Assembly; is responsible for preparing bookkeeping and payroll functions; monitors all expenditures; maintains appropriate records; prepares requisitions and purchase orders; prepares inventory data; maintains equipment; maintains records and a filing system for purchasing; and works closely with vendors, the general public, and legislative branch employees. The legislative administrator also is the telephone coordinator, PeopleSoft payroll contact, asset management contact, and risk coordinator for the Legislative Council office.

The office manager supervises the administrative support staff; receives work assignments from the Legislative Council staff; ensures completion of work assignments originated by the Legislative Council staff; reviews final documents; arranges for printing of legislative documents; and coordinates information processing and general office services.

Administrative Support Staff

The administrative support staff consists of the assistant office manager, the information processing supervisor, five information processing specialists, two proofreaders, and two receptionists, all under the supervision of the office manager.

The assistant office manager performs duties associated with administrative functions and assumes editing and proofreading responsibilities.

The information processing supervisor operates and programs the data and information processing equipment with the Legislative Council office and exercises supervisory authority.

The information processing specialists perform various duties associated with production processing of information using various information processing systems; create, store, retrieve, and modify records stored in electronic data bases from verbal, written, or recorded instructions; and assist as backup receptionists and proofreaders as necessary.

The proofreaders read completed documents against source documents and reference materials to find and correct errors and to determine if the rules governing the composition of legislative documents have been followed.

The receptionists provide information and assistance to legislators, legislative staff, and the general public; answer telephone calls to the Legislative Council office; determine the nature of calls or visits by legislators, legislative staff, public agencies, and the general public and ascertain their general area of need; direct calls and inquiries to appropriate staff members; schedule meeting facilities; and maintain calendars.

During the legislative session, the administrative support staff expands to include a messenger, four proofreaders, and up to two information processing specialists.

The Legislative Council organizational chart as it existed on May 1, 2007, is attached as an appendix.

INFORMATION TECHNOLOGY APPLICATIONS SYSTEM EFFECT

Section 8 of 2007 House Bill No. 1001 provides the review of Legislative Council staff services is to include the appropriateness of the current organizational structure as it relates to future staffing needs and the effect of the information technology applications system under development.

The Legislative Council staff has been substantially involved in information technology applications since 1968. The following list illustrates some of the ways staff has advanced use of information technology to improve Legislative Council staff efficiencies, provide information and services to legislators, and advance use of technology by legislators and Legislative Assembly employees. Unless otherwise indicated, the applications were initiated or developed by Legislative Council staff:

- Bill status report developed as an in-house, day-old hard copy program - 1968.
- North Dakota Century Code converted to an ATMS/STAIRS software data base for computerized legal research purposes - 1975-76.
- Bill status system enhanced and ultimately converted to an online system - 1975-80.
- Bill drafting system developed with ATMS/STAIRS software - 1975-76.
- In response to 1977 legislative action requiring state agencies to file rules with the Legislative Council for publication, an ATMS/STAIRS data base developed for publishing the North Dakota Administrative Code - 1977-78.
- Bill drafting system enhanced and Legislative Council staff assumes engrossing and enrolling responsibilities beginning with the 1979 legislative session - 1978-79.
- Bill status system online access made available outside Legislative Council staff - 1981.
- Committee hearing system developed and Legislative Management Committee approves proposal to place committee hearing monitors in the legislative hallway - 1982-83.
- Computerized journal preparation system developed and Legislative Council staff assumes responsibility for publishing daily journals beginning with the 1983 legislative session - 1982-83.

- Computerized calendar preparation system developed and Legislative Council staff assumes responsibility for publishing the daily calendars beginning with the 1985 legislative session - 1984-85.
- Bill status system enhanced to include text of journals, text of bills as introduced and as engrossed, and index to enrolled bills - 1985-86.
- Legislator's Automated Work Station (LAWS) system concept first proposed to Legislative Management Committee - 1986.
- Bill status system enhanced to include conference committee information and then used by House and Senate bill clerks in place of the bill status ledger books - 1988-89.
- Legislative Management Committee approves LAWS system as a pilot project during the 1989 legislative session with four mainframe CRT terminals in each house - 1988.
- Committee hearing monitor system with touch-screen monitors for use by general public proposed to Legislative Management Committee - 1989.
- Legislative Management Committee adopts policy of making LAWS system available to legislators over a phased, voluntary approach starting with the 1991 legislative session - 1990.
- Computerized calendar preparation system enhanced and responsibility for publishing the daily calendars transferred to House and Senate calendar clerks - 1990-91.
- Computerized chamber message system developed by the Legislative Council staff for desk forces to transmit chamber messages between the houses - 1990-91.
- Journal system enhanced to retrieve information from bill status system, calendar system, voting system, and chamber message system - 1990-91.
- Bill drafting system converted to TSO/ISPF mainframe software and enhanced to include amendments, enrolling and engrossing, Session Laws, Century Code supplement, and Century Code replacement volume publication features - 1991-92.
- Journal system enhanced and responsibility for publishing the journals returned to House and Senate journal reporters beginning with the 1993 legislative session - 1992-93.
- Legislative Management Committee approves pilot project to enhance LAWS system to allow access through personal computers rather than mainframe terminals during the 1995 legislative session - 1994-95.
- Legislative Management Committee authorizes publication of the North Dakota Century Code in CD-ROM version - 1994.
- Legislative information system (maps of legislative districts, legislator pictures and biographies, maps to committee rooms, schedule of committee hearings, general legislative information) with touch-screen monitors for use by general public demonstrated to Legislative Management Committee - 1994.
- Legislative Council staff presents two proposals to replace legislative applications to legislative leadership during the 1995 legislative session--costs ranged from $2,286,538 to $3,656,246 - 1994-95.
- Legislative Management Committee authorizes the Legislative Council staff to develop legislative branch website - 1995.
- Legislative Management Committee authorizes the Legislative Council staff to manufacture legislative information CDs containing legislative session and interim information - 1996.
- Budget status system enhanced to provide access for legislators - 1999-2000.
- Interactive voice response system developed for obtaining bill status information afterhours during the legislative session - 2000-01.
- Legislative Management Committee authorizes replacement of the voting system with a voting system based on a personal computer and client server environment - 2000.
- Legislative Management Committee receives proposal for automatic video coverage of the chambers as part of voting system replacement - 2000.
- Fiscal notes system developed as an online system allowing access by state agencies - 2000-01.
- Legislative Council staff proposes legislative applications replacement infrastructure analysis for 2003-04 - Legislative Assembly appropriates $200,000 for an infrastructure analysis.
- Legislative applications proposed for replacement during 2005-09 as the result of the infrastructure analysis - Legislative Assembly removes requested appropriation but authorizes use of carryover funds to initiate Phase I of the project.
- Conference committee system developed under Stage 0 of Phase II of the legislative applications replacement project - 2007.
- Legislative applications replacement project Phase II funding approved in 2007.

This list does not include internal technology applications developed for use by the Legislative Council staff, such as expense voucher preparation, interim meeting materials preparation, library acquisition maintenance, and event system reminders.

The legislative applications replacement project is on a timeline for completion by the 2009 legislative session. As the applications are being developed, however, features suggested by the Legislative Council staff are being included to more readily provide for future enhancements and other possibilities, e.g., automatic rough draft preparation upon completion of a work request, finding ways to make the staff more efficient, and automatic notification of identified events, such as hearings on specific bills.

EFFECT OF PENDING RETIREMENTS

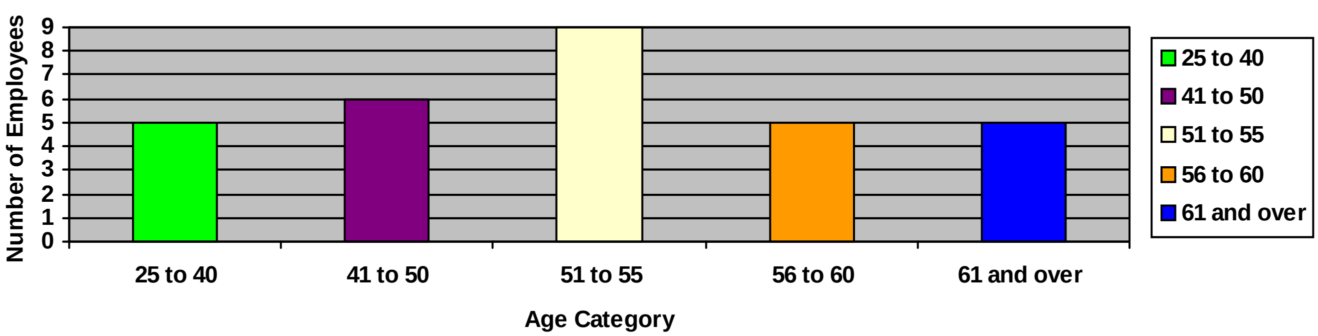
Section 8 of 2007 House Bill No. 1001 referred to the potential effect of "pending retirements" on staffing needs, succession planning, and knowledge transfer. In the past, retirement historically has been considered to occur when an employee reaches 65 years of age. However, various factors affect whether reaching a certain "retirement age" results in an employee's retirement.

The Social Security Act of 1935, 42 U.S.C. 416, originally defined "retirement age" as 65 years of age. Beginning in 1940, workers could receive unreduced retired-worker benefits upon attaining retirement age. As a result of amendments to the Social Security Act in 1983, the retirement age for receiving unreduced retirement benefits changed gradually depending upon year of birth. Starting with year of birth of 1938, the retirement age increased every two months per year until the year of birth of 1943. If the year of birth is 1943 through 1954, the normal retirement age is 66. From 1955 through 1959, every year results in an increase of two months to the normal retirement age so that for a year of birth of 1960 and later the retirement age is 67 for unreduced retirement benefits.

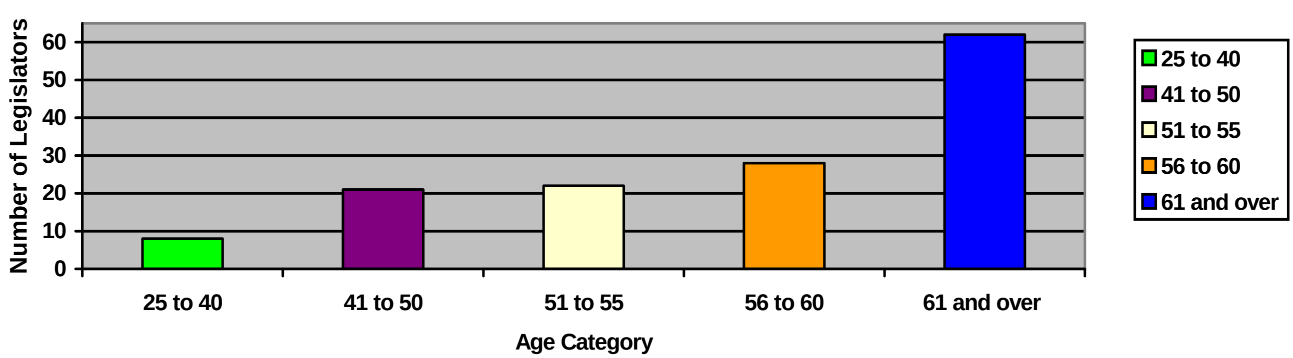
With respect to retirement benefits under the Public Employees Retirement System, various factors affect what would be considered a retirement age. Under North Dakota Century Code Section 54-52-17, the "normal retirement date" on which a member may receive full retirement benefits under the defined benefit retirement plan is either the first day of the month following the month in which a member attains the age of 65 or when the member has a combined total years of service and years of age equal to 85. Under the Rule of 85, an employee who began covered employment at the age of 18 would be eligible for a normal retirement date of 51.5 years of age. Twenty Legislative Council employees are members of the defined benefit plan.

The Public Employees Retirement System also provides a defined contribution retirement plan under which certain state employees, 18 or more years of age and who are in positions not classified by the Central Personnel Division, e.g., Legislative Council employees, can participate in a defined contribution retirement plan rather than the defined benefit retirement plan. Under that plan, funds are available to an employee upon becoming a former employee. Ten Legislative Council employees are members of the defined contribution plan.

With respect to ages, the following table illustrates age classifications of Legislative Council employees as of October 1, 2007:



For comparison purposes, the following table depicts classifications of Legislative Assembly members in the same age categories:



SUCCESSION PLANNING

Succession planning is the process of identifying and preparing suitable employees through mentoring and training to develop their skills and abilities and prepare them for advancement to replace key players within an organization as their terms expire. Succession planning involves understanding the organization's long-term goals and objectives, identifying the workforce's developmental needs, and determining workforce trends and predictions. With good succession planning, employees are ready for new leadership roles as the need arises.

Effective succession planning can be grouped into five areas:

- Understand the current situation within the organization

  What are the key roles, skills, and abilities that are needed within the organization which are performed by a limited number of individuals? Succession planning is primarily concerned with those roles, skills, and abilities that are performed by a limited number of individuals within the organization. Rather than an all-consuming effort which distracts from the primary mission of the staff agency, succession planning is an attempt to keep the organization steadily focused on its mission as it undergoes major personnel changes.

  How many individuals performing the key roles, skills, and abilities likely will be lost to retirement within the next two to five years? An organization needs to determine the extent to which retirements may create problems for the organization, both in terms of requiring increased rates of hiring new staff to replace retiring staff and in dealing with the anticipated loss of leaders, managers, and experts.

  To what extent is the younger tier of the workforce committed to the organization and likely to remain after the current leaders, managers, and other key personnel retire? Most organizations have good employees who are not near retirement and who can be expected to assume the roles and responsibilities of those who do retire, but sometimes there may not be enough employees to assume all the positions or a number of the remaining employees may not have the desire to assume these positions and roles or may lack either the vision or the organizational loyalty to sustain the organization after the departure of key managers.

  Do current organizational managers and leaders understand the importance of succession planning and support succession planning efforts? Without management support, efforts at succession planning are likely to be disastrous. For example, employees who share information about their retirement plans need to be confident that this information will not be used against them. Employees who are preparing to assume key roles and responsibilities can become disillusioned when management hires someone from outside to assume those duties.

  Does the organization have ongoing procedures in place to ensure that succession planning is revisited periodically to adapt to changes in the workforce? Changes in individual retirement plans and other personnel changes, such as promotions or resignations, will affect the organization's succession plan.
- Work with staff to anticipate transition - Enlist the cooperation of staff approaching retirement in the succession planning effort; further identify knowledge/tasks/assignments/relationships that need to be transferred to someone else before departure; develop a resource manual that can be used for critical positions and roles; and identify and mentor staff members to learn various aspects of the job.
- Prepare the organization for transition - Identify and assign responsibilities for the oversight of succession planning and leadership development; develop a staffing plan that identifies current and future hiring and training needs; develop habits of communication within the organization so employees are aware of organization plans and directions; and make decisions about possible organizational structural changes before decisions about new staff appointments and assignments.
- Work with emerging leaders and other responsible employees - Identify potential leaders; obtain emerging leader support for the succession planning concept; provide training activities and plans; and arrange mentoring and shadowing programs.
- Guide emerging leaders toward new responsibilities - Find a mentor within organizational leadership; solicit feedback on leadership qualities; participate in training opportunities and ask questions of current management and responsible employees; and create an individual career development plan. *Succession Planning in the Legislative Workplace*, National Conference of State Legislatures, July 2005.

KNOWLEDGE TRANSFER

Knowledge transfer is a process that can include the passing on of knowledge, information, research findings, or innovations and the adopting or adapting and utilizing of such knowledge, research findings, or innovations. "Knowledge Transfer: Improving the Process," P. Gordon, Ph.D, presentation to Association for Enterprise Integration, 2003.

For business purposes, knowledge is job-specific, task-specific, or project-specific information that has been discovered and developed by the individual currently responsible for that job, task, or project. If that employee is promoted, reassigned, or leaves the company, that individual likely will depart with knowledge that is essential to the individual who next will be performing that task. The key to making sure that employees have the information they need to best perform in their role is implementing a knowledge-transfer process--a process that ensures that employees share the knowledge that they have gained with other individuals in the organization. "Knowledge Transfer: Implementing Transfer Processes to Protect Your Core Assets," The MATRIX Essentials White Papers, J. Ruf, MATRIX Resources.

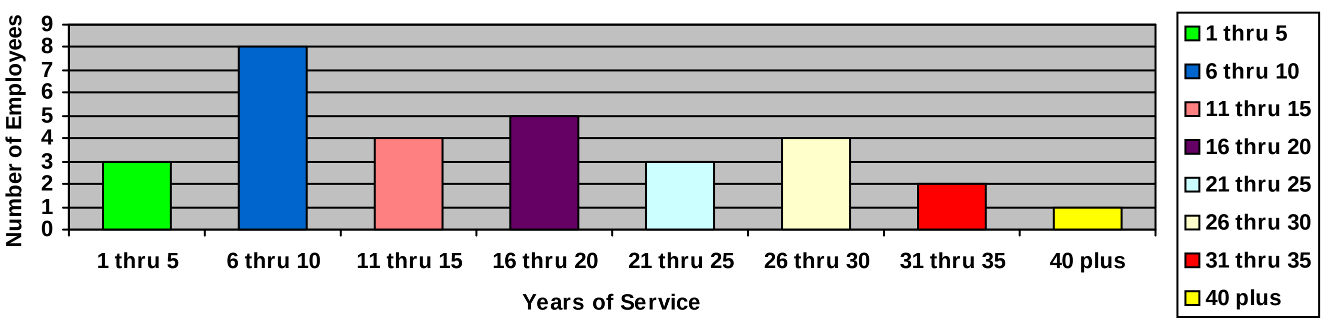
Thus, knowledge transfer can be considered the process through which one individual or unit is affected by the experience of another. A process for transferring knowledge includes identifying the knowledge holders within the organization, motivating them to share, designing a sharing mechanism to facilitate the transfer, and applying the knowledge transferred. Knowledge transfer can be considered a means of assuring continuity in office functions in the event of absence of an employee, whether short term, long term, or permanent. Methods used by the Legislative Council staff for knowledge transfer include mentoring, lines of authority, promotion from within, and procedure manuals.

Mentoring

Legislative Council employees are encouraged to learn and to develop and build on skills and knowledge. An employee who first starts employment is "mentored" by the employee's supervisor or another senior employee. As an employee builds skills and gains experience, the employee increases personal knowledge of job requirements of the employee and of peers.

Mentoring is not limited to task-specific training. Legislative Council employees are encouraged to attend educational courses in addition to courses required for continued licensure, i.e., attorneys and certified public accountants are required to obtain a certain number of continuing education hours in order to continue licensure. Examples of entities sponsoring educational courses include the National Conference of State Legislatures, Council of State Governments, Academy of State and Local Government, Skill Path Seminars, National Business Institute, National Seminars Group, North Dakota Tax Practitioners, Governing Technology, Lotussphere-IT, Tech Learn-IT, MASIE Center-IT, and the Human Resource Management Services Division of the Office of Management and Budget.

The following table illustrates the number of Legislative Council employees and their years of service as of October 1, 2007:



Lines of Authority

Historically, as positions have become open on the Legislative Council staff, the vacancies have been filled by promotion from within staff. Three internal "staffs" have titled positions with increasing job and supervisory responsibilities. The increasing line of responsibility within the legal staff flows from counsels, to the assistant code revisor, to the code revisor, to the assistant director, and to the director. The increasing line of responsibility within the fiscal staff flows from fiscal analysts, to senior fiscal analysts, to the assistant legislative budget analyst and auditor, and to the legislative budget analyst and auditor. The increasing line of responsibility within the administrative support staff flows from information processing specialists, to the information processing supervisor, to the assistant office manager, and to the office manager.

Procedure Manuals

Many processes within the Legislative Council office are highly technical and specialized. The administrative support staff has developed numerous manuals that describe workflow processes or procedures to follow to accomplish certain tasks. These manuals include:

- TSO - Operator Manual - Bill Drafting.
- TSO - Tables and Tabdata - Tables for Statement of Purpose of Amendment.
- Epic Editor - Administrative Code.
- Memorandum Index.
- Internet - Agendas, Notices, and Minutes.

- Work - Office work.
- PeopleSoft Manual - Vouchers.
- Vouchers Manual.
- Lotus Notes Manual.
- Enrolling and Engrossing Manual.
- North Dakota Administrative Code Subscribers.
- Mail File Manual.

With respect to overall office administration, a computerized "event system" software program contains approximately 945 "events" for which action is to be taken by an identified staff member. Examples of events include:

- Coordinate fiscal impact analysis of initiated measures before election.
- Send a letter to legislative candidates after the primary election informing them of legislative activities following the general election.
- Contact the North Dakota Medical Association regarding continuation of the doctor of the day program during the next legislative session.
- Prepare a letter to the House and Senate desk forces regarding remaining in office until successors are elected during the organizational session.
- Send a letter to legislators after the general election explaining the purpose of the Legislative Council and indicating help available for locating session housing.
- Confirm with the Chief Justice which justices are to administer oaths to newly elected legislators.
- Include a letter to legislators with their W-2 forms regarding individual income tax treatment of legislative pay.
- Review with appropriate Legislative Council staff the specifications for bids for the daily journals, bills and resolutions, and Session Laws before presenting the specifications to the Legislative Management Committee.

ATTACH:1