

STREAMLINING THE LEAGUE IN NEW YORK STATE

**a blueprint for increasing effectiveness,
decreasing time commitment, and
developing new leadership***



Presented May 2011 State Convention

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INTRODUCTION

For over ninety years the League has sought to promote informed citizen participation in government and to influence public policy through education and advocacy, in the belief that an active and informed citizenry leads to a healthy democracy. It does this through three sets of operations:

- Voter Services, including voter registration, candidate forums, candidate guides, and forums on how to run for office in New York State;
- Citizen Education, including presentation of forums for students and members of the community on topics of local, state, and national interest and internal study and consensus for the purpose of developing League positions;
- Action, on positions at the local, state, and national levels of government.

The League is truly unique in that it has the ability to tailor its operations to local needs and concerns. Thus, no two Leagues will look alike because no two communities are alike. Just as all politics is local, so the most successful Leagues are those that know the issues of concern to their communities and establish an ongoing dialogue about those issues.

Notwithstanding its illustrious history, the success of women's integration into the workforce at all levels has sorely reduced the pool of volunteers to conduct traditional League operations.

Envision the typical League. It is governed by a board of directors composed of between ten and fifteen members. The board meets once a month for two or more hours. In addition, board members are expected to attend membership meetings every month and handle their portfolios. Many also attend periodic committee meetings that are often scheduled during the day.

Leadership is a perennial problem. As people complain about the workload, the tendency is to divide a job in half and to recruit one more person to the board. Younger members are in the workforce and cannot make the time commitment. At some point the supply of leaders is exhausted. Leaders are recycled and are coerced into retaining leadership positions. In a worst case scenario, the League cannot recruit leaders and dissolves.

Does this sound familiar? It should. It is a model developed when League membership was a full-time job for many women who were otherwise excluded from the workforce, and it has not changed much since. The problem is that, today, most women are in the workforce, and the old model no longer works.

The following guide is developed to provide a roadmap for the future. It is part tutorial in what the roles of the Board of Directors and Members are under New York State Not-For-Profit Corporation (NPC) Law; it is also a guide for downsizing. In offering a downsized board structure, we hope that scarce resources can be diverted from management so that more energy can be devoted to program. We hope it will give Leagues tools with which to redesign

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themselves – to jettison dysfunctional structure while retaining those things that makes the League so special.

In perusing this guide, pick and chose what you believe might work for your League. Feel free to contact both the state and national Leagues to discuss problems, to brainstorm, or for help in recognizing your local vision.

Good luck and have fun.

KEEP IT LOCAL

Just as all politics is said to be local, the most successful Leagues are those that connect with their communities. As part of a multi-issue organization that addresses public concerns at every level of government, each League has a wide range, (a veritable banquet or feast) of topics to choose from in deciding how to pursue this mission in its own community.

Assessing what the key community issues are and how your League will engage on these issues is essential. Leagues can enhance their effectiveness by selecting issues that the people in their communities see as affecting them directly—issues that citizens consider to be truly vital to the public interest and where citizens believe they can bring about positive change. Ask yourselves what public concerns are of the most interest to your community:

- What issues do people in your community make time for—by attending meetings, by volunteering, by taking action, by writing letters to the editor of your local paper;
- What issues are of special concern to other groups in the community;
- What issues would interest and involve new members?

Leagues have a range of options available to them in deciding how best to address an issue of public concern. Each approach—community collaboration, citizen education, action, or study—can be a valid and effective means of pursuing the League’s mission. The set of circumstances surrounding each issue—complexity of the subject, timeframe for action, needs of the community, goals of your League, resources available—helps determine the most appropriate method to use in working on that issue.

To engage both members and other citizens in playing a more active role in addressing public concerns, Leagues must provide opportunities to have a real impact on a problem. To respond effectively to the challenges facing our communities, Leagues must ensure that all interest groups have a chance to participate in the problem-solving process.

See Appendix A, *Selecting Issues of Concern to Your Community and Planning Worksheet*, for one way of approaching this process.

STRUCTURAL ISSUES



WHAT IS THE LEGAL STRUCTURE OF LOCAL LEAGUES?

Local Leagues fall into two categories. A few have been incorporated under the New York State Not-For-Profit Corporation Law and are regulated by the law's terms. Others are unincorporated membership associations, which are less strictly regulated. Because the local League structure mirrors a corporate structure, we will discuss limitations in terms of New York State Not-For-Profit-Corporation Law (NPC).

If your League is incorporated, you must look first to your Certificate of Incorporation and then to your bylaws to determine your operational structure. To the extent you wish to change this structure, you may do so either by amending the Certificate of Incorporation and / or the bylaws at your annual membership meeting, subject to the limitations discussed.

Whether or not your League is incorporated, members have power to make certain decisions. They elect directors at an annual meeting, approve the League budget for the coming year, set the program for the coming year (amend positions and determine studies to be conducted), and amend bylaws. With the exception of those functions carried out by members at the annual meeting, boards of directors have the power to manage Leagues, within the structure set by the Certificate of Incorporation and bylaws.ⁱ



HOW MANY GENERAL MEMBERSHIP MEETINGS MUST BE HELD EVERY YEAR?

In New York a membership corporation must hold an annual membership meeting.ⁱⁱ For most local Leagues, this occurs in the spring or early summer. It often includes a social function, such as lunch or dinner, at which League members can socialize, and incorporates a business meeting at which directors are elected, the budget is approved, program is adopted, and bylaws are amended.

The bylaws may provide for additional membership meetings.ⁱⁱⁱ One tenth of the board members may call one or more special membership meetings, but this is unusual.^{iv}



WHAT QUORUM REQUIREMENTS EXIST FOR MEMBERSHIP MEETINGS?

A quorum is the percentage of members necessary to conduct business. If your League is incorporated, the quorum requirement for a meeting is a majority of members, unless the Certificate of Incorporation or bylaws set another number.^v This number may be lowered by

changing the Certificate of Incorporation or bylaws, but it may not be lower than one-tenth of the membership.^{vi}

In general, local Leagues opt for the lower quorum requirement, so that they have sufficient members at their annual meeting to conduct business.



CAN MEMBERS VOTE BY PROXY AT MEMBERSHIP MEETINGS?

A member may authorize another to act for him/her by proxy unless the Certificate of Incorporation or bylaws provide otherwise.^{vii}



WHAT IS THE PURPOSE OF THE BOARD OF DIRECTORS?

It is the responsibility of the board of directors to manage local Leagues.^{viii} However, to the extent the Certificate of Incorporation and/or bylaws provide, the board may delegate management of the League to one or more standing committees, which are empowered by the board to make certain defined operational decisions for the board.^{ix} If so empowered, the board must designate each committee by a majority of the entire board. Each committee must have at least three board members. Certain functions, which are not generally applicable to League operations, cannot be delegated to committee. If the Certificate of Incorporation and/or bylaws provide, the board may create such special committees as it deems desirable.

New York Law provides that certain decisions can be made only by the board of directors, and cannot be delegated to committee. However, the decisions that cannot be delegated are very limited, and by and large do not affect local League operations. For instance, it requires a vote of 2/3 of the board of directors to sell League real estate.

Directors also generally have the power to appoint directors to fill vacancies in the board, unless specifically prohibited by the Certificate of Incorporation or bylaws.^x



HOW MANY DIRECTORS DOES NEW YORK REQUIRE?

Under New York law, a League can exist with as few as 3 directors.^{xi} In general, board members may hold two or more offices, except the same person may not be both President and Secretary.^{xii} The number of directors is usually determined by League bylaws, although it can also be specified in the Certificate of Incorporation. Therefore if you wish to decrease the minimum number of directors your board must contain, it is necessary to amend your bylaws.

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This is an area in which many Leagues could take steps to streamline their operations by allowing for a range in the number of directors. We recommend deciding the minimum number of directors with which you can function (perhaps as few as three or four) and the maximum number with which you might wish to function. By amending your Certificate of Incorporation and/or bylaws to allow for a substantial range, you give your League flexibility to deal with changing circumstances.



HOW LONG DO DIRECTORS SERVE?

Directors are elected for a term. Once elected, a board member serves, unless otherwise removed by valid board action, until his/her term has expired and a successor has been chosen.^{xiii}



MAY DIRECTORS BE REMOVED FROM THE BOARD?

As a general rule, directors may be removed with cause by a majority vote of the board of directors.^{xiv}



HOW MANY BOARD MEETINGS DOES NEW YORK REQUIRE?

The bylaws generally state requirements for annual and regular meetings. If the bylaws are silent about the number of meetings, the board may determine the meetings it wishes to hold. Any additional meetings are considered special meetings, and there is no limit to the number of special meetings that may be called.^{xv} Generally the president or an officer of the board may call a special meeting upon notice to the board.^{xvi} Specific requirements are often spelled out in the bylaws.

We recommend that local Leagues consider giving themselves flexibility with respect to the number of regular meetings they are required to hold each year by reducing the minimum number called for in the bylaws.



WHAT QUORUM REQUIREMENTS EXIST FOR BOARD MEETINGS AND ACTION?

Generally, a majority of the entire board constitutes a quorum for purposes of holding a meeting. A majority of those present is generally a quorum for transacting a specific piece of business, unless a greater number is required by the Certificate of Incorporation, bylaws, or

the NPL.^{xvii} This number may be reduced to no less than one-third of the entire number of directors by amendment of the Certificate of Incorporation and/or bylaws.^{xviii}



MUST MEMBERS ATTEND A BOARD MEETING TO PARTICIPATE?

Unless specifically prohibited by the Certificate of Incorporation or bylaws, one or more members may participate by conference call or any other means that enables participants to hear each other at the same time.^{xix}

The state board has conducted entire meetings by conference call, and finds that they are generally more expeditious than face to face meetings.



WHAT IS THE PURPOSE AND STRUCTURE OF THE BOARD MEETING?

Board meetings are where League business that is not reserved for the members or delegated to a committee is conducted. We recommend that the meeting be conducted according to the following best practices:

- Board members prepare written reports for their portfolios and circulate them to all board members in advance of the meeting. The reports should be appended to the minutes of the meeting and become part of them;
- Board members read reports in advance of the meeting and come prepared to ask questions for clarification;
- There is a written agenda circulated in advance of the meeting. The agenda should include each piece of business, the person who will report on it, the time framework for the report, and indicate where formal board action (a motion) will be required;
- The best practice for a board meeting is to discuss questions and policy implications of matters to be decided. Members reporting on items of business should assume that reports have been read and should not plan to reiterate the material in their reports;
- The Minutes are the official record of League business. Good minutes are short and contain:
 - The name of the League, date, time and place
 - The names of those present, those absent
 - Adoption of the minutes of the prior meeting, amended as is appropriate to accurately reflect what occurred at the meeting

- A report from each member, attached to the minutes
- A record of action taken by the board, including the person making the motion, the person seconding it, and how members voted
- Any other discussion that the board would like to record in the minutes.

See Appendix B for a sample agenda and minutes.



IF WE DO NOT WANT TO HOLD A BOARD MEETING, ARE THERE OTHER WAYS TO CONDUCT BUSINESS?

Yes. The board may conduct business by unanimous written consent of all its members to the proposed action. When immediate action is required, a board can act if all members are in agreement.

The state board has done this electronically, with members consenting via e-mail to a proposed resolution. The resolution and consents are then filed in the minute book and become the formal record of the action.

Also, the board may create one or more committees and delegate to them the power to conduct most types of League business



HOW DO WE GIVE OURSELVES THE GREATEST FLEXIBILITY TO DO BUSINESS?

Ultimately, each League has to decide what is best for it. However, we suggest amending bylaws to give yourselves the flexibility to change operating procedures as the needs of your members and directors change. **See Appendix C for streamlined bylaws.**

The theory of allowing for greater board flexibility should be to bring individuals on board who might otherwise be unable to serve and to shift organizational priorities so that more organizational energy goes into program and less into administration.



HOW DO WE AMEND BYLAWS?

Bylaws contain an article about how they may be amended. Generally, they are amended by membership at the annual membership meeting. In planning for amendment, it is important to determine notice requirements, so that notice of proposed changes may be sent to members in a timely fashion.

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WHAT IS THE ADVANTAGE OF ADOPTING FLEXIBLE BYLAWS?

The League continues to be a powerful lure to individuals who are concerned about our government at all levels and who believe that decisions should be made on the basis of reasoned public policy rather than partisan politics.

We must create structures whereby all interested people who believe in our mission can participate in our activities. For many people who are working full time and raising families, we must create meeting opportunities that look different from the traditional League membership meeting. But that is a different topic.

We must also create structures whereby League members who have limited time are able to volunteer in whatever capacity they are able. For some, that may mean working at a candidate forum. For some, it may mean working on an electronic voters guide, doing work from home that they can do in their free time. For some, it may mean writing memos in support of bills or maintaining websites after work. For some, it may mean bring their expertise to committees that function primarily electronically.

In proposing a set of model bylaws, we hope to give local Leagues the flexibility to structure their ongoing operations so that they are best able to take advantage and accommodate the needs of their members, without the need for constant changes in bylaws.



ONCE WE HAVE ENACTED FLEXIBLE BYLAWS, HOW DO WE REALIZE A CHANGING VISION?

The traditional League board had frequent meetings and directors micromanaged all areas of League operation. Board meetings are required to adopt policy and make certain decisions about how resources are spent. They can be conducted by conference call, or may be conducted by unanimous consent. Each local League must put together the structure that works for it. But we suggest that the structure could look like nothing that has gone before. For instance, a board could consist of a President, Secretary/Treasurer and First Vice President of Voter Services. Meetings could be scheduled to occur by conference call twice a year, with additional action by unanimous written consent via e-mail or by scheduling special meetings by conference call. Meetings would be called when you needed to adopt policy, authorize expenditures, create committees, or make other decisions, e.g. planning for an annual meeting, appointing a budget committee, determining delegates to a state or national convention. The rest of the League's business could be carried on by volunteers who held off

board positions, e.g. membership chair, advocacy chair. To the extent that more individuals wanted to serve on the board, the board could be expanded.

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FUNCTION OF THE BOARD



ORIENTATION

When new members join the board, they should receive orientation. This need not be formal. It is merely an opportunity to discuss the League and its function and acquaint the new members about what the expectations are for their job performance. This is the time to review job responsibilities, budgets, operating rules, membership status, etc., and to revisit the basic principles of the League and nonpartisanship. It is a good time to check that outgoing team members have passed on files and materials needed for continuity of responsibilities. Local Leagues may conduct their own orientation sessions or request state League assistance.

See Appendix D for a model Orientation outline.



BUDGET

A budget is a planning instrument that reflects the goals, priorities and activities planned for the year. Although the League has traditionally appointed a budget committee to propose a budget for adoption at the annual meeting, there is no reason that the board could not propose the budget.

See Appendix E for a Sample Budget.

A well-conceived, realistic budget accomplishes the following:

- Reflects all anticipated income and expenses for a fiscal year;
- Shows planned growth in members, dues, contributions, and League activities;
- Realistically plans for expenses, e.g. events, activities, funds to help pay for sending delegates to state and national conventions (an important investment in the League's future)
- Reflects each League's obligation to support the League at all levels through payment of per member payments (PMP) to the state and national Leagues..

Although the League does not require a budget to be balanced, any shortage of income over expenses is unsustainable and will ultimately result in the League's demise. Some Leagues budget a distribution from reserves to cover a shortfall. Barring reserves from which to draw, a realistic budget should ensure that income and expenses are balanced.

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The Budget is approved by the membership at the Annual business meeting.



POLICIES

Each year the board must adopt or readopt a Nonpartisanship Policy. With a larger board, the policy may differ for different board positions. When the board is more streamlined, it is more likely that the board members will working together on all aspects of the League operations and therefore it is recommended that the same prohibitions against partisan activity apply to all board members.

See Appendix F for a sample Streamlined League Nonpartisan Policy.

The policy should include specific guidelines to govern the political activities of Leadership Team members:

- A statement of the nonpartisan nature of the organization
- Guidelines on permissible activities for Leadership Team members
- How to handle situations when a board member decides to engage in political activity.

The board should also develop a diversity policy. This policy need not be adopted every year, although the current policy should be maintained on file.

It is recommended that the board adopt a written policy of when it will invite candidates to participate in candidate debates and forums.

Your Leadership Team can adopt other polices as needed before a problem arises. Some of these policies are "Conflict of Interest", "Candidate Debates", "Making Decisions between Board meetings", and "Coalitions". There are sample policies available on the LWVUS website, www.lwv.org, under "For Members", "Training and Resources" "Bylaws and Policies". Also, you may contact the state League office for model policies on a number of issues.

PLANNING LEAGUE OPERATIONS – A PRACTICAL APPROACH

Just as we tighten our belts financially in tough economic times, so must local Leagues learn to be realistic about what they can reasonably hope to accomplish. We feel that too many local Leagues are loathe to give up any part of League operations. We believe that realistic planning is the key to successful operations. This does not mean biting off more than you can chew. It does not mean knowing your community, doing your homework, planning operations of interest to the community at large, and getting the League's name in the public eye by developing close relationships with the press, broadcast media, and community groups.



DO YOUR HOMEWORK

The most successful Leagues are those that are firmly rooted in their communities. League leaders engage in ongoing dialogues with governmental and community leaders. They have ongoing conversations with members of the press and broadcast media and are considered valuable sources of information on public policy.

We suggest that at the beginning of each year, local League leaders sit down with governmental leaders to ask what they consider to be the hot issues that the locality will confront over the next year. Similarly, we recommend meetings with the press and print media and with local community groups, such as chambers of commerce, religious groups, citizens groups, etc. These meetings will give you a sense of where your community is headed over the next year and will better enable you to meet valid community needs in planning programs.

See Appendix A for further information about how to identify issues of concern to your community.



DEVELOP AN ANNUAL CALENDAR

A calendar is an essential planning tool that helps League leaders articulate their important work, enlist the help of others in accomplishing the work, and plan effectively to carry out their goals and priorities. It is a guide to League activities that is flexible enough to allow for changes during the course of the year.

Developing a calendar helps League leaders think about what they hope to accomplish during the year and the steps they will take to achieve those goals. It helps them to organize the year's work to make sure the responsibilities for carrying it out are shared. A good plan illustrates the value of the League and attracts new members. Printing the calendar in your newsletter and on the website also encourages members and prospective members to put League events on their own personal calendars and illustrates the variety of ways they can be active in the League.

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In developing a calendar, you will wish to consider voter service activities like candidates forums; Public forums to educate citizens on important issues or on local government and services; and skill-building sessions to help members and others be more effective in their political and organizational work. Use the following section on “Events and Activities” to help you choose your events.

See Appendix G for calendar drafting ideas and a sample calendar.

Many Leagues hold retreats or planning meetings to develop annual calendars. While this may be the method of choice, it is very possible to plan electronically or by means of conference call. Of greatest importance is that the calendar is comprehensive in that it contains a schedule of meetings, a tentative schedule of voter service events, a schedule of publicity to be prepared in conjunction with events, new membership recruitment, welcoming, and training events, study and consensus, monitoring of community and governmental activities and advocacy.



PLAN EARLY

We all have busy lives, and our calendars fill up early. By planning a full schedule in late May or during the summer, you can take your program to the press and general community interest well in advance of meeting dates.



PLAN CONSERVATIVELY

Don't bite off more than you can chew. If there are not individuals willing to assume responsibility for an event, do not undertake it. Alternatively, working in coalition with other community groups is one way to spread the work load.



PRIORITIZE

The League is known for its candidate forums and voters guides. Are these a priority of your League? Is your local city, town, or county government less than transparent? Would it be beneficial to establish an observer corps and report on local happenings? What are the issues of greatest interest to your community? What are the issues about which the community needs more information? By asking these questions and doing your homework (see above) prior to undertaking the planning process, you will help to ensure that League program encompasses matters of interest to the community.

In setting priorities, consider the following activities:

- **ELECTIONS AND VOTERS SERVICE.** The League is well known for its election-related work. We serve our communities well, and the public depends on our services. Your League may decide to take part in a variety of voter service activities such as voter registration, candidates' forums, voters guides, etc. You will find a helpful **"Election Activities Checklist"** in **Appendix H.**
- **YOUTH PROGRAMS.** Local Leagues in New York State participate in a number of youth programs, including Take your Parent to Vote, Vote 18, Students Inside Albany, Running and Winning. Contact the state League for more information about how to start a local program.
- **PROGRAMS FOR CANDIDATES – GETTING ON THE BALLOT IN NEW YORK STATE.** A number of local Leagues have programs about running for office. Some are geared toward getting students excited about running for elective office, and some are geared toward educating potential candidates about what they need to do to get on the ballot and run for office. Contact the state League for more information about how to start a local program.
- **HOT TOPICS LUNCHEONS, SOUPER SUPPERS, AND AFTER WORK COCKTAIL PARTIES.** Another way to engage your League members and the community in a top issue is by sponsoring a Hot Topics Luncheon. It can also be a meal at another time, say dinner or brunch, whichever would be most appealing in your community. The point is to bring people together around something both "social," such as food, and "interesting," such as the topic and speakers. A guide to organizing a **"Hot Topics Luncheon"** is in **Appendix I.**
- **OBSERVER CORPS.** An Observer Corps is a structured way for individuals to exercise their right to know. An Observer Corps provides a valuable service to the community. It helps ensure that citizens are aware of the decisions that impact their lives, and it promotes government transparency and accountability. An Observer Corps can be a great way for your members to be active and involved. As observers, they get an opportunity to educate themselves and others in a specific way. This is often enticing to new and long time members because this volunteer role can usually be done once or twice a month for just a few specified hours. An **Observer Corps "Easy Start Guide"** is in **Appendix J.**
- **KNOW YOUR COMMUNITY.** Vibrant and vital local Leagues are those that are deeply engaged and highly visible in their communities. To be effective, League members need to be familiar with the community's people, its enterprises, its issues, its history, and its governance. A fantastic method of evaluating your community, engaging members in the process, identifying opportunities for future projects, and creating visibility for your League is to undertake a "Know Your Community" survey. A simplified and focused guide is being developed. This will be a streamlined version of the "Know Your Community" publication that was developed for Leagues thirty years ago.
- **LEAGUE STUDY.** Your League may be motivated and committed enough to undertake a study on an important local issue. This study can be a means not only to educating your members and the community but also for coming to consensus on the issue to

create a position to act on. The **“Key Points for a League Study”** are included as **Appendix K**.

- **ADVOCACY.** Taking action on an issue can raise the League’s visibility in the community and be a good avenue for outreach. In determining whether to take action, the Leadership Team should review the **“Taking Action Checklist”** included as **Appendix L**.



LIMITED PROGRAM DOES NOT MEAN LIMITED PROFILE

There are ways other than holding local programs that Leagues garner local publicity. They can write weekly or monthly letters to the editor or op ed pieces on issues of local, state, or national interest. With electronic communication they can establish an observer corps and a blog, Facebook postings, and tweets about meetings

BUILDING LEAGUE RESOURCES



VISIBILITY

To be effective in the community, a League needs to be visible. People need to know what you are working on and where to find you. Successful Leagues create an opportunity for visibility each month, and that can range from something easy such as writing an Op-Ed or letter to the editor on an important community issue to something more robust such as seeking publicity around your forums and public events. There are many ways to increase the visibility of your League. One rests in developing relationships with local media (reporters, editors, managers from traditional and new media outlets). Another is through publicizing your calendar or activities/events.

The Leadership Team should consider the visibility element of every event and activity. (See the **“Events and Activities Focusing Grid”** in **Appendix Q**) A **Communications Toolkit** is available on the LWVUS website at www.lwv.org is under “For Members” “Leaders Section” “Public Relations”. In addition there are often press templates generated by LWVUS or your state League that can assist in media outreach. Feel free to “borrow” their language! They are easy to customize to fit your own local community. These templates are often updated each year for specific events and released in the Weekly Leaders Update email.

Some helpful **“Media Hooks to Raise Visibility”** can be found in **Appendix M**.



WEBSITE

Your website is your League’s public face on the Internet. Today it is essential that your League have an online presence that citizens can use to find out what the League is doing. It is important not only that your League have a website but also that the website is maintained and kept up to date.

Several state Leagues offer websites to their local Leagues through their state website. If this is what your state does, then you should discuss how to do this with the state League. League Easy Web (LEW) is a service provided by the LWV of California. For a reasonable fee, LEW helps you set up a website and makes it easy to maintain. You can get more information about League Easy Web at www.lwvnet.org. These resources offer the ability to have a website consistent with other Leagues across the country. Some Internet Service Providers offer a webpage and help with setting it up at special nonprofit rates.

You can get several useful guides on the LWVUS website, www.lwv.org, for example, **“LWV Online: Web, Blogs & Social Networking”** and **“Tips for Local League Websites”** is in the “For Members” “Leaders Section” “Newsletter Editors/Webmaster. The state League also has a Presented May 2011 State Convention

PowerPoint, Tech Tools For Local Leagues, available at http://lwvny.org/localLeague/Technology_LL0509.pdf.



MEMBERSHIP DEVELOPMENT

As a volunteer organization, we must always be working on growing our membership. People will want to join the League if they believe we are doing important work and if they are asked to join. Local Leagues must make this a focus of every activity they do by simply and intentionally building membership “asks” into all of our work and creating a welcoming presence in our meetings and events.

MEMBERSHIP RECRUITMENT INITIATIVE. To assist Leagues in this area, LWVUS has created a program for membership development called the Membership Recruitment Initiative, which is a partnership between LWVUS, the state and local Leagues. This program focuses on issues and activities important to local Leagues and their communities. It helps develop plans and League skills to increase visibility and membership “asks” around those local issues/activities. It has specific elements, planning resources, leadership development, and coaching. There are resource materials available online for all Leagues to use. Eventually the successful components of the Membership Recruitment Initiative will be established in every state. If it has not started in your state, LWVUS will be working with state League leadership to establish it in your state over the next few years, and you can find the materials for use by all Leagues now on the LWVUS website at www.lwv.org “For Members” “Membership Recruitment Initiative”.

LEAGUE WORKS. The New York State League has developed a program to recruit working members. It employs an after-work cocktail party format with speaker. Contact the state office for more information.

MEMBERSHIP DUES AND PER MEMBER PAYMENTS. When a person joins the League, they pay membership dues. Your local League sets the dues rate. Out of those local League dues, your Leagues pays a Per Member Payment (PMP), which is a fee that helps fund state and national League activities. The dues you set locally should take into consideration the Per Member Payments that are due to the state and national Leagues with enough left over for your local work.



FUNDRAISING

Each League needs to keep their financial status in balance. In addition to dues revenue, Leagues and League members need to raise additional funds to accomplish their goals. Raising money is an important skill, and is effective when “making your case” for why the League makes a difference in your community. The League is highly respected, and when we are visible on issues of importance within our communities, often it’s just a matter of asking

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people, organizations, or business to contribute. Speak to what the benefits are to them, as well, and you'll be successful in raising the money and in-kind contributions you need to accomplish your League goals.

Some suggestions for **"Easy Ways to Raise Money for your League"** are included in **Appendix N**.



LEADERSHIP DEVELOPMENT

The board is the organization's administrative and policy-making team and plays an essential and primary role for a successful League. It is collectively responsible for all team decisions, plans, and activities for development, membership, voter services, visibility, financial welfare, and program.

In addition, the process for recruiting and training new leaders falls to the board. We suggest two ways to identify individual's interests and to bring them into League operations. At the time an individual first joins the League, he or she should be asked to complete an interest sheet and given League tasks in accordance with interests. **See Appendix O for a sample interest sheet.**

One of the Leadership Team's primary roles is to have a deliberate, structured, and proactive plan in place for developing a constant pool of qualified, trained and willing volunteers. See **Appendix P, "Leadership Development"**. Although a streamlined board does not have to have many members, it can expand as interested members come forward. One way to ensure continuity is to have board members circulate through each position for one year each, a total of three years. There should also be one or more board members who do not have offices and who serve mentorships of one year or more.

RESOURCES - LWVUS

League Basics – this publication covers the basics of managing a League. It also offers extensive resources in its appendices and through links on www.lwv.org

Leaders Update (weekly email) – this is a weekly email communication from LWVUS. It offers the current information on LWVUS Advocacy, Membership, Election Services, Education Fund opportunities, etc. Anyone can receive this email and it is also available on www.lwv.org.

LWVUS Board Liaisons – each national board member acts as a liaison to several states and local Leagues. The liaison for your state is happy to assist you in any way, answer questions and is a great resource for information.

Membership Recruitment Initiative – this initiative has been developed by LWVUS to help Leagues focus on outreach and membership recruitment. The Membership Recruitment Initiative is currently expanding across the nation and will in the not too distant future be in each state.

Shur Fellows (National Coaching Team) – this is the outgrowth of the Membership Recruitment Initiative. A national coaching team has been established to coach the state coaches in the Membership Recruitment Initiative states. The plan is have a coaching system established within every state across the country supported by a national coaching team.

LWVUS website, www.lwv.org - The LWVUS website not only has a public exposure but a Members Section that offers leaders' materials, e.g. *League Basics*, *Presidents Packet*, toolkits, templates, etc. Much of the information you might need is located there.

LWVUS Discussion Lists – there are email discussion lists offered by LWVUS on a variety of topics. These lists offer an opportunity to share with other League members' ideas, suggestions and questions. You can sign up for a discussion list on www.lwv.org in the "Get Involved" section of the "For Members" section.

LWV Education Fund Pass Through Grants – LWVEF often gets grant funding for a specific project that local Leagues can participate in. These pass through grant possibilities are announced in the *Leaders Update*.

RESOURCES - LWVNY

GENERAL

- **In League** – A comprehensive guide to all aspects of local League management with chapters identified separately for quick reference at <http://lwvny.org/localLeague/InLeague.html#league>.
- **Sample Questionnaire for Nominating Committees of Local League Boards** (1/20/2011)
This questionnaire used by local League Nominating Committees provides insight into the current board, its strengths and weaknesses, and possible new board members. A great tool for any Nominating Committee at <http://lwvny.org/survey/nominatingSurvey.pdf>.
- **Grant Management**
The League of Women Voters of NYS Education Foundation Inc. (LWVNYSEF) is a separate 501(c) 3 organization that permits tax-deductible donations for educational programs. Local Leagues can be “agents” under LWVNYSEF and thereby accept tax-deductible donations to be used for their own educational programs. Guidelines MUST be followed to maintain the charitable organization status.
 - **Guidelines for Local Grant Management Service** at http://lwvny.org/localLeague/grants/guide_LocalGrantMgmt.Servc.pdf.
 - **Deposit Form** at <http://lwvny.org/localLeague/grants/Form1.pdf><http://lwvny.org/localLeague/grants/Form1.pdf>
 - **Project Approval/PMP Payment Withdrawal Form** at <http://lwvny.org/localLeague/grants/Form2.pdf>
 - **Final Report** at <http://lwvny.org/localLeague/grants/Form3.pdf>

VOTER SERVICE

- **Moderating Candidate Events** - Procedures and Techniques for Stress-Free Moderating at <http://lwvny.org/LLresources.html>.
- **The Road to the Voting Booth, Part I - A Handbook for Voter Service Directors** Revised 2006 (8/29/2006) at <http://lwvny.org/vote/RoadtoVotingBoothI0806.pdf>.
- **The Road to the Voting Booth, Part II - A Handbook for Candidate Meetings** Revised 2002 (9/18/2007) at http://lwvny.org/vote/Road_VotingBoothII_091807.pdf.
- **The Road to the Voting Booth, Part III - How to Conduct a Successful Voter Registration Drive** Revised 2006 at <http://lwvny.org/vote/RoadtoVotingBoothIII0806.pdf>.
- **Other Voter Services documents** at <http://lwvny.org/voteServices.html>. This includes print ready documents for distribution to the public, including specialized voters guides, information about all aspects of voting process, and links to other web sites. Local websites would benefit from a link to these materials.

ADVOCACY

- **Impact on Issues** – League advocacy positions on specific issues at <http://lwvny.org/advocacy/impact/impact.html>.
- **Issue Specialists' Manual** (formerly Off Board Specialist) This document contains a wealth of information about the New York State legislative process at <http://lwvny.org/localLeague/IssuesSpecManual.pdf>.
- **Other Advocacy Area Documents** at <http://lwvny.org/advocacy.html>. This portion of our website describes how we take action at the state level and provides extensive information about those areas in which we have been active.

MEMBERSHIP

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- Job Description for Local League Membership Chair or Vice President at <http://lwny.org/localLeague/inLeague/membership/jobDuties/LLMDdescription.pdf>.
- Membership Resources at <http://lwny.org/localLeague/InLeague.html#membership>.
- Membership Literature (Brochures) at <http://lwny.org/localLeague/InLeague.html#literature>.
 - LWNYS Membership Brochure (Gloves Are Off - paper copies available from State Office. 10 copies for \$1.00 plus tax and shipping.)
 - Saratoga Membership Brochure
 - Welcome to the LWV – An 8 page booklet explaining League's organization, history and activities for new members. (Paper copies available from State Office. 10 booklets for \$2.00 plus tax and shipping.)

TECHNOLOGY

- Workshop Presentation at State Convention - Tech Tools for Local Leagues (May 2009) at http://lwny.org/localLeague/Technology_LL0509.pdf.

ADVOCACY

- The LWNYS is in the process of putting its advocacy materials on its website at <http://lwny.org/advocacy.html>. Feel free to user and link to these materials.

APPENDIX A SELECTING ISSUES OF CONCERN TO YOUR COMMUNITY

- I. Identify the Issues of Concern to Your Community. (You may want to use the worksheet as you develop your plans.)

Ask yourselves what public concerns are of the most interest to your community:

- What issues do people in your community make time for—by attending meetings, by volunteering, by taking action, by writing letters to the editor of your local paper;
- What issues are of special concern to governmental leaders in the community;
- What issues are of concern to groups in the community, including religious groups, the chamber of commerce, citizen's groups, civil rights groups, good government groups;
- What issues would interest and involve new members?

Ask others to help you identify the pressing issues:

- Contact representatives from a variety of interest groups to discuss the pressing issues facing your community. Be sure to contact people with a range of viewpoints, people who don't talk with each other on a regular basis. Find out what they (or others) perceive as community problems and what they or others are doing to address these problems and what aspects of the problems need more attention;
- Interview government officials and administrative staff to discuss thoughts about the critical issues facing the community, plans that are under way to address these problems, and any potential role for the League to play in bringing the community together to help resolve the problems;
- Interview people with one or more community organizations to talk about issues that concern them. Ask what they are doing—or what they think should be done—to address problems about which they are concerned and how your League might collaborate with them in development or implementation of a solution.

- II. Determine Your League's Role in Addressing the Pressing Issue(s).

Leagues have a range of options available to them in deciding how best to address an issue of public concern. Each approach—community collaboration, citizen education or action, or study—can be a valid and effective means of pursuing the League's mission. The set of circumstances surrounding each issue—complexity of the subject, timeframe for action, needs of the community, goals of your League, resources available—helps determine the most appropriate method to use in working on that issue.

Consider the following roles for your League when deciding how to respond to emerging issues throughout the year:

- **Community Collaboration.** Does the community need a neutral facilitator to help all interested parties come together to define the problem and develop a solution for the mutual benefit of all? Would serving as a facilitator enable your League to be involved in resolving a critical community issue on which it has no position? Would the facilitator option give your League an effective vehicle for working with and including diverse segments of the community in setting public policy;

- Citizen Education. Does the community need objective information on the issue? Would a citizen education campaign on the issue be the best means of attracting new members, collaborating with diverse interest groups and helping the community resolve the issue;
- Study. Would the community benefit from a League position on the issue? Is there time to do a study? Will doing a study of the issue be the best way to attract new members, reach out to the community, work with other groups and interested individuals and take part in resolving the issue for the common good;
- Action. Does your League have a position on the issue? Will advocating your position be the most effective means of helping your community resolve this problem for the mutual benefit of all? Are your members committed to helping ensure the success of an action campaign? Will an action campaign be the best way to attract new members and help engage others in shaping a better community?

III. Working on Issues of Concern to Your Community.

To engage both members and other citizens in playing a more active role in addressing public concerns, Leagues must provide opportunities to have a real impact on a problem. To respond effectively to the challenges facing our communities, Leagues must ensure that all interest groups have a chance to participate in the problem-solving process.

Sponsor projects and activities that give members and citizens direct experience with a program item on the League's agenda.

Your League can play a key role in helping your community address a divisive issue by bringing all the stakeholders together to define and resolve the problem. With your reputation for fairness and your time-tested consensus-building skills, your League can ensure that all viewpoints are heard and that the solution that emerges best serves the common good.

Incorporate a direct action project in your work. Sponsor an event that will highlight the issue you are focusing on. For example: if there is a concern about proper school facilities, organize a tour of the schools.

Convene a task force of representatives of the various groups affected by a problem to forge a community consensus on a solution.

Try activities and events that others have used with success in your community.

Talk with people from groups you would like to work closely with to see what kinds of events, times and locations appeal to them. Make a note of activities and projects that generate interest and involvement in your community. Look for ways to weave these kinds of events into your work on an issue.

Seek opportunities to collaborate with other groups in the community.

Look for opportunities for joint sponsorship of events and projects. Co-sponsorship allows your League to work with groups whose members have demonstrated an interest in community involvement, helps you to network with more diverse organizations and enables your League to increase its impact without increasing dramatically the amount of work required of League members.

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Offer a regular program of social-educational events to your members and the public.

Establish a regular (monthly, bimonthly, quarterly) "Hot Topics" luncheon, "Souper Supper" or Saturday brunch program at various restaurants in town featuring League and/or non-League speakers on issues of concern to your community. Pick topics of special interest to groups you would like to involve with the League.

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SELECTING ISSUES OF CONCERN TO OUR COMMUNITY

A Planning Worksheet for League Leaders

1. Name four issues of concern to our community—issues that people consider to be truly vital to the public interest and that affect them directly. Consider:

Who is concerned about this problem?

What evidence do we have that this is an issue of concern?

Is there a real possibility that citizens could bring about positive change?

2. Pick one of these issues to be a focus for our League. Consider:

Is this an issue of concern to a group we would like to engage with the League?

Does our League have a particular expertise in this area?

Is there a special role for our League to play in helping our community resolve this issue?

Would people want to join our League to be involved in working on this issue?

The issue we have chosen (from #1) is

3. In addressing this issue our goal is

to _____

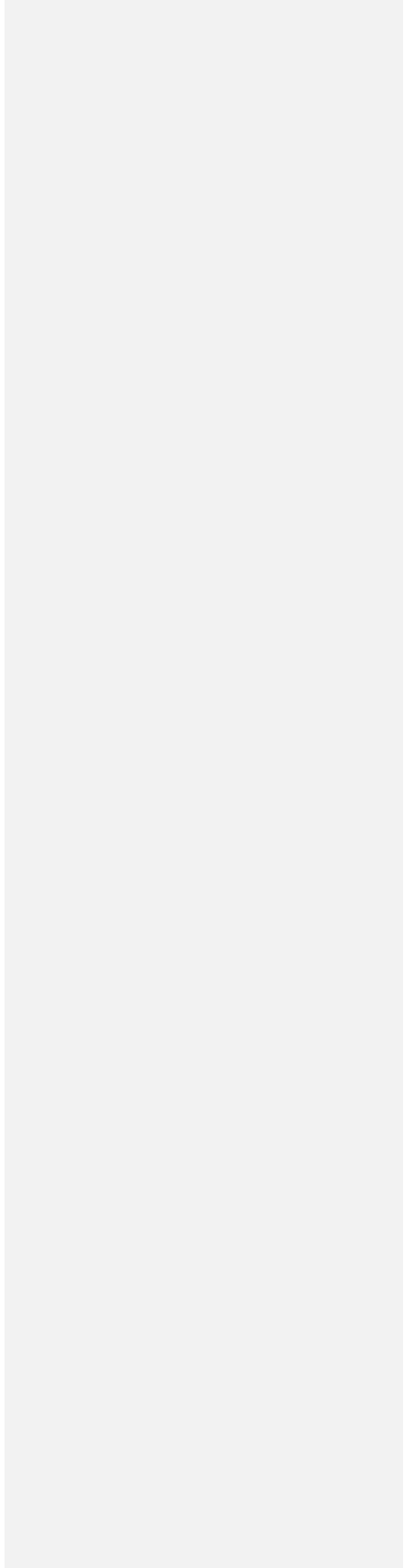
4. Name five interest groups in our community who are concerned about this issue—and why.

5. List five different ways in which our League can work on this issue. Consider:

- What types of activities attract citizen participation in our community;
- What approach would appeal to groups we want to engage in this effort;
- Is there a hands-on project that would give people a tangible way to get involved in this issue;
- What groups are already involved with this issue, and how might we collaborate with them?

6. The approach we choose (from #5) is

7. The first five things we will do to start working on this issue are:



Appendix B Sample Agenda, Streamlined Minutes

Sample Agenda



LWV New York State – Board Meeting

March 9-10, 2011

March 9

4:00 p.m.	Call to Order and Welcome	Swan
4:05	Approval of Agenda	Swan
4:10	Minutes January, 2010*	Shore
4:15	Report of Nominating Committee	Travis-Messer
4:30	President's Report	Swan/
	<ul style="list-style-type: none">• MRI• Board Members Sign Conflict of Interest Documents	
5:00	Executive Director's Report	Bierman/Shore/
	<ul style="list-style-type: none">• Financial Report• Convention 2011	DeGregorio
6:00	Dinner	
6:30	Personnel Matter	Swan
7:00	Voter Service Report	Moehringer
7:30	Issues and Advocacy	Robinson/Bierman/
	<ul style="list-style-type: none">• Program Planning for Convention*• Health Care• Redistricting Coalition*• Lobby Corps	
8:15	Citizen Education/Youth Programs	Gorenstein/Bierman
	<ul style="list-style-type: none">• Local League Survey and follow-up• Students Inside Albany• New Developments	

Thursday, March 10, 2011

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8:00	Membership	DeGregorio
9:00	Report of Budget Committee	Elliott
10:00	Other Business /Adjourn	

***Indicates a motion is required**

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SAMPLE STREAMLINED MINUTES

LEAGUE OF WOMEN VOTERS OF _____(NAME)
_____(DATE OF BOARD MEETING) BOARD MEETING MINUTES

CALL TO ORDER: Meeting called to order at _____(time).

PRESENT: _____(list those present).

ABSENT: _____(list those absent).

APPROVAL OF AGENDA: Agenda was approved.

APPROVAL OF MINUTES: The Minutes of the _____ (date of previous meeting) meeting were approved / approved as amended _____(note amendments to minutes, if appropriate), as moved by _____ (name of person who moved to accept) and seconded by _____ (name of person who seconded.) In favor: _____(list those who voted in support); Opposed: _____(those who voted in opposition); Abstained _____(list those who abstained). Motion passed/ failed (select appropriate.).

PRESENTATION OF REPORTS: The following reports were presented and are attached (list all).

ACTION TAKEN. The following action was taken: (list all motions, including nature of motion, person making it, person seconding it, those voting in support, those opposed, those abstaining, and the disposition fo the motion.)

New Business
_____(note New Business)

Adjourn
The meeting adjourned at _____ (time)

APPENDIX C

STREAMLINED BYLAWS
LEAGUE OF WOMEN VOTERS OF ABC

BYLAWS

(Amended and adopted on May 24, 2007)

ARTICLE I -NAME

Section I. The name of this organization shall be the League of Women Voters of ABC. This local League is an integral part of the League of Women Voters of the United States and of the League of Women Voters of New York State.

ARTICLE II -PURPOSE AND POLICY

Section I. Purpose. The purposes of the League of Women Voters of ABC shall be to promote political responsibility through informed and active participation in government and to act on selected governmental issues.

Section 2. Political Policy. The League of Women Voters of ABC shall not support or oppose any political party or candidate.

ARTICLE III - MEMBERSHIP

Section I. Eligibility. Any person who subscribes to the purpose and policy of the League shall be eligible for membership.

Section 2. Types of membership. The membership of the League of Women Voters of ABC shall be composed of voting members and associate members.

- a) Voting Members. Citizens at least 18 years of age who join the League shall be voting members of local Leagues, state Leagues and of the LWVUS; (1) individuals who live within an area of a local League may join that League or any other local League; (2) those who reside outside the area of any local League may join a local League or shall be state members-at-large; (3) those who have been members of the League for 50 years or more shall be honorary life members excused from the payment of dues.
- b) Associate Members. All others who join the League shall be associate members.

Section 3. Household memberships allow for two or more members residing at the same address.

ARTICLE IV – BOARD OF DIRECTORS

Section 1. Number, Manner of Selection and Term of Office. The Board of Directors shall consist of the officers of the League, the elected directors, and appointed directors not exceeding in number the elected directors. The elected Board shall select the appointed directors. Elected directors will serve a term of two years or until their

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successors have been elected and qualified. The terms of office for appointed directors shall be one year and shall expire at the conclusion of the next Annual Meeting following their appointment. The past president of this League, members of the Board of Directors of the League of Women Voters of the United States, members of the Board of Directors of New York State who reside in ABC are members ex-officio of the Board of Directors.

Section 2. Qualifications. No person shall be elected or appointed or shall continue to serve as an officer or director of this organization who is not a voting member of the League of Women Voters of ABC.

Section 3. Vacancies. Any vacancy occurring in the Board of Directors by reason of resignation, death, or disqualification of an officer or elected member may be filled until the next annual meeting by a majority of the remaining members of the Board of Directors. Three consecutive absences from a Board Meeting without a valid reason shall be deemed a resignation of the officer or director so absent.

Section 4. Powers and Duties. The Board of Directors shall have full charge of the property and business organization, with full power and authority to manage and conduct same, subject to the instructions of the general membership. It shall plan and direct the work necessary to carry out the program as adopted by the National Convention, the State Convention, and the Annual Meeting. Each member of the Board of Directors shall accept responsibility for carrying out the program as assigned by the Board. The Board shall create and designate such special committees as it may deem necessary.

Section 5. Executive Committee. The local board may appoint an executive committee consisting of no fewer than 2 members of the board. The executive committee shall exercise such power and authority as may be delegated to it and shall report on all actions taken by it between regular meetings of the local board.

Section 6. Meetings. There shall be at least one regular board meeting of the Board of Directors annually. The President may call special meetings of the Board of Directors and shall call a special meeting upon the written request of five members of the Board.

Section 7. Quorum. A majority of members of the Board of Directors shall constitute a quorum. Any member of the board may participate in a meeting by means of conference telephone or similar communications equipment that allows all persons participating in the meeting to hear each other at the same time; participation by such means shall constitute presence in person at a meeting.

ARTICLE V – OFFICERS

Section 1. Enumeration and Election of Officers. The officers of the League of Women Voters of ABC shall be a President, a First Vice President, and a Secretary/Treasurer or Secretary and Treasurer. In addition, the Board may contain the following officers: Second Vice President (Voter Service); third Vice President (Membership); fourth Vice President (Action); fifth Vice President (Program), and ten Directors. In addition, there may be up to ten additional directors. Directors shall be elected for terms of two years by the general membership at an Annual Meeting and shall take office immediately. The President, First Vice President, Secretary, and Treasurer or Secretary/Treasurer, The optional Officers and remaining Directors shall be elected in odd numbered years.

Section 2. The President. The President shall preside at all meetings of the organization and of the Board of Directors. The President may, in the absence or

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disability of the Treasurer, sign or endorse checks, drafts and notes. The President shall have such usual powers of supervision and management as may pertain to the office of the President and shall perform such other duties as may be designated by the Board. The President shall be, ex-officio, a member of all committees except the nominating committee.

Section 3. The Vice Presidents. The first Vice President and any additional Vice Presidents, in order of their rank, shall, in the event of absence, resignation, disability or death of the President, possess all the powers and perform all the duties of that office, until such time as the Board of Directors shall elect one of its members to fill the vacancies. The Vice Presidents shall perform such other duties as the President and Board may designate.

Section 4. Secretary. The Recording Secretary shall keep minutes of all meetings of the League and all meetings of the Board of Directors; shall notify all Officers and Directors of their election; shall sign, with the President all contracts and other instruments when so authorized by the Board; and shall perform such other functions as may be incident to the office.

Section 5. The Treasurer. The Treasurer shall collect and receive all money due; shall be the custodian of these monies; shall deposit them in a bank designated by the Board of Directors; and shall disburse them only upon the order of the Board. The Treasurer shall present statements to the Board at their regular meetings and an annual report at the Annual Meeting. The books of the Treasurer shall be audited at the close of each fiscal year.

ARTICLE VI -FINANCIAL ADMINISTRATION

Section 1. The Fiscal Year. The fiscal year of the League of Women Voters of ABC shall commence on the first day of July each year.

Section 2. Dues. Annual dues shall be payable April 1st. Any member who fails to pay his or her dues within six months after they become payable shall be dropped from the membership rolls. The amount of annual dues shall be determined by the membership at a general meeting. Notification of a proposed change in annual dues shall be mailed to all members four weeks prior to a general meeting. A person from the same household as a member and residing at the same address may join as a household member.

Section 3. Budget. A budget for the ensuing year shall be submitted by the Board of Directors to the Annual Meeting for adoption. The budget shall include support for the work of the League as a whole.

Section 4. Budget committee. A Budget committee shall be appointed by the Board of Directors at least two months prior to the Annual Meeting to prepare a budget for the ensuing year. The proposed budget shall be sent to all members one month prior to the Annual Meeting. The Treasurer shall be ex-officio a member of the Budget Committee but shall not be eligible to serve as chairman of the Budget Committee.

Section 5. Disposition of funds. Upon dissolution, the funds of the ABC League shall be paid to the League of Women Voters of New York State.

ARTICLE VIII –MEETINGS

Section 1. Membership meetings. There shall be at least one meeting of the membership each year, including the Annual Meeting. Time and place shall be determined by the Board of Directors.

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Section 2. Annual meeting. An Annual Meeting shall be held between the middle of April and the end of the first week in June, the exact date to be determined by the Board of Directors. The Annual Meeting shall:

- (a) adopt a local program for the ensuing year;
- (b) elect officers, directors, and elected members of the Nominating Committee;
- (c) adopt an adequate budget;
- (d) transact such other business as may properly come before it.

Section 3. Quorum. Ten (10) percent of the voting members of the organization shall constitute a quorum for a general meeting.

ARTICLE VIII -NOMINATIONS AND ELECTIONS

Section 1. Nominating Committee. The Nominating Committee shall consist of five members, two of whom shall be members of the Board of Directors. The Chairman and two members who shall not be members of the Board, shall be elected at the Annual Meeting. Nominations for these offices shall be made by the current Nominating Committee. The other members shall be appointed by the Board of Directors immediately following the Annual Meeting. Any vacancy on the Nominating Committee shall be filled by the Board of Directors. Suggestions for nominations for officers and directors may be sent to this Committee by any voting member.

Section 2. Report of the Nominating Committee and Nominations from the Floor. The report of the Nominating Committee shall be presented to the Annual Meeting. Immediately following the presentation of this report, nominations may be made from the floor by any voting member provided the consent of the nominee shall have been secured.

Section 3. Elections. The election shall be by ballot, except that if there is but one nominee for each office, it shall be by voice vote.

ARTICLE IX –PROGRAM

Section 1. Authorization. The governmental principles adopted by the National Convention, and supported by the League as a whole, constitute the authorization for the adoption of Program.

Section 2. Program. The Program of the League of Women Voters of ABC shall consist of:

- (a) those local government issues chosen for concerted study and action at the Annual Meeting, and
- (b) action to implement the Principles.

Program issues may cover the County of Albany or any municipality or special district within the County. Members living in a governmental jurisdiction within the area of the League of Women Voters may make program suggestions for local program concerned with that jurisdiction.

Section 3. Action by the Annual Meeting. The Annual Meeting shall act upon the Program using the following procedures:

- (a) The Board of Directors shall consider the recommendations sent in by the voting members two months prior to the Annual Meeting and shall formulate a Proposed Program.
- (b) The Proposed Program shall be sent to all members one month before the Annual Meeting.
- (c) A majority vote of voting members present and voting at the Annual Meeting shall be required for adoption of subjects in the Proposed Program as presented to the Annual Meeting by the Board of Directors. However, in connection with program relating to a specific area within the jurisdiction of the League of Women Voters of ABC, a majority vote of voting members present who live within that jurisdiction would be sufficient to adopt the jurisdictional program involved.
- (d) Recommendations for Program submitted by voting members two months prior to the Annual Meeting but not recommended by the Board of Directors may be considered by the Annual Meeting provided that:
 - (1) The Annual Meeting order consideration by a majority vote; and
 - (2) The Annual Meeting shall adopt the item by a two-thirds vote. In the case of program suggestions relating to a specific area within the jurisdiction of the League of Women Voters of ABC, and which has not been recommended by the Board of Directors, adoption of such an item at the Annual Meeting shall be by a two-thirds vote of the jurisdictional members present and voting.
- (e) Changes in the Program, in the case of altered conditions, may be made, provided that:
 - (1) information concerning the proposed changes has been sent to all members at least two weeks prior to a general membership meeting at which the change is to be discussed.
 - (2) final action by the membership is taken at a succeeding meeting.

Section 4. Member action. Members may act in the name of the League of Women Voters only when authorized to do so by the Board of Directors.

Section 5. Local League Action- The League of Women Voters of ABC may act only in conformity with, or not contrary to the position taken by the League of Women Voters as stated in the Program.

ARTICLE X -NATIONAL CONVENTION, STATE CONVENTION, COUNCIL

Section 1. National Convention. The membership of the Board of Directors at a meeting before the date on which the names of delegates must be sent to the National office shall select delegates to that Convention in the number allotted by the League of Women Voters of ABC under the provisions of the Bylaws of the League of Women Voters of the United States.

Section 2. State Convention. The membership or the Board of Directors at a meeting before the date on which the names of delegates must be sent to the state office shall select delegates to that Convention in the number allotted by the League of Women Voters of ABC under the provisions of the Bylaws of the League of Women Voters of New York State.

Section 3. State Council. The membership or the Board of Directors at a meeting before the date on which the names of delegates must be sent to the state office, shall select delegates to that Council in the number allotted the League of Women Voters of ABC under the provisions of the Bylaws of the League of Women Voters of New York State.

ARTICLE XI -PARLIMENTARY AUTHORITY

Section 1. Parliamentary Authority. The rules contained in Robert's Rules of Order Revised shall govern the organization in all cases to which they are applicable and in which they are not inconsistent with these Bylaws.

ARTICLE XII –AMENDMENTS

Section 1. These Bylaws may be amended by a two-thirds vote of voting members present at a membership meeting provided the amendments were submitted to the membership in writing at least one month in advance of the meeting, or were read at a previous meeting and written notice of such reading were sent to all members.

The orientation session should be scheduled as soon as possible after the new board is elected and include:

1. **Review the Mission and Principles of the League.**
 2. **Review Nonpartisan Policy.**
 3. **Overview of Leadership Team roles and planning resources available to team members.**
 4. Discussion of:
 - Community focused work ;
 - Visibility ;
 - Promotion of membership growth, diversity and involvement of members;
 - Budget and maintenance of a fiscally sound organization
 5. Schedule board meetings – how often, when, where, etc.
 6. Additional calendar planning (Appendices A,G)
 7. Select the key community issues for focus (See Appendix A Selecting Issues of Concern to Your Community) or do it at a future planning session;
 8. **Description of the basic tools every team member needs to carry out their responsibilities.** ~
 - LWVUS *League Basics*,
 - LWVUS *President's Packet*
 - Weekly Leaders Update (email from LWVUS)
 - LWVUS *Impact on Issues*
 - State League positions and local League positions
 - State League communications, e.g. *Voter, Board Report, etc.*
 - LWVUS website, www.lwv.org, provides access to tools, information and links to all state and local Leagues with websites. ~
 - LWVUS discussion lists (www.lwv.org, “For Members” “Get Involved” “League Sponsored Email Lists”): provides opportunities for discussion, information, and inter-League communication.
 - LWVNYS State Board Kit
 - LWVNYS In League
 - LWVNYS Impact on Issues
 - LWVNYS Website
 - State Board Reports
- Specialized State Materials

Appendix E**SAMPLE BUDGET****Income**

A. Dues*		
Individuals 12 @ \$50	\$600	
Household members 3 @ \$25	\$75	
B. Contributions		
Members	\$235	
Non-members	\$117	
C. Annual business meeting (with meal)	\$300	
D. Email issue solicitation	\$200	

Total Income \$1527

Expenses

A. Administration		
Leadership Team expenses	\$85	
Website	\$55	
Miscellaneous expenses	\$25.30	
B. Per Member Payment (PMP) to state League		
Individuals 12 @ \$15	\$180	
Household members 3 @ \$7.50	\$22.50	
Per Member Payment (PMP) to national League		
Individuals 12 @ \$29.20	\$350.40	
Household members 3 @ \$14.60	\$43.80	
C. Meetings		
Annual business meeting (with meal) 20 @ \$12	\$240	
State League workshop 2 @ \$20	\$40	
State/national convention attendance assistance (registration, hotel and travel)	\$400	
D. Activities		
Community Issue Event	\$50	
Hot Topics Luncheons	\$35	

Total Expenses \$1527

Note: This is a sample of a basic budget. The fiscal impact should be reflected in the budget if there is new Income, e.g. a special gift; and/or new Expenses, e.g. higher cost for Website, additional events and activities, etc.

APPENDIX F

STREAMLINED NONPARTISANSHIP POLICY

The League of Women Voters of _____ may take action on governmental measures and policies, but it shall not support or oppose any political party or any candidate.

Recognizing that the League experience uniquely equips members for public life and wishing to encourage members to utilize their knowledge and abilities, non-Leadership Team members are urged to participate fully in political activities (on an individual basis). Leadership Team members' activities must be limited to preserve the League's nonpartisan status.

No Leadership Team member shall run for or hold elective office. If a Leadership Team member declares for an elective office, the member should resign from the Leadership Team. Public notices released by the League announcing the resignation of a Leadership Team member to run for such an office should be carefully worded to avoid the appearance of endorsing the resigning board member's candidacy.

Leadership Team members shall not undertake any action that will cause them to be identified publicly as supporting any candidate for office or any political party. The Leadership Team members shall not participate in any political campaign in any way.

A Leadership Team member may serve on any public board, commission, committee, or coalition; however, that Leadership Team member does not represent the League unless officially designated as a League representative by the League Leadership Team.

A Leadership Team member may not speak or in any way work against a League position.

The political activities of a spouse or relative of a Leadership Team member are to be considered as separate and distinct from the activities of the Leadership Team member.

Model Nonpartisanship Policy for League with Non-Streamlined Board

NONPARTISAN POLITICAL POLICY
FOR MEMBERS OF THE BOARD OF
THE LEAGUE OF WOMEN VOTERS OF ABC

The League of Women Voters of ABC is a nonpartisan organization which does not support or oppose candidates for public office but does encourage its members, as individuals, to participate actively in the political process. The League acts on those issues the membership chooses for study and action.

The board believes that League members should be encouraged to seek and accept elective or appointive office in government. However, at the same time, board members recognize that, as a result of their close identification with the League, they have a special responsibility to see that their activities do not create a partisan impression or compromise the nonpartisan policy of an individual board member's local League. Therefore, the LWVNYS imposes the following restriction in order to preserve the nonpartisan nature of the organization.

Board members shall not run for any elective partisan office.

Members of the board of directors of the League of Women Voters of ABC:

- shall not hold office in a political club or engage in partisan activity or serve on a campaign committee, or have their names listed for making contributions.
- may hold appointed positions on state, county and local boards and commissions.
- may attend (but not host) fundraising events.
- may serve on other boards. However, any conflict arising between the two entities should be brought to the attention of the League board.

State board members shall bring the question of any prospective activity which may have potential conflict to the board for consultation.

The political activities of a spouse or relative of a board member are considered separate from the activities of that board member. However, in the event that a board member's spouse or close relative

Presented May 2011 State Convention

runs for national, state, or local office or party position, the board member shall consult with the board or executive committee about their level of involvement in the campaign.

APPENDIX G CALENDAR DRAFTING AND SAMPLE CALENDAR

CALENDAR PLANNING

The leadership team drafts the calendar at a special planning meeting. At the planning meeting, board members:

- Determine their community focus goals for the League for the year.
- Decide on the strategies that will help them realize those goals.
- Agree on a set of activities and events to carry out those strategies.
- Decide what jobs will be required and assign them to leadership team members or off-team members.
- Develop a calendar that reflects the team's planning.

The annual calendar usually contains dates for events of general interest to all members such as the following:

Local League meetings

General meetings for all members

Leadership team meetings

Annual business meeting

State League and LWVUS meetings

State convention/council meetings

State League lobby day or other statewide workshops and events

LWVUS convention (June of even-numbered years)

You can use the following sample calendar as a model for setting your League year. However, if your League has limited capacity to host events, it is better to plan fewer meaningful events than to schedule many less meaningful events.

SAMPLE LOCAL LEAGUE CALENDAR

May

Law Day-May 1

Local League Annual business Meeting

State Convention/Council

June

National Convention in even numbered years

Leadership Team planning meeting

Title IX Anniversary (June 23, 1972)

July

Freedom of Information Act Anniversary (July 4,1966)

Informational Booth at County Fair /Local Festival

Connect with community organizations on local issues

August

Membership recruiting and orientation lunch or dessert

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Observers Corps organization
Start Voter Registration drive
Women's Equality Day-August 26 event

September

"Visioning" or "Build a Better Community" Public Forum or
Public meeting on local issue
Start Hot Topics Lunches, breakfast or Evening Series***
Constitution Day-Sept. 17

October

Candidates Forum or
Public and/or member meeting
Voter Guide
UN Day-October 24

November

General Election
Poll Monitoring
Hot Topics event

December

Bill of Rights Day-December 15
Pre-legislative event **
Holiday Gathering

January

Public Forum or
State or National Program Planning meeting
Observer Corps reports

February

Local Program Planning meeting or
Hot topics event
LWV Birthday-14
Plan for Fundraising activity or event

March –Women's History Month

International Women's Day
Sunshine Week
Report from Observers

April

Candidates Forums* (if elections are conducted in May)
Voters Guide-if appropriate
Hot Topics Event
Leadership Team Assessment Tool

*Candidate Forums & Voter Guides sponsored a month before elections as appropriate for your state.

** Legislative breakfast or meetings as appropriate for your state legislative calendar

***Hot topics public meetings such as Lunch with the League, breakfast, or evening series

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APPENDIX H ELECTION ACTIVITIES CHECKLIST AND CANDIDATE FORUM CHECKLIST

ELECTION ACTIVITIES CHECKLIST

LWV is well known for its election-related work and activities. We serve our communities well, and the public depends upon the services that we provide.

There is a “Candidates Night Checklist” and a series of questions for Leagues to consider as they conduct other important voter service activities. It is a reminder that election season should not only be a time to make a difference in our communities but to make a difference in the League as well.

These suggestions are meant to complement the work that Leagues are already doing. The list is not comprehensive, nor is it expected that Leagues would be able to affirmatively answer every question.

Election season is a period of natural visibility for the League, and a time to maximize that opportunity.

Please note that additional election resources are available on www.lwv.org. These include a memo on election activities and growing the League, an FAQ about using education fund resources, public service announcements, “widgets” for www.vote411.org, and tips on conducting debates.

Voters’ Guides

Does your League publish an Electronic Voters Guide?

Does your League publish a written Voters Guide?

Does your League distribute the LWVNYYS Voters Guides?

Does your League follow up with individuals who request copies of the Voters’ Guide?

Have you done consistent (and persistent!) media outreach to promote the Voters’ Guide?

Does the Voters’ Guide include an ad to join the League? Does it have the League’s contact information? (Note: This ad must be paid for with operating fund or (c)(4) resources.)

Are there allied groups that could help to promote your Voters’ Guides?

Overall election season

Have you worked with the media to draw attention to election issues beyond the “horseshoe” (e.g., voter information on www.vote411.org or www.smartvoter.org, voter ID issues, provisional ballots) and what League members are doing to address these issues?

As more and more individuals come to your League’s Web site for information about the election, do you have a prominent “join us” message?

What are the visibility opportunities around your League’s Election Day activities (e.g., staffing a voter hotline or serving as election monitors)? For example, are volunteers wearing League buttons or stickers? Are they ready to talk about the League and/or provide contact information?

CANDIDATES NIGHT CHECKLIST

General Planning (2-3 months ahead)

- Determine which election areas or districts to cover.
- Choose format: debate, panel discussion, several districts at one meeting, etc.
- Decide on criteria for candidate inclusion in forum, ground rules such as speaking order, time limits, type of questions, etc.
- Select choice of dates, times and facilities.
- Choose cosponsor(s), if any.
- List possible moderators.
- Identify the media in your area: contact person, address, and phone number.

Arrangements (2 months ahead)

- Determine date and time of meeting.
- Check proposed facilities for adequate size, cost, location, parking, podium, microphone, and other equipment.
- Confirm arrangements with facility in writing.
- Recruit moderator or panelists, timekeepers, hostesses, voter registration person, membership person, publications person.
- Confirm arrangements with cosponsors.

Invitations (6 weeks ahead)

- Send individual letters to each candidate; including criteria, time, place, ground rules, format, and phone number of League contact person. Request RSVP by certain date.
- Send confirming letters to candidates with criteria and ground rules.

Publicity (4 weeks ahead)

- Send letters of invitation to media.
- Arrange for newspaper photographer.
- Announce meeting on League website and/or bulletin.
- Draft press release; include League contact phone number.
- Print and distribute flyers.
- Arrange for League banner, signs, decorations, and flag.
- Acquire voter registration forms and absentee ballot applications.
- Prepare written agenda; include format of candidate forum, list of candidates, office for which they are running, length of term, party designation, and election information.
- Invite local luminaries.
- Clip newspaper articles related to meeting and election for League archives.

Preparation (2-3 weeks ahead)

- Procure stopwatch, gavel, and time cards.
- Distribute agenda with timing rules and order of business to moderator, president, timekeeper, candidates, etc.
- Release pre-meeting publicity promoting attendance and encouraging citizens to vote.
- Confirm all arrangements.

Hospitality (2 weeks ahead)

- Arrange appropriate refreshments and necessary supplies.
- Arrange water glasses, paper and pencils for candidates.
- Prepare front tables, if used: tablecloths, name cards for panelists and moderator.

Prepare nametags for all candidates, moderator, timekeeper, panelists, LWV president, voter service chair, membership chair, voter registration person, etc.
Arrange press section and credentials.
Set up table with membership information and a person to be at table

At the Meeting

Arrive one hour early. Check to see that arrangements are as requested.
Hang banners and posters.
Check audio and lighting.
Greet League personnel, candidates, and press.
See that the meeting begins on time.
Thank all those involved for a successful candidates' night.
Invite attendees to join the League

After the Meeting

Write thank you notes.
Submit vouchers and receipts for reimbursement.
Prepare evaluation for files.

HOT TOPICS LUNCHEON

Every community has topics of interest that are unique and important to its citizens. What are the challenges that face your community today? What is the hot button issue that everyone is talking about at local government meetings? Consider using the “Hot Topics” Lunch as a venue to discuss these timely issues, while also bringing a spotlight to the League and its work.

When done with an intentional focus on organizational growth, Leagues have found these events to be an extremely successful way to visible and engaged in your community.

Getting Started

Step One: Enlist a small committee of two or three to draw up a plan for three to four months. The committee should decide upon the topics to be covered as well as what speakers would be appropriate. Consider “controversial” speakers or subjects that may be outside of the “usual” League interests. Customize the program to fit your League’s needs and to utilize your League’s “connections” to secure speakers. (Panels tend get higher attendance than single speakers, but the right individual speaker can draw a great crowd.)

Step Two: Secure a venue for a luncheon that you will be able to use regularly. A private dining room is a plus to ensure that your guest speakers will not be interrupted. Also consider audiovisual capability; that will be important as you grow! Negotiate a set price for food and beverage for your guests; remind the restaurant that you will be giving them repeat business and attracting the community’s “movers and shakers” (i.e., people who are good prospects for future business). Make sure that the cost of admission covers the cost of the meal, and some Leagues add on an additional amount to help offset the League’s operating expenses.

🕒 **Step Three:** It is imperative that you market your lunch programs consistently and frequently. Attendance will grow, but it will depend on very consistent reminders.

Some proven marketing strategies from Leagues in Florida include:

Put Hot Topics speakers on the cover of your League’s newsletter with their photograph and a brief biography.

Send out a bright colored postcard with essential information and a “catchy” title. Be sure to include the location, price, and how to RSVP. The use of post cards will make the invite stand out among other mail as well as cut down on your postage costs!

Use your email database to send out a series of reminders before every luncheon. Be sure to include the RSVP contact, as well as all relevant information.

Encourage members to invite their friends, family, and neighbors to these events! This is the perfect venue to bring friends who *might be interested* in joining the League. A personal invitation to attend – and hopefully join – will produce results.

Additional Tips and information:

Time: Plan on a minimum of 90 minutes from beginning to end. Arrive early, and remember to bring your banner, membership forms, past newsletters, and a reservation list!

Welcome Guests: Warmly welcome guests to this event and invite non-members to join. Have speakers and other nonmembers introduce themselves briefly prior to the speaking portion of the event.

Designate membership ambassadors: Have two of your most outgoing and welcoming members in charge of welcoming, handing out literature, and making sure new attendees are welcomed and seated with others. Make sure your membership ambassadors are comfortable asking people to join during conversations with prospective new members!

Keep it fun: Make it an interesting and informative event for members and guests to network and socialize while showing them the value of the League.

In identifying speakers, consider local professors, reporters/columnists, agency heads, law enforcement, legislators, lobbyists, elected or appointed school officials, hospital and college administrators, local activists or organizers, and authors. Utilize connections among League members to help secure speakers.

Appendix J Observer Corps

OBSERVER CORPS

EASY START GUIDE:

An observer is an individual who attends a governmental meeting, makes notes on what happens at that meeting and reports back to the League.

Steps for observing:

- . If the agency or board has a website, check it out for meeting schedules, agendas, and information about the members you will be observing. Try to get a copy of the agenda before the meeting.
- . Arrive at the meeting a little early and introduce yourself to the participants and the media if they're there. Assure the members that you are not there because something is wrong but to learn what is happening. Wear an LWV pin and bring something for taking notes
- . Remember that as an observer you're letting elected and appointed officials know that someone is watching what decisions are being made, and how they are being made. You don't have to be an expert on the state's open meeting requirements or take people to task for not being "open" but those actions should be part of your report.
- . Monitor both the issues being discussed as well as the process. Not everything will relate to a current League position, but will be of interest to the community.
- . Do not speak on the issues, either for yourself or, unless authorized to do so, on behalf of the League.
- . Prepare a short report for your League to use.

League use of an observer corps:

- . Observers can alert the League to issues in the community the League might want to study or develop a community forum about. (The Leadership Team might want to prioritize which meetings should be covered and send observers to certain local meetings where actions of interest are most likely to be happening.)
- . Observer reports can appear in the newsletter, be posted on the League website and can also be shared with non-LWV members.
- . For a specific, limited task to engage members, taking on going to the meetings of one community agency is both predictable and can be shared with someone else. Even if there are only a few local agencies or governmental bodies that can be covered, the program will benefit the League and the volunteers doing it.
- . If the meetings are televised, an observer could watch at home, submit a report about it and keep the League informed. This approach lacks

the visibility of someone attending the meeting, but still helps to identify community issues.
5. Share the results of your observing with the public officials being observed.

Recruiting:

- . Ask members to participate and share the value of participating.
- . Create a template form they can use to do their reports.

Who was there? How was the meeting conducted? What issues were discussed?

What actions were taken?

. Recognize the observers for their “sunshine” contribution. The third week in March is usually “Sunshine Week” focusing on open meetings and public access to government documents. The League has been a champion of openness in government and has supported efforts to expand open government requirements, local observers take these rules into action.

Have a meeting where observers can share their experiences and new observers can be recruited.

A more detailed publication on Observer Corps “Observing Your Government in Action” is available from the LWVUS website, www.lwv.org.

Appendix K

KEY POINTS FOR A LEAGUE STUDY

It is important to remember that the study process is a cooperative effort between the local League Leadership Team and the study committee. It is the Leadership Team's responsibility to monitor the entire process to ensure that the membership is able to come to consensus in an unbiased and nonpartisan atmosphere.

The key points of the study process are:

- **Members** chose an issue to study at the Program Planning meeting. Optimally, the **members** at the meeting should write the Focus of the study and the Scope: details of what will be studied.
- The League **Leadership Team** chooses the recommended program items for the annual meeting. If the Focus and Scope have not already been written then they should write it for the annual business meeting presentation.
- The **members** adopt the local study at the annual business meeting.
- The **Leadership Team** finds a local study chairperson.
- The **Leadership Team and the local study chairperson** recruit members for the study committee and set the date for consensus meeting. The **Leadership Team** decides if the study committee can recruit from outside the current membership.
- The **local study chairperson with the study committee** sets up the timeline, organizes and gathers research information, shares issue information with the **members**, maintains an unbiased approach to the study, and prepares for the consensus meeting presentation.
- **Members** learn about the issue from the **study committee** through articles in bulletin or on website, information forums, tours, etc. before the consensus meeting.
- The **study committee** writes the consensus questions and the **Leadership Team** approves the questions that are sent to the **members** at least two weeks before the consensus meeting
- The **study committee with a discussion leader and a recorder** develop a discussion outline, perfect their presentation and have a briefing meeting to prepare for the consensus meeting.
- The **study committee** presents the highlights of their issue research at the consensus meeting. The **discussion leader** oversees the consensus meeting to ensure there is constructive consensus discussion using the consensus questions. The **recorder** keeps accurate notes of the consensus meeting discussion.
- There is a wrap up meeting for formulation of the position statement by the **study committee, discussion leader and the recorder** using the consensus reached by the **members**.
- The **Leadership Team** decides if consensus was reached by the **members** at the consensus meeting, reviews and approves the position statement, and adopts the position.
- The **Leadership Team** may take action on the position immediately after they adopt it as a new local position.
- The **members** reaffirm all local positions at each annual business meeting.

A detailed guide to a League study is available on the LWVUS website, www.lwv.org.

More information about how to run a League study is also available in *In League* at

Comment [B1]: Get web address

Appendix L

TAKING ACTION CHECKLIST

A local League contemplating action on a community issue should consider the following:
Does the League have a position that supports the proposed action?

Do members understand and would they agree with the proposed action?
Is it a priority for the League?

Does the League have a unique role to play or would the League's assets (time and money) be better spent on other activities?

Does it have some chance of success or make an important statement for the League?

Are other organizations or a coalition already working on the issue?

What action techniques would be most effective?

How will the League deal with controversy?

How can members be involved in the proposed action?

What kind of community involvement would best support the League's efforts?

There are a variety of methods for taking action: email "calls to action" to members; letters to the editor; direct contact with a local government official; issue campaigns, to name a few. League members should be encouraged as individuals to contact their local government officials regarding League priority issues. Members, of course, are always free to take action on any topic, as long as it is clear that they are speaking as individuals, not for the League (e.g. they should not mention that they are League members in their communications). It is important to remember that only the League spokesperson (or designee) speaks in the name of the League

Appendix M

MEDIA HOOKS TO RAISE VISIBILITY

Year round visibility is a key component of successful Leagues. “Visibility” does not necessarily mean a big event; it simply is promoting the work and mission of the League, including issuing a news release, or a letter to the editor or op-ed.

Below is a list of potential “media hooks” adapted from the LWV national calendar (available on www.lwv.org). These are nationally recognized dates and anniversaries that offer local Leagues opportunities to be visible in the community. They are an “excuse” to engage local media to help build stronger relationships.

LWVUS uses these same milestones to issue statements to the media, and often a template for local Leagues to customize is also available. These templates, which are **updated annually**, are distributed via the weekly Leaders’ Update and posted on www.lwv.org.

Marking these anniversaries or milestones – by issuing a media statement or in some other way – helps to ensure that the League is in the public’s eye consistently.

Anniversaries and milestones for media hooks:

January: Start of new legislative session; Inauguration/State of Union Address

February: Youth Voter Month; 14th – League birthday

March: Women’s History Month; 8th – International Women’s Day; 15th-21st – Sunshine Week

April: 15th – Tax Day (“Check the Box” for public financing) 19th-25th – National Volunteer Week; 22nd – Earth Day

May: 1st – Law Day; 10th – Mother’s Day

June: After Annual Meetings (local, state, and national) – announce outcomes, e.g. program and leadership

July: 4th – Freedom of Information Act anniversary

August: 26th – Women’s Equality Day

September: Voter Registration Month; 17th – Constitution Day

October: Voter Education Month; 24th – United Nations Day

November: Election Day

December: 15th – Bill of Rights Day

There are sample letters to the editor and press release templates online at www.lwv.org.

Appendix N

EASY WAYS TO RAISE MONEY FOR YOUR LEAGUE

Include a line for a contribution on the member application form

Include a line for contribution on the member renewal notice

Include a donation button on web site

Set-up membership levels for recognition ...e.g. suffragist double the dues etc.

Add \$2-5 to meeting fees that include a meal.

Charge non-members a higher meeting fee about \$2-5

Pass the hat at a meeting for a specific need...candidate forum, to send a local representative to a state meeting, training session etc.

Send out a one-time solicitation for a cause by email or snail mail

Run a "drawing" at a member meeting by selling ticket chances for a prize.

Hold a silent auction at a member meeting

E-blast to members and supporters to raise operating and/or project funds periodically

Run an annual Finance Drive letter campaign to members and supporters on February 14, the anniversary of the founding of the League of Women Voters

Appendix O

MEMBER PROFILE

Please complete and return.

Name:

Date:

Address:

Phone:

Email:

FAX:

Employed: Full Time__ Part Time__ Retired__ First Joined League _____

I would like to be considered : **Active** _____ **Inactive Member/Supporter** _____

What are your special skills/talents/interests that you would like to share with

League? _____

As a grassroots organization. League depends upon the work of its members to carry on its program. We ask that active members volunteer at least a few hours per year in the **ADVOCACY, PROGRAM, VOTER SERVICE, OR ADMINISTRATIVE** activities of their choice.

Please indicate your interest(s)/skills below. (Check as many as apply.)(Training will be provided)

VOTER SERVICE

- Registering People to Vote
- Work on Voters Guide
- Work on Candidate Forums
- Election Night Reporting

ADVOCACY

- Develop Educational Materials in Support of League Positions
- Advocate on a Particular Issue or Series of Issues (list)
-
- Write Memos in Support of Bills or Position Papers
- Take Responsibility for a Particular League Position (list)
-
- Other (list)
-

WORK ON LOCAL GOVERNMENT ISSUES

- List Level of Government
- Observer Corps
- Other (list)

PUBLIC RELATIONS

- List areas of interest

FUNDRAISING

- List areas fo interest

ADMINISTRATIVE

- Planning Educational Meetings
- Newsletter
- Website
- Database Management
- Serve on Board
- Serve on Committee
- Make Telephone Calls
- Other (list)

What educational skills or work experience do you bring to League?

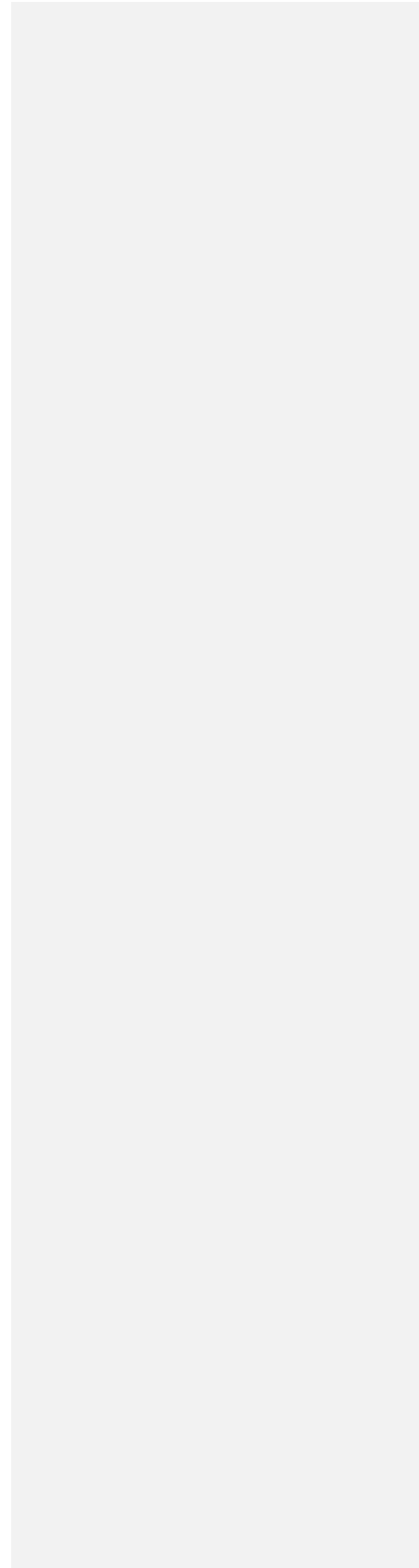
Do you know someone who would like to join our League? (friends, acquaintances, relatives)

Please fill in his/her name and phone number below:

Name: _____ Telephone: _____ E-Mail: _____

Please return this completed form to Membership Chair:

Name	Address	Phone
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Appendix P

LEADERSHIP DEVELOPMENT

ROLE OF THE LEADERSHIP TEAM

The Leadership Team is self-sustaining and should be always looking for potential leaders to engage in the League's work. The Leadership Team's plan for bringing on new leaders should include options such as:

Having at least two team people assigned to each job for mentoring purposes – one experienced person and one less experienced person. This process ensures that there will always be someone ready to step in, in an emergency or on future Leadership Teams.

Offer training opportunities for new and less experienced team and committee members.

Filling additional team and committee slots with inexperienced and new members as there is no better place than the team to learn about the League and how to lead

Holding 5-minute training sessions at each Leadership Team meeting to demystify terminology, purposes, and processes as needs arise.

We are all volunteers and we want to feel that our valuable time is being well spent. We should communicate what the value of the League is to possible leaders and their community. We need to recognize that times have changed and new leaders are looking for specific opportunities.

What are some of these specific opportunities?

A chance to lead

chance to make a difference in their communities

Respect for their personal life and how it integrates with their volunteer time

Knowledge and Skill development

Flexible scheduling

Building solid relationships and friendships

LEADERSHIP DEVELOPMENT REMINDERS:

Leadership Teams should have a deliberate, structured, and proactive plan in place for developing a constant pool of qualified, trained, and willing volunteers. To carry out this important leadership development role, the Leadership Team does the following:

Grows leaders

Considers new members for the Leadership Team

Appoints new members to committees/ Observer Corps

Cultivates leaders

Provides multiple training/orientation opportunities

Sends new members to statewide and national meetings

Mentors Leaders

Pair members up with more experienced members

Builds in redundancy for every job

Fast tracks Leaders

Recruits members with non-League skills

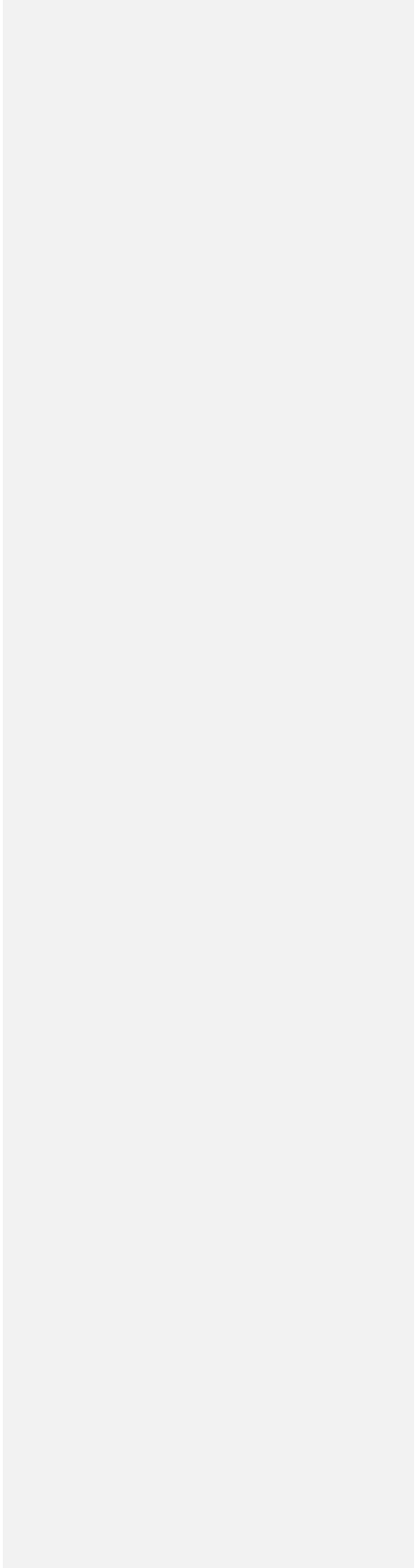
Teaches them League skills

In today's busy world, as never before, League Leadership Teams are responsible for replacing themselves.

All League leaders should be looking over their shoulders to make sure that someone is following them.

Adapted from LWVTX materials

Appendix Q_EVENTS AND ACTIVITIES FOCUSING GRID AND EVENT PLANNING CHECKLIST



-
- i NPC 701(a).
 - ii NPC603(b).
 - iii NPC 603.
 - iv NPC 603.
 - v NPC 608.
 - vi NPC 608(b).
 - vii NPC 609.
 - viii NPC 701(a).
 - ix NPC 712.
 - x NPC 705.
 - xi NPC 702(a).
 - xii NPC 713(a)
 - xiii NPC 703©.
 - xiv NPC 706 (a)
 - xv NPC 710.
 - xvi NPC 710©.
 - xvii NPC 707, 708.
 - xviii NPC 707.
 - xix NPC 708 (c)

