Board Member Handbook
Welcome to the Board!

Congratulations on your election or appointment to the Board of Directors of the League of Women Voters of Virginia. You will begin to see a bigger picture of the League’s operations and functions at national, state and local levels. You will see how often local Leagues look to the state board for guidance and leadership, and develop a greater appreciation of the need to be there for local Leagues and MAL Units.

As a state League leader, you are expected to produce an incredible range of results that reflect upon the state League as a whole. These results include, but are not limited to, representing the organization during public testimony on state issues, defining and explaining state versus local issues, overseeing the generation of revenue and analyzing how it will be used, training leaders for tomorrow, and generally watching over the health and welfare of local Leagues and MAL Units.

Each Board member brings a wealth of knowledge and experience to the table and makes a valuable contribution to the Board as a whole. Working with League members from around the state brings a diverse perspective to the League experience. Shared problems and shared solutions as well as the creation of new, exciting goals evolve through an amazing democratic process. With the League’s mission always in the forefront, your individual vision and leadership will be sought by members throughout the state as well as other members on the Board.

Accepting a directorship implies and brings with it certain responsibilities and requires a certain amount of time. Along with your responsibilities comes great satisfaction in knowing you played a part in assisting the League in carrying out its mission. Most of all, it is hoped you will enjoy your leadership role and the many rewards that come with it.

Letting Go – the Transition from Local League to State Board

In many ways, service on the state League board is like service on a local League board – both are multi-issue, non-partisan, and grassroots based. At all levels, the League shares the same mission, has more opportunities than resources, and its board members are dedicated, talented, stimulating people with whom it is fun to work.

In other ways, service on the State Board differs vastly from service on a local board. There are more procedures for clearance and more editing, there are fewer meetings and phone calls, but lots more e-mail. Instead of being concerned with one small, medium-sized or large local League, you now must consider the needs of all the members in local Leagues of varying size and location (urban vs. suburban vs. rural), plus Member at Large (MAL) units around the state – members whom you seldom or never see.

Your first priority as a State Board member is to the state League and your role on the board. We assume, however, you will stay active in your local League or MAL Unit. You may be asked to continue to serve on your local League board, and while it is not prohibited, it is not a good idea, since you now have around 1,000 League members and Virginia citizens who also need your skills and expertise. Serving on both boards simultaneously may result in conflicting priorities and stressful competition for your time and energy. Consider helping your local League with non-board tasks and activities.
By all means, attend local League meetings and events, but refrain from being their State Board resource person – we have a liaison system for that. Staying off the local board, refraining from advising on everything and allowing new local leaders to assume responsibility will help make the relationship with your local League comfortable and productive.

Taking Hold – Your First Months on the State Board

“Letting go” as a local League leader is a gradual process; “taking hold” is not as gradual! You are going to be involved with the State Board almost as soon as you take office, with orientation and your first board meeting.

Gradually, you will learn how much time you can devote to community activities while carrying out your State Board responsibilities. You are not asked to ignore your job or family, but that you make State Board service your major volunteer activity, or at least one of your most important volunteer activities.

You will want to familiarize yourself with the various State League names and acronyms: The League of Women Voters of Virginia is also referred to as the State League and LWV-VA. (Note that League is always capitalized and that our abbreviations use a hyphen between LWV and VA, unlike LWVUS.) The League of Women Voters of Virginia Education Fund is also known as the Education Fund or the Ed Fund. For minutes and financial reporting, the State League is referred to as the Operating Fund, to differentiate it from the Ed Fund.

You will want to set up a notebook for the materials that you will need to refer to at board meetings and other times – those items are listed in “Responsibilities of State Board Members”.

Prior to the summer board meeting, you will be appointed to serve on a board committee, chaired by the appropriate officers. After your appointment to a committee, contact your predecessor, if there is one, to arrange for transfer of files, which may be paper or electronic or both. Talk to your predecessor as often as needed to make use of her/his experience and obtain necessary guidance.

Last, but not least, remember that State Board members are leaders of the State League, which is composed of around 1,000 members, who may call on you for help (or to complain) before your feet are even wet! Be helpful, but don’t hesitate to ask your committee chair or the president when you are not sure how to proceed.

Welcome to the 2015-2017 LWV-VA State Board!
Board Member Handbook

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This information will be in the updated League Directory.
Part II
Calendar

July 2015 Edition
501 East Franklin Street - Suite 624
Richmond, VA 23219
LWV-VA 2015-16 Calendar

July 2015

4  Independence Day
15-16 LWV-VA Board Retreat - Holiday Inn; Staunton, VA
15  Deadline for VA Voter articles
18  Eid al-Fitr (Muslim)

August 2015

1  VA Voter Published
1  LWVNCA Member & Leadership in Arlington @ NRECA Bldg.
14  LWVNCA Board Meeting -DC
15  LWV-VA Fundraising letter
26  Women’s Equality Day
19th Amendment ratified

September 2015

7  Labor Day
11  LWVNCA Board Meeting
11  Patriot Day
14  Rosh Hashanah begins @ sundown
15  Deadline for VA Voter articles
17  Constitution/Citizenship Day
22  National Voter Registration Day (4th Tuesday in September)
22-27 National Voter Registration Week
23  Yom Kippur begins @ Sundown
30  LWV-VA Board Meeting

October 2015

1  LWV-VA Workshops
1  VA Voter Published
9  LWVNCA Board meeting & Presidents’ Lunch in DC
12  Columbus Day
13  Last Day to Register for General Election
27  Last Day to apply for an Absentee Ballot by Mail
**November 2015**

1. Daylight Savings Time Ends
2. Deadline for *VA Voter* articles
3. General Election Day
   Absentee ballots due by 7 pm
4. LWVNCA Board meeting
5. Veteran’s Day
6. *VA Voter Published*
7. Bill Pre-filing for the 2016 session
8. Thanksgiving

**December 2015**

1. *LWV-VA Board meeting*
   [Arrange for the Vote411.org Contract with LWVUS]
2. Women’s Roundtable
   *(WLRT)* Pre-Session Luncheon,
   *Richmond @ Capitol Building*
3. LWVNCA Board meeting
4. Hanukkah begins at sundown
   *(Lasts 8 days)*
5. Bill of Rights Day
6. *VA Voter Published*
7. Winter begins
8. Christmas Day
9. Kwanzaa begins
10. Happy New Year !!!!!

Board members are expected to attend all meetings highlighted in *italics*

*For updates & changes check the web calendar at*
[http://www.lwv-va.org/calendar.html](http://www.lwv-va.org/calendar.html)

Local Leagues are asked NOT to schedule any meetings on the same day as an LWV-VA event.
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March 2016

| 1 | Presidential Primary VA |
| 2 | WLRT Richmond |
| 4 | LWVNCA Board meeting |
| 13 | Daylight Savings Time begins |
| 12 | Approximate GA Sine Die |
| 13-19 | Sunshine Week Open Government |
| 20 | Spring begins |
| 27 | Easter |

April 2016

| 1 | LWVNCA Board meeting |
| 6 | LWV-VA Board Meeting |
| 11 | Last day to register to vote In Cities & Town Elections |
| 15 | Deadline for VA Voter articles |
| 20 | G.A. Reconvene session |
| 22 | Earth Day |
| 23 | Passover begins at sundown |

Please remember to update changes to your Voter Registration information with the Department of Elections at https://www.vote.virginia.gov/ Remind friends and family to do likewise.

For updates & changes check the web calendar at http://www.lwv-va.org/calendar.html

Please check it often.
Part III
How We Operate

July 2015 Edition
501 East Franklin Street - Suite 624
Richmond, VA 23219
# Part III- How We Operate

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MISSION STATEMENTS

League of Women Voters of Virginia (LWV-V)
The League of Women Voters, a nonpartisan political organization, encourages informed and active participation in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy. We never support or oppose any political party or candidate.

League of Women Voters of the United States (LWVUS)
The League of Women Voters, a nonpartisan political organization, encourages informed and active participation in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy. (2007).

Vision, Beliefs and Intentions
The goal of the League of Women Voters is to empower citizens to shape better communities worldwide.

The League of Women Voters of the United States is a nonpartisan political membership organization, which:
- acts after study and member agreement to achieve solutions in the public interest on key community issues at all government levels.
- builds citizen participation in the democratic process.
- engages communities in promoting positive solutions to public policy issues through education and advocacy.

The League of Women Voters Education Fund is a nonpartisan public policy educational organization, which:
- builds citizen participation in the democratic process.
- studies key community issues at all government levels in an unbiased manner.
- enables people to seek positive solutions to public policy issues through education and conflict management.

We believe in:
- respect for individuals.
- the value of diversity.
- the empowerment of the grassroots, both within the League and in communities.
- the power of collective decision making for the common good.

We will:
- act with trust, integrity and professionalism.
- operate in an open and effective manner to meet the needs of those we serve, both members and the public.
- take the initiative in seeking diversity in membership.
- acknowledge our heritage as we seek our path to the future.

Core Values:
- We are a nonpartisan political membership organization.
- We believe that grassroots initiatives and consensus building are the strengths of our organization.
- We believe that our organization models the principles of good governance.
We consider well before taking action and prepare well before beginning to act.
We believe that citizenship requires knowledge, as well as the ability and will to act.
We believe that the responsibility of good government rests on the shoulders of its citizens.
We believe that the rights of citizens at home and abroad are interdependent.
(2004; no changes as of 6/1/15)

Our Roles
The League of Women Voters has two separate and distinct roles.

- **Voter Service/Citizen Education**: we present unbiased nonpartisan information about elections, the voting process, and issues. To conduct our voter service and citizen education activities, we use funds from the League of Women Voters of Virginia Education Fund, which is a 501(c)(3) corporation, a nonprofit educational organization.
- **Action/Advocacy**: we are nonpartisan, and, after study, we use our positions to advocate for or against particular policies in the public interest. The League of Women Voters, a membership organization, conducts action and advocacy and is a nonprofit 501(c)(4) corporation.

Our Principles:
Whatever the issue, the League believes that government policy, programs and performances must meet these criteria:

1* competent personnel with clear responsibilities
2* coordination among agencies and levels of government
3* adequate financing
4* effective enforcement
LEAGUE OF WOMEN VOTERS OF VIRGINIA
BYLAWS

As Amended: June 2, 2013

ARTICLE I. Name and Office

Sec. 1. Name. The name of this organization shall be League of Women Voters of Virginia, hereinafter referred to in these bylaws as LWV-VA, or, as the state League. This state League is an integral part of the League of Women Voters of the United States, hereinafter referred to in these bylaws as LWVUS.

Sec. 2. Office. The principal office of the LWV-VA shall be at such place as the board of directors shall determine.

ARTICLE II. Purposes and Policy

Sec. 1. Purposes. The purposes of the LWV-VA are to promote political responsibility through informed and active participation in government and to act on selected governmental issues.

Sec. 2. Political Policy. The League shall not support or oppose any political party or any candidate.

ARTICLE III. Membership

Sec. 1. Eligibility. Any person who subscribes to the purposes and policy of the League shall be eligible for membership.

Sec. 2. Types of Membership.

a. Voting Members. Citizens at least 18 years of age who join the League shall be voting members of local Leagues, the state League and 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 life members excused from the payment of dues.

b. Associate Members. All others who join the League shall be associate members.

ARTICLE IV. Officers

Sec. 1. Election, Qualifications and Term. The officers of the LWV-VA shall be a president, or co-presidents, and a first vice-president, a second vice-president, a secretary, and a treasurer who shall be voting members of the LWV-VA. They shall be elected by the convention. They shall take office on July 1 following convention and shall serve for two years or until their successors have been elected and qualified.

Sec. 2. The President. The president or co-presidents shall have such powers of supervision and management as customarily pertain to the office; shall preside at all meetings of the organization and of the board of directors or designate another person to do so; shall be, ex officio, a member of all committees
except the nominating committee; shall appoint an elected member of the board to sign with the president, 
all contracts and other such instruments when so authorized by the board; may, in the absence or disability 
of the treasurer, sign or endorse checks, drafts and notes; and shall perform such other duties as the board 
may designate. The office of the president may be filled by two persons, to be called co-presidents. Thus 
the term president shall refer to either a president or two co-presidents in these bylaws.

Sec. 3. The Vice-Presidents. The two vice-presidents, in the order of their rank, shall, in the event of the 
absence, disability, resignation or death of the president, possess all the powers and perform all the duties 
of that office. In the event that neither vice-president is able to serve in this capacity, the board of directors 
shall fill the vacancy from among the elected directors. The vice-presidents shall perform such other 
duties as the president and board may designate.

Sec. 4. The Secretary. The secretary shall keep or cause to be kept minutes of convention, council and of 
meetings--whether in-person or electronic--of the board of directors and executive committee and present 
them to the board for approval at its next meeting. The secretary shall notify all officers and directors of 
their election. The secretary shall perform such other duties as customarily pertain to the office.

Sec. 5. The Treasurer. The treasurer, or a duly appointed assistant, shall collect and deposit all moneys 
received. The treasurer shall be the custodian of these moneys, shall deposit them in financial institutions 
designated by the board of directors, and shall disburse the same in accord with the adopted budget or 
upon order of the board of directors. The treasurer shall present periodic statements to the board at its 
regular meetings and an annual report to the convention or council. The books of the treasurer shall be 
reviewed when a new treasurer takes office and no less frequently than biennially and a report presented to 
the board at its next meeting.

Sec. 6. Transfers of Property. With prior approval of the board, either the president or the treasurer shall 
have the authority to assign, endorse, transfer and deliver, in the name and in behalf of the LWV-VA, any 
certificate of stock, bond, note or other security or property belonging to the League.

ARTICLE V. Board of Directors

Sec. 1. Selection, Qualifications and Term. The board of directors shall consist of the officers of the 
LWV-VA, six directors elected by the convention and not more than six directors appointed by the elected 
members of the board. All directors shall be voting members of the LWV-VA. The elected directors shall 
take office on July 1 following the convention and serve for two years or until their successors have been 
elected and qualified. The term of office of the appointed directors shall expire concurrently with that of 
the elected directors.

Sec. 2. Vacancies. Vacancies other than the presidency may be filled, until the next convention, by vote 
of the remaining members of the board.

Sec. 3. Powers. 
a. The board of directors shall have full charge of the property and business of the organization with full 
power and authority to manage and conduct same, subject to the instructions of the convention.

b. The board shall plan and direct the work necessary to carry out the program on state governmental 
matters as adopted by the convention and/or council.

c. The board shall accept responsibility delegated to it by the board of directors of the LWVUS for the 
organization and development of local Leagues; guidance of and cooperation with Inter-League 
Organizations (hereinafter referred to in these bylaws as ILOs); promotion of League program; financial 
development; and such other matters as the national board may delegate to it. It may form member-at-
large units where circumstances dictate such organization and shall adopt rules and procedures for the 
formation and operation of such units.
d. The board shall have the power to appoint off-board chairs with organization or program portfolios; to create such special committees as it deems necessary; and shall perform such other duties as are specified in these bylaws.

Sec. 4. Regular Meetings. There shall be at least four regular meetings of the board of directors annually. A minimum of two of these shall be in-person meetings. Notice of the time and place of the meeting shall be given by mail or electronic communication at least two weeks before the meeting. No action taken at any regular board meeting attended by three-fourths of the members of the board shall be invalidated because of the failure of any member or members of the board to receive any notice properly sent or because of any irregularity in any notice actually received. More than three unexcused absences in one fiscal year shall constitute a resignation.

Sec. 5. Special Meetings. 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. Notice of the time and place of the special meeting shall be given at least six days before the meeting, provided, however, that during a convention the president may, or upon the request of five members of the board shall, call a special meeting by handing the members of the board a written notice of the time and place of said meeting.

Sec. 6. Quorum. A majority of the members of the board shall constitute a quorum. Up to one quarter of the members of the board may participate in an in-person meeting by means of conference telephone or by any means of communication by which all persons participating in the meeting are able to hear or communicate electronically with one another. Participation by such means shall constitute presence in person at a meeting.

Sec. 7. Executive Committee. An executive committee composed of the president or co-presidents, the vice presidents, the secretary and the treasurer shall make decisions between regular board meetings on matters that require immediate attention. The committee shall exercise such power and authority as may be delegated to it by the state board and shall keep minutes and report to the board at its next meeting on all actions taken.

Sec 8. Electronic Meetings. Regular and special meetings of the board of directors and executive committee may be conducted by electronic means, such as telephone conference calls, video conferencing, or e-mail.

ARTICLE VI. Local Leagues, ILOs and Member-at-Large Units

Sec. 1. Local Leagues.

a. Local Leagues are those Leagues within the Commonwealth of Virginia that have been so recognized by the LWVUS.

b. The state board has responsibility for the establishment of new Leagues and shall recommend to the national board that it grant recognition as a local League to any group of members of the League in any community within the state in which no local League exists, provided the group fulfills state and national requirements.

c. In the event of recurrent failure of a local League to fulfill these requirements, the state board shall recommend to the national board that it withdraw recognition from the local League. All funds held by a local League from which recognition has been withdrawn shall be paid to the LWV-VA after the national per member payment and other obligations have been met.

Sec. 2. Inter-League Organizations (ILOs).
a. Members enrolled in local Leagues may organize ILOs in order to promote the purposes of the League and to take action on county, metropolitan or regional governmental matters.

b. The state board shall recommend to the national board that such an ILO be recognized provided requirements adopted by the national convention have been fulfilled. In the event of recurrent failure of an ILO to fulfill these requirements, the state board shall recommend to the national board that it withdraw recognition from the ILO. All funds held by an ILO from which recognition has been withdrawn shall be prorated among the member Leagues.

Sec. 3. Member-at-Large Units.

a. The state board may authorize the establishment of member-at-large units in communities where circumstances dictate such organization. Member-at-large units shall fulfill state League requirements.

b. In the event of recurrent failure of a member-at-large unit to fulfill these requirements, the state board may withdraw recognition from the unit. All funds held by a member-at-large unit from which recognition has been withdrawn shall be paid to the state League after other obligations have been met.

ARTICLE VII. Convention

Sec. 1. Place, Date, and Call. A convention of the LWV-VA shall be held biennially in the odd-numbered years at a time and place to be determined by the board of directors. A first call to convention shall be sent to the presidents of local Leagues and ILOs and to the chairs of member-at-large units at least six weeks before the date fixed in said call. Thereafter the board may advance or postpone the opening date of the convention by not more than two weeks. A final call giving the exact time and place of the convention shall be sent to the presidents of local Leagues and ILOs and to the chairs of member-at-large units at least thirty days before convention.

Sec. 2. Composition. The convention shall consist of:

a. delegates chosen by the members of local Leagues in the number provided in Sec. 4 of this Article;
b. the presidents of local Leagues and chairs of member-at-large units or an alternate in the event the president or chair is unable to attend;
c. the members of the board of directors of the LWV-VA;
d. LWV-VA off-board committee chairs with portfolio; and
e. one delegate chosen by the board of each ILO.

Sec. 3. Delegates' Qualifications and Voting. All delegates shall be voting members of the League. No delegate shall be entitled to more than one vote and absentee or proxy voting shall not be permitted. Delegates of local Leagues that have failed to make a reasonable effort to meet the fiscal year’s per member payment to the LWV-VA shall be denied voting privileges. The convention shall be the sole judge of whether a delegate is qualified to vote.

Sec. 4. Representation. The members of the LWV-VA who are organized into local Leagues or member-at-large units in the Commonwealth of Virginia shall be entitled to voting representation in the convention as follows: the members in each local League or member-at-large unit shall be entitled to two delegates; when a local League membership reaches 25 voting members, it shall be entitled to one additional delegate; thereafter one additional delegate shall be authorized for each additional twenty-five voting members or major fraction thereof belonging to said local League. The official membership count shall be determined by national office records of voting members as reported to the national office in the membership count of the year in which the convention is held.

Sec. 5. Powers. The convention shall consider and authorize for action a program; elect officers and
directors, the chair and two members of the nominating committee; adopt a budget for the next fiscal year; give guidance to the board on program and methods of work; and transact such other business as may properly come before it.

Sec. 6. Quorum. Thirty percent of the possible number of voting delegates other than the members of the state board shall constitute a quorum provided that a majority of local Leagues are represented.

ARTICLE VIII. Council

Sec. 1. Place, Date and Call. A meeting of the council shall be held biennially, approximately twelve months after each convention at a time and place to be determined by the board of directors. A formal call giving the exact time and place of the council shall be sent to the presidents of local Leagues and ILOs and to the chairs of member-at-large units at least six weeks before a council meeting. In the event of an emergency, the board may call a special council meeting.

Sec. 2. Composition. The council shall consist of the presidents of local Leagues and the chairs of member-at-large units or an alternate in the event the president or chair is unable to attend; one delegate chosen by each local League and member-at-large unit; the members of the state board; and one delegate chosen by the board of each ILO.

Sec. 3. Delegates’ Qualifications and Voting. All delegates shall be voting members of the League. Delegates of local Leagues that have failed to make a reasonable effort to meet the fiscal year’s per member payment to the LWV-VA shall be denied voting privileges. The council shall be the sole judge of whether a delegate is qualified to vote.

Sec. 4. Powers. The council shall give guidance to the board on program and methods of work; adopt changes in the program, if recommended by the board, following the procedures described in Article X; adopt a budget for the next fiscal year; and transact such other business as may properly come before it.

Sec. 5. Quorum. Ten delegates, other than the members of the state board, shall constitute a quorum provided that a majority of local Leagues are represented.

ARTICLE IX. Nominations and Elections

Sec. 1. Nominating Committee. The nominating committee shall consist of five members, of whom three shall not be members of the state board. The three to be elected by the convention shall include the chair. Promptly after convention, the board shall appoint two of its members to the committee. Vacancies shall be filled by appointment by the board.

Sec. 2. Suggestions for Nominations. The nominating committee shall request suggestions for nominations through the president of each local League and ILO and chair of each member-at-large unit by advising them of the offices to be filled and the address to which suggestions are to be sent. Any LWV-VA member may submit suggestions to the nominating committee.

Sec. 3. Report of Nominating Committee. The report of the nominating committee containing its nominations for officers, directors and the chair and two members of the next nominating committee shall be sent to the presidents of local Leagues and ILOs and to the chairs of Member-at-Large Units at least four weeks before convention. The report of the nominating committee shall be presented to the convention at its first session. Nominations may be made from the floor immediately thereafter, provided the consent of the nominee has been obtained.
Sec. 4. Election. The election shall be the responsibility of an election committee appointed by the president at the first session of the convention. Election shall be by ballot except that if there is only one nominee for an office it shall be by voice vote. A majority vote shall constitute an election.

ARTICLE X. Principles and Program

Sec. 1. Principles. The governmental Principles adopted by the national convention and supported by the League as a whole constitute the authorization for the adoption of program.

Sec. 2. Program. The program of the LWV-VA shall consist of action to implement the Principles and those state governmental issues chosen for concerted study or concurrence and action by the convention or, if recommended by the board, the council. Information on governmental issues designed for member information and education may be prepared and disseminated by the board at any time.

Sec 3. Program Adoption. a. LWV-VA committees and task forces, local League boards, and voting members of the LWV-VA may make recommendations for new issues for study, amendment or elimination of current LWV-VA positions, or concurrence with a new support position. Recommendations must be submitted to the state board at least three months before convention or council.

b. Any such League board, LWV-VA study committee, task force or voting member shall send to the board accompanying background information on the issue proposed for study, concurrence, amendment or action, including the timing, need and importance of the issue for study or action, and the rationale for seeking the proposed form of obtaining member agreement.

c. The board shall consider all properly submitted recommendations and formulate a proposed program, which shall be sent to the presidents of local Leagues and ILOs and to the chairs of member-at-large units at least four weeks before convention or, if the board recommends, the council.

d. The convention or council shall adopt or amend the program proposed by the board by a majority vote of those present and voting.

e. A program recommendation properly submitted by the deadline but not proposed by the board may be adopted by the convention only if its consideration is ordered by a majority vote of the convention and the proposal receives approval by a three-fifths vote of the convention delegates present and voting at a subsequent session of the same meeting.

Sec. 4. LWV-VA Program Support Positions. After the LWV-VA board approves new or amended positions for inclusion in LWV-VA program, they become the LWV-VA’s positions and the basis for action on the issue. Changes to the positions may be made by the convention or council according to the procedures and limitations described in this Article.

Sec. 5. Program Action. Local Leagues may act only in conformity with, not contrary to, the positions taken by the LWVUS or the LWV-VA. Action on state governmental matters on the basis of local positions should be undertaken only after consultation with the state board. Members may act in the name of the LWV-VA only when authorized to do so by the state board.

ARTICLE XI. National Convention and Council

Sec. 1. National League Convention. The state board, at a meeting before the date on which names of delegates must be sent to the national office, shall elect delegates to national convention in the number allotted the LWV-VA under the provisions of the LWVUS bylaws.

Sec. 2. National League Council. The state board, at a meeting before the date on which names of delegates must be sent to the national office, shall elect delegates to national council in the number allotted the LWV-VA under the provisions of the LWVUS bylaws.
ARTICLE XII. Financial Administration

Sec. 1. Fiscal Year. The fiscal year of the LWV-VA shall be from July 1 through June 30 of the subsequent year.

Sec. 2. Financial Support.
   a. Financial responsibility for the work of the League as a whole shall be assumed annually by local Leagues.
   b. Members of local Leagues shall pay annual dues to the local League. Each local League shall make a per member payment directly to the LWV-VA, the amount of such payment to be determined by the convention or council. When two or more members reside at the same address in a common household, the local League shall make a payment equal to one and one-half times the determined per member payment. A local League shall be excused from making a per member payment for life members.
   c. Members-at-large shall pay annual dues to the LWV-VA, the amount to be determined by the state board. The LWV-VA shall make a per member payment to the LWVUS for members-at-large.

Sec. 3. Budget. The board of directors shall submit to the convention and council for adoption a budget for the next fiscal year, specifying the per member payment rate. A copy of the budget shall be sent to the presidents of local Leagues and ILOs and to the chairs of member-at-large units at least four weeks before the convention or council. A budget shall be adopted by a majority vote of the convention or council.

Sec. 4. Budget Committee. The budget shall be prepared by a committee that shall be appointed by the state board for that purpose at least three months before convention or council. The treasurer shall be, ex officio, a member of the budget committee but shall not be eligible to serve as chair.

Sec. 5. Distribution of Funds on Dissolution. In the event of the dissolution of the LWV-VA, all moneys and securities that may at the time be owned by or under the absolute control of the LWV-VA shall be paid to the LWV-VA Education Fund after the state board has paid or made provisions for payment of all the liabilities of the LWV-VA. All other property of whatsoever nature, whether real, personal, or mixed that may at the time be owned by or under the control of the LWV-VA shall be disposed of by any officer or employee of the organization having possession of same to such person, organization, or corporation for such public, charitable or educational uses and purposes as the board of directors in its absolute discretion may designate.

ARTICLE XIII. Parliamentary Authority

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the organization in all cases to which they are applicable and in which they are not inconsistent with these bylaws.

ARTICLE XIV. Amendments

These bylaws may be amended at any convention or council by a two-thirds vote provided that the proposed amendment was submitted to the state board at least three months before convention by a local League board or was proposed by the state board. The state board shall send all such proposed amendments to the presidents of local Leagues and ILOs and to the chairs of member-at-large units at least four weeks before the convention or council at which they will be considered.
LWV-VA EDUCATION FUND, INC. BYLAWS

As of May 2, 2011

A Virginia Non-stock Corporation

ARTICLE I – NAME

The name of the corporation is the League of Women Voters of Virginia Education Fund, Inc. (the “Corporation”).

ARTICLE II – PURPOSE AND POLICY

Section 1

The purpose of the Corporation is to promote political responsibility through informed and active participation in government.

Section 2

The Corporation has been organized to operate exclusively for charitable and educational purposes, including, but not limited to, the following:
1. To build participation in the democratic process,
2. To study public policy issues in Virginia in an unbiased, nonpartisan manner, and
3. To educate and empower people to seek positive solutions to public policy issues.

ARTICLE III – CORPORATE ACTIVITIES

The Corporation shall not be operated for profit and is constituted so as to attract substantial support from contributions from a representative number of persons.

No substantial part of the activities of the Corporation shall be to attempt to influence legislation, and the Corporation shall not support or oppose any political party or candidate, or participate in or intervene in any political campaign on behalf of any candidate for public office.

Notwithstanding any other provision of these bylaws, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code of 1954 as amended (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are deductible under section 170(C)(2) and section 2522 of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

ARTICLE IV - OFFICES AND REGISTERED AGENT

Section 1 Offices

The Corporation shall maintain continuously in Virginia an office at such place as may be designated by the Board of Directors or the President. The principal office of the Corporation and such other offices as it may establish shall be located at such place(s), either within or without Virginia, as may be designated by the Board of Directors.
Section 2 Agent

The Corporation shall maintain continuously within Virginia a registered agent, which agent shall be designated by the Board of Directors.

Section 3 Changes

Any change in the office or registered agent of the Corporation shall be accomplished in compliance with Virginia statutes and as provided in these Bylaws.

ARTICLE V – MEMBERSHIP

Section 1

The Corporation is a membership corporation. The League of Women Voters of Virginia (the “LWV-VA”), a Virginia corporation, is the sole and only member of the Corporation. No other individual or organization is eligible for membership.

Section 2

The LWV-VA shall have voting rights with respect to the election of Directors, and such other matters as are provided in these Bylaws.

Section 3

The Corporation shall submit an annual report of its finances and activities to the LWV-VA, and shall furnish the LWV-VA such other reports as it may direct.

ARTICLE VI – BOARD OF DIRECTORS

Section 1 General Powers and Duties

The affairs of the Corporation shall be managed in their sole discretion, subject to the Articles of Incorporation and these Bylaws, by the Board of Directors. The Board of Directors shall exercise the authority and powers of the Corporation, set its objectives and policies in accordance with its Articles of Incorporation and these Bylaws, adopt such rules for the management of the Corporation as they may from time to time deem proper and necessary to carry out the purposes of the Corporation, adopt a budget, and attend generally to its government and finances.

Section 2 Composition and Election

A. The number of Directors constituting the Board of Directors shall be fixed by resolution of the Board of Directors, but shall not be fewer than three or more than fifteen.

B. Directors shall be elected by the LWV-VA Board of Directors for two-year terms, commencing at the beginning of the Corporation’s fiscal year in each odd year. Directors shall continue to serve with full authority until their successors are elected. The term of a Director shall also expire by her or his death, resignation or removal in accordance with these Bylaws.

C. A Director may resign at any time by giving notice thereof in writing to the President or the Secretary of the Corporation. Such resignation shall take effect at the time specified therein, and, if not
specified therein, it shall take effect upon receipt; the acceptance of such resignation shall not be necessary to make it effective.

D. A Director may be removed, with or without cause, by a three-quarters vote of the other Directors in office, or by a three-quarters vote of the board of directors of the LWV-VA.

E. Vacancies may be filled at any time by majority vote of the remaining directors.

Section 3 Meetings of the Board of Directors

A. Regular meetings of the Board of Directors shall be held at least four times each year. There shall be a minimum of two meetings in person annually. Special meetings shall be called at the discretion of the President or at the request of one-third of the Directors in office.

B. The time, place and manner of all meetings of the Board of Directors shall be designated by the President.

C. At least ten days' notice shall be given to each Director of a regular meeting of the Board of Directors. A special meeting of the Board of Directors may be held upon notice of at least five days.

D. Except as otherwise provided by law, the Articles of Incorporation or these Bylaws, all matters before the Board of Directors shall be decided by a majority vote of the Directors present at a meeting at which a quorum exists.

E. A director who is present at a meeting of the Board of Directors at which action on a corporate matter is taken shall be presumed to have assented to the action taken unless her or his dissent shall be entered in the minutes of the meeting, or unless she or he shall file her or his written dissent to such action with the Secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary immediately after adjournment of the meeting. If dissent is not noted when the minutes are circulated or approved, the dissenting Director(s) may direct its inclusion.

F. Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting if the text of the resolution or matter agreed upon is sent either in writing or electronically to all the Directors in office and all the Directors in office consent to such action either in writing or electronically, setting forth the action taken. Such consent shall have the same force and effect as a vote of the Board of Directors at a meeting and may be described as such in any document executed by the Corporation.

Section 4 Quorum and Voting

Any or all Directors may participate in a meeting of the Board of Directors, or a committee of the Board of Directors, by means of conference telephone or by any means of communication by which all persons participating in the meeting are able to hear or communicate electronically with one another, and such participation shall constitute presence in person at the meeting. A majority of the Directors constitutes a quorum at any regular or special meeting. Each Director shall have one vote and a majority of all the votes cast at a meeting at which a quorum is present is sufficient to approve any matter that properly comes before the meeting.

ARTICLE VII – OFFICERS

Section 1

The Officers of the Corporation shall be a President, a Vice President, a Treasurer, a Secretary and such other officers as the Board of Directors may designate. The Board of Directors shall elect the officers by
a majority vote from amongst the duly elected Directors. All of the Officers of the Corporation shall hold their offices for such terms, not in excess of two years, as shall be determined from time to time by the Board of Directors.

Section 2

The Officers of the Corporation shall hold office until their successors are chosen and qualified. Any Officer of the Corporation may be removed, with or without cause, at any time by a majority of the Directors in office. Any vacancy occurring in any office of the Corporation may be filled by the Board of Directors.

Section 3

The duties and powers of the Officers of the Corporation shall be as provided in these Bylaws or as provided pursuant to these Bylaws, or (except to the extent they are inconsistent with these Bylaws or with any provision made pursuant hereto) shall be those customarily exercised by corporate officers holding such offices.

Section 4 The President and Vice President

The President shall be the chief executive officer of the Corporation. She or he shall preside at all meetings of the Board of Directors or shall designate another person to do so. She shall be, ex officio, a member of all committees. She or he shall supervise and control all of the affairs of the Corporation in accordance with any policies and directives approved by the Board of Directors. The Vice President will fulfill the duties and exercise the powers of the President in her or his absence.

Section 5 The Secretary and Treasurer

A. The Secretary shall be responsible for keeping an accurate record of the proceedings of all meetings of the Board of Directors, and such other actions of the Corporation as the Board of Directors shall direct. She or he shall give or cause to be given all notices in accordance with these Bylaws or as required by law and, in general, perform all duties customary to the office of secretary.

B. The Treasurer shall have the custody of and be responsible for all corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in the books of the Corporation. She or he shall deposit or cause to be deposited all monies or other valuable effects in the name of the Corporation in such depositories as shall be selected by the Board of Directors.

C. The Treasurer shall disburse the funds of the Corporation as may be ordered by the Board of Directors or its delegate, taking proper vouchers for such disbursements, and shall render an account of all her or his transactions as Treasurer and of the financial condition of the Corporation to the Board of Directors at its regular meeting following the end of each quarter.

ARTICLE VIII - COMMITTEES

Section 1 Executive Committee

By a majority vote of the Directors in office, the Board of Directors may designate an Executive Committee consisting of the President, who shall be chairman of the Executive Committee, and the officers of the Corporation. The Board of Directors may designate one or more of the Directors as alternate members of the Executive Committee, who may replace any absent or disqualified member at
any meeting of the Committee upon the request of the President. Except as otherwise required by law or these Bylaws, the Executive Committee shall have such authority as the Board of Directors shall grant to it for the management of the Corporation. The Executive Committee shall keep regular minutes of its proceedings and shall report the same to the Board of Directors at its next regular meeting. Vacancies in the Executive Committee shall be filled by the Board of Directors at a regular or special meeting.

Section 2 Other Committees

The Board of Directors may create other committee(s) consisting of Directors or other persons, which committee(s) shall have such authority as the Board of Directors may by law direct.

ARTICLE IX - INDEMNIFICATION

The Corporation shall indemnify any director or officer or former director or officer of the Corporation against expenses actually and necessarily incurred by her or him in connection with the defense of any action, suit or proceeding in which she or he is made a party by reason of being or having been such a director or officer, except in relation to matters as to which she or he shall be adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of a duty. The indemnification provided by this Article shall not be deemed exclusive of any other rights to which such director or officer may be entitled under any bylaw, agreement, vote of the Board of Directors or otherwise. No payment shall be made under this Article if such payment would result in any liability for tax under chapter 42 of the Code.

ARTICLE X - FINANCES

Section 1 Restrictions on Use of Income

No part of the net income of the Corporation shall inure to the benefit of, or be distributable or paid to, its members, directors, officers or other private persons, except that the Corporation shall be authorized to pay reasonable compensation for services rendered, to make payments and distributions in furtherance of the purpose set forth in Article II, and to reimburse any Director for her or his actual and reasonable expenses incurred in connection with the administration of the affairs of the Corporation.

Section 2 Execution of Agreements

The President and such other Officers as may be authorized by the Board of Directors may enter into and execute on behalf of the Corporation contracts, leases, debt obligations and all other forms of agreements or instruments permitted by law, the Articles of Incorporation and these Bylaws, except where such documents are required by law to be otherwise signed and executed, or where the signing and execution thereof shall be exclusively delegated to some other Officer or agent of the Corporation.

Section 3 Checks

All checks, drafts or other orders for the payment of money shall be signed by such Officer or director or such other person or persons as the Board of Directors may from time to time designate.

Section 4 Fiscal Year and Review of the Books

The fiscal year of the Corporation shall be determined by resolution of the Board of Directors. The financial transactions of the Corporation shall be reviewed by a committee appointed under the provisions of Article VIII, Section 2, when a new treasurer takes office, and no less frequently than biennially, or as directed by the Board of Directors, and a report of the review shall be made to the Board of Directors at its next meeting or within thirty days, whichever comes later.
ARTICLE XI – DISSOLUTION

Upon the termination, dissolution or winding up of the Corporation in any manner or for any reason, voluntary or involuntary, its assets, if any, remaining after the payment or provision for payment of all liabilities of the Corporation shall be distributed to, and only to, the League of Women Voters Education Fund or to one or more organizations described in section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provisions of any future United States Internal Revenue law

ARTICLE XII - AMENDMENTS

Section 1 Amendment of Bylaws

These Bylaws may be altered, amended or repealed, or new Bylaws may be adopted, at any meeting of the Board of Directors, by a majority vote of the Directors in office, if at least ten days' written notice is given of the intention to take such action at such meeting, and subject to approval by the board of directors of the LWV-VA.

Section 2 Amendment of Articles of Incorporation

The Articles of Incorporation may be altered or amended, or new Articles of Incorporation may be adopted, at any meeting of the Board of Directors, by a majority vote of the Directors in office, if at least ten days' written notice is given of the intention to take such action at such meeting, and subject to approval by the Board of Directors of the LWV-VA.

*Editorial edits only in 2015*
# LEAGUE BASICS

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LEAGUE BASICS

Preface

The League of Women Voters is a volunteer organization that does a professional job. The League tackles important public issues and is a respected, trusted asset in cities and towns across the country. League leaders empower others to define and accomplish goals—for themselves, for the organization, for their communities and for the nation. Through these goals, the organization fulfills its mission and grows.

Throughout its history, the League of Women Voters has been a dynamic, changing organization, adapting procedures to meet current and future needs. League leaders make their communities stronger, healthier, and more vibrant. This handbook and the additional information available on the League Web site (www.lwv.org) are essential tools to help League leaders be more effective and to help make the organization more effective.

While there are fundamental similarities among Leagues everywhere, each League has its own special characteristics. The size, distribution and demographics of membership; time and money resources; and community/state issues all affect the structure and operations of a League.

League Basics contains essential policy and organizational information applicable to every local and state League. The Web site offers suggestions, advice, guidelines and more detailed information to help leaders develop specific methods of operation to enable a League to accomplish its goals.

1. Introduction

The League of Women Voters is a nonpartisan political organization that encourages informed and active participation in government, works to increase understanding of major public policy issues and influences public policy through education and advocacy. This is the organization’s mission statement.

The League of Women Voters is organized to parallel the three levels of government: local, state and national. In some areas, local Leagues have formed Inter-League Organizations (ILOs) to address regional concerns. At each level, the League is governed by a volunteer president and board of directors.

In order to maintain its status as a part of the League of Women Voters, each local League is required to:

- Have bylaws, the first three articles of which should be consistent with those of the LWVUS. The remaining articles must provide for democratic procedures.
- Establish and maintain a nonpartisan policy.
- Hold an annual business meeting of the membership. Hold regular board meetings.
- Meet its financial obligations (per member payment) to the state and national levels of the
League and adopt a financial plan for sustainability and for carrying out the League’s mission to its community.

- Have a plan for membership growth and retention that encourages a membership as diverse as the community.
- Act in ways that are consistent with League principles, positions and policies.

Women—and men (since 1974)—who are citizens and at least 18 years old may join the League as voting members. Associate (non-voting) membership is available for younger people and non-citizens. Joining at any level of the organization automatically confers membership at every level, and with that membership comes the opportunity to make an impact on local, state, regional and national public policy issues.

(Best practices corresponding to each of the above requirements are listed in the Leaders section of the League Web site.)

2. **Bylaws: How the League Governs Itself**

Bylaws are fundamental rules drawn up by organizations to govern their internal affairs and their dealings with members and others. They include rules that the organization considers so important that they cannot be changed without prior notice to members and the vote of a specified majority.

League bylaws define the League’s purpose and how it organizes to further that purpose. They are meant to protect the organization and to provide an operating framework.

**First Three Articles**
The first three articles of the national League bylaws set forth the League name, present the League’s purpose and policy, and define membership in the League. The first three articles of all local and state League bylaws must be consistent with those of the LWVUS in order to define and maintain the unity of the organization and the powers and privileges of members.

**Remaining Articles**
Leagues may decide what to include in the remaining articles of their bylaws, provided they reflect democratic procedures. Normally, they contain provisions covering the organization’s officers, board of directors, financial administration, nominations and elections, program, business meetings, parliamentary authority (i.e., Robert’s Rules of Order), and method of amending the bylaws themselves.

**Amending Bylaws**
Boards should review their bylaws from time to time to make certain they are still appropriate based on changed circumstances or actions taken at state or national League conventions. Before starting the amendment process, a League should consider whether the desired outcome could be achieved by another method (such as a board motion, annual meeting/convention vote, or development of a new policy or procedure). Any amendments to the first three articles that are made at a national convention must automatically also be made to local and state League bylaws; approval at an annual meeting/convention is not required to make the change (but the change should be announced).

(The national League bylaws and sample bylaws for local and state Leagues, as well as guidelines for bylaws, are included in the Leaders Section of the League Web site www.lwv.org.)
3. **Political Yet Nonpartisan**

Soon after the League’s founding, the decision was made to take positions on issues but to neither support nor oppose any political party or candidate (appointed or elected) for public office. Today, this policy continues to ensure that the League’s voice is heard above the tumult of party politics.

To ensure the credibility of the League as a nonpartisan organization, each League’s board of directors is responsible for drafting and carrying out its own nonpartisan policy and for seeing that both its members and the public understand the League’s nonpartisan role.

Leagues should also have a conflict of interest policy related to board members’ paid employment, service on other boards (including League boards at other levels), personal lobbying, etc.

(Information about developing and implementing a nonpartisan policy, the nonpartisan policy of the national League board and sample policies for local and state Leagues are included in the Leaders section of the League Web site. Sample conflict of interest policies are also included on the Web site.)

4. **Board of Directors**

The board of directors is the administrative and policymaking team for the League. Board members often assume specific duties, but all members of the board are responsible for planning and decision-making in several broad interdependent areas:

- Organization and Management: membership growth and participation; adequate financing and realistic budgeting; internal/external communications; visibility; and efficient administrative operations.
  - Voter Service/Citizen information
  - Program: study, consensus, advocacy

The board as a whole:
- Sets priorities and goals for the organization. Carries out overall planning and decision-making.
- Supports membership, development and visibility activities.
- Represents and promotes the League in the community.
- Safeguards the League’s reputation for nonpartisanship.

The president:
- Empowers and trains League leaders.
- Organizes and delegates League tasks.

Individual board members:
- Attend and participate in all board meetings. Identify and mentor new leaders.
- Promote growth and diversity in membership. Support and attend League activities.
- Become knowledgeable about League positions and practices.
- Explain and promote the League in the community. Understand and abide by the League’s nonpartisan policy. Assist in fundraising activities.
• Make personal financial contributions, in addition to dues. Attend state and regional League meetings.
• Carry out individual assignments.

Organization of the Board
Leagues operate under a variety of board structures. Many League boards assign specific portfolios or areas of focus (e.g., membership, development, communications, advocacy, voter services, etc.) to their members, while others have established three or four committees organized around priorities identified by the board. Some Leagues have created the position of president-elect to provide an automatic succession mechanism.

Establishing co-presidents or leadership teams is also a way Leagues are organizing themselves to share the duties of the president. It is important, however, for co-presidents or leadership teams to define clearly the duties and responsibilities of each. It is not necessary to change League bylaws in order to have co-presidents, rather than a single president.

Executive committees, consisting of the president (or co-presidents) and several board members, can assume specific assignments and take action on board matters between regular board meetings, in accordance with powers granted them in the bylaws.

Making Decisions
Board meetings are held as often as needed for the board to plan, direct and evaluate the work of the League. Frequency of meetings is usually stipulated in the bylaws. The board focuses on the broad policy, program and administrative decisions that must be made and should not get bogged down in detailed planning and implementation. These are best left to committees or assigned volunteers. Agendas for upcoming meetings and minutes of previous meetings should be circulated to board members ahead of time, along with written board briefing materials for members to review. Use of a timed agenda will assure that there is an opportunity to discuss each topic and will facilitate beginning and ending the meeting on time.

Although most board meetings will probably take place in person, bylaws may authorize electronic meetings if they are conducted by a technology (such as telephone or video conferencing) that is available to all and allows all persons participating to hear each other at the same time. E-mail is useful for communications between board meetings, but official decisions may be made by e-mail only if:

• the bylaws specifically authorize them and
• discussion/debate procedures have been adopted in advance.

(The recommendations noted above comes from several nonprofit governance organizations and Roberts Rules so that any official business done via email is well handled and documented. Further information on electronic board meetings can be found in the Leaders section of the Web site.)

Leadership
Some leaders rise to leadership progressively through the League, while others may assume a leadership position without a lot of League experience. All, however, are committed to facilitating the organization’s bold steps forward to ensure the League’s success and future.

League leaders are expected to produce a wide range of results, but one of the most important ways to build the organization is by developing and mentoring new leaders. Current leaders can empower future leaders by helping them acquire the skills to build the organization’s future, such as planning and setting goals, defining priorities, and maximizing resources.
Nominating Committee
The nominating committee is charged with the important responsibility of identifying future League leaders. It is the task of the committee to promote service on the board as something that not only enhances the organization but also provides a chance for members to serve the organization—and experience personal growth.

The committee needs to be operational soon after its members are elected and operate on an ongoing basis. It should be proactive, seeking those who have particular skills of value to the organization—from among both League members and those who are not yet members. Nominating committee members should attend several board meetings in order to familiarize themselves with how the board operates and the responsibilities of the various board positions. This knowledge will assist them when they are considering the appropriate people for leadership positions. Unlike other League committees, the nominating committee is responsible to the membership, not to the board.

The nominating committee traditionally presents a single slate of officers and directors to the annual meeting or convention, although there is usually no bylaws requirement to do so. League bylaws do, however, provide for nominations from the floor.

(Information about board organization, board orientation, strategic planning, priority setting, parliamentary guidelines, and nominating committee procedures, as well as job descriptions for specific board portfolios, can be found on the Web site.)

5. Money Matters

The board of directors bears the legal responsibility for the League's funds. In order to carry out this responsibility, procedures should be in place to ensure that

- Financial records are accurate, up-to-date and documented.
- Appropriate internal controls are in place.
- No single person has complete control over financial transactions.
- Access to computerized financial records is limited through use of a password.
- Computerized records are backed up on a regular basis, with off-site storage.

Financial records are periodically reviewed or audited.

(For more information on financial procedures, see the Leaders section of the League Web site.)

The League Budget
A budget is a planning instrument that reflects the goals, priorities and activities planned for the year. It is the responsibility of a local/state League board to

- Provide input to the committee charged with budget development.
- Review the proposed budget prepared by the committee.
- Revise it as necessary.
- Recommend its adoption by the annual meeting/state convention.
- A well-conceived, realistic gross budget
- Reflects all anticipated income and expenses for a fiscal year.
- Shows planned growth in members, dues, contributions and League activities. Includes funds
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 as a whole through the per member payment (PMP) system. (The LWVUS President’s Packet discusses in detail how the PMP assessment and billing system works.)

Once League members or their delegates adopt the budget, the board is responsible for seeing that it is carried out. Expenses should be recorded and allocated in the same fashion as they were budgeted, and the board should approve any significant expense requests that were not budgeted. The board can revise the budget to respond to changed circumstances, for example if a grant or donation comes in that was not anticipated in the budget, the board has the authority to make those kind of adjustments. Having said this, it is usually the case that Boards do not make major changes in the overall level of expenditures authorized or the general direction of League emphasis approved at the annual meeting or convention.

**Development**

The League of Women Voters at all levels must be adequately financed in order to operate and achieve its goals. And each level of the League is responsible for the financial well-being of the League as a whole. Financial support for League activities comes from members (who are our most dedicated and committed source of funds) and from the community (individuals, foundations, corporations and businesses).

Fundraising, more aptly termed –fund development,— is a year-round effort, not just a once-a-year fundraising drive. It must be built into every activity and project on the League’s agenda, and it is every board member’s responsibility. In addition to using contacts and making fundraising calls to ask for support for League projects and general operations, another way for a board member to assist with this effort is by making a contribution that is significant for his/her means.

It is reasonable to ask League members to make additional annual financial contributions, over and beyond their dues payment. In addition to mailings, telephone solicitations and personal visits, a League is encouraged to have its Web site includes the capability to receive contributions via a secure system.

Since most giving comes from individuals (not corporations and foundations), Leagues should plan their fundraising efforts accordingly. No matter what development methods are used, remember that appreciation and recognition help to ensure repeated gifts.

(For more information on League development methods/fundraising tips, see the Leaders section of the League Web site.)

**Tax Status**

For tax reasons, the League maintains two legal entities to carry out its mission. The LWVUS and nearly all state and local Leagues are 501(c)4 organizations, which means that contributions to them are not tax deductible. An individual cannot deduct League dues on his/her income taxes as a charitable contribution because the League is established as a lobbying organization.

The League also maintains an education fund—the League of Women Voters Education Fund (LWVEF). It is a 501(c)3 organization, which means that contributions to it are tax-deductible for the donor. It is through this side of the League that voter information and citizen education activities are carried out at the national level, many through grants from foundations. A number of state Leagues and a few local Leagues also maintain education funds. Many of the educational activities conducted by state and local Leagues are eligible to be funded with tax deductible monies.
As a service to Leagues, the State and Local Grants Program of the LWVEF banks funds raised by local and state Leagues that are earmarked for local/state educational activities, thus freeing Leagues of the legal and fiscal red tape that operation of such a fund entails. (There is no charge for this service.) The key criteria for ensuring that such a project is educational are:

- No lobbying will be associated with the event/publication, although advocacy is acceptable (see below for more information about advocacy vs. lobbying).
- The event/publication will be offered to the general public. Questions for candidates will be neutral/nonpartisan.
- All candidates will be treated equally.

In addition, a state or local League may authorize a transfer from its account to the LWVEF general operating account in lieu of paying a portion of its PMP. (See the LWVUS President’s Packet, available on the League Web site, for further information.)

The Internal Revenue Service has developed detailed regulations on tax-deductible and non-tax-deductible contributions. For example, specific language must appear on reply forms for fundraising letters indicating whether or not a person's contribution to the League will be tax-deductible. When putting on a fundraising event, the League must be sure to let donors know what portion of the event ticket price is tax-deductible (if any).

The IRS also has detailed reporting requirements and restrictions on certain activities that are funded with tax-deductible monies. Voters’ guides and candidate debate activities are sometimes reviewed to ensure that they do not give the impression of favoring any particular candidate. Questions should be unbiased, even on issues where the League has a position, so as to not reflect or suggest a bias or preference for or against any candidate's views. Events exhibiting even an unintentional bias may jeopardize the League's tax-exempt status. Leagues are strongly encouraged to refer to publications such as Face to Face: A Guide to League-Sponsored Debates (published by the LWVEF) and The Rules of the Game (published by The Alliance for Justice) to ensure that their events meet all legal requirements.

While most educational activities conducted by Leagues can be funded with tax-deductible resources, it is strongly recommended that the 501(c)4 (the local League - rather than 501(c)3 Education Fund) host most of its events. This procedure is recommended because direct membership recruitment can take place at an event hosted by a 501(c)4 organization (the local League). The event can be funded with a grant from an education fund, provided that the membership materials to be distributed are funded by the 501(c)4 organization (local League) itself. League moderators and leaders can and should encourage people to join the League from their presentations at the podium or include membership ads in voters’ guides, again as long as the ad is paid for with 501(c)4 money.

League volunteers may hand out brochures that describe the League to the audience, announce the availability of these materials from the podium, and even encourage individuals to sign up to receive additional information about the League (which can then be followed up by a mailing or e-mail notice).

Leagues using education fund monies should create an agreement between their 501(c)4 and 501(c)3 and make a grant to cover educational activities sponsored by the League. (See voter services section and the Fiscal and Compliance Issues under –Essential League Reference-# of the Member Section of the Web site for detailed information on the use of education fund monies and procedures for using the LWVEF State and Local Grants Program.)

Note that it is possible for certain advocacy—but not lobbying—activities to be carried out using tax-
deductible monies. Advocacy is a broader concept than lobbying. The League advocates for change through the education of policymakers and the public, and education is a legitimate use of such funds as long as care is taken to be sure that lobbying does not take place. Lobbying is defined as an attempt to influence specific legislation, transmits a point of view on a specific piece of legislation to elected officials or their staffs, as well as a call to action urging the public to contact their legislators about a specific piece of legislation. Lobbying activities must be funded through general operating funds (501(c)4).

6. Membership

Members are the League’s most valuable asset. They give the League clout, visibility and credibility. The organization’s strong grassroots system distinguishes the League from other organizations; the League is the organization where hands-on work to safeguard democracy leads to civic improvement.

Members belong to all three levels of the League—local, state and national. Member categories (e.g., individual, household, student, associate, life member) are defined by the LWVUS Bylaws. Membership dues make up a significant portion of the income in most local League budgets. Dues levels are set by each local League, and collecting dues is the responsibility of the local League. A proactive and structured dues renewal process is important to member retention.

Leagues are responsible for paying a per member payment (PMP) for each locally recruited member to the LWVUS and their state League. National PMP is set by delegates at the national convention, and state PMP is set by delegates at the state convention.

Leagues need to recruit new members to continue, advance and hopefully expand their good work. A growing, thriving membership enables the organization to succeed in accomplishing its goals and fulfilling its mission. Membership recruitment is the result of intentional actions by both leaders and members and occurs mostly at the local level. However, no matter how dynamic a local League may be, membership growth does not just happen. It requires planning, year-round attention and a strong partnership among all levels of the League. Information to assist in membership recruitment and retention can be found in the Member Section of the LWVUS website.

In addition to its leadership role in building an organization that will attract new members and promote the involvement of current members, the board of directors—collectively and individually—is responsible for:

- Building membership recruitment efforts into all League activities. Designing activities that will appeal to diverse groups.
- Individually promoting the League and League membership at every opportunity.

The key is to ask people specifically to join the League. No opportunity is too small or too big to promote League membership.

Though members belong to all three levels of the League, it is usually at the local level that they experience what it means to belong to the League. The local League has an essential role in making that experience satisfying and enjoyable. Since members who are engaged in the work of the League are more apt to renew their memberships, each member should be given an opportunity to contribute his/her individual talents in a way that is satisfying and flexible. The goal is to ensure that all members feel that their involvement with the League, whether active or supporting, is essential to the League’s strength
and success.

(Tips for membership directors, a job description, information on diversity policies and examples of dues structures can be found on the Web site.)

7. Communications

Everything a League does involves communications: voter services, Citizen information, advocacy, membership, fundraising, etc. The target audience may be internal/external or both. The key is making sure that your League’s message is focused, that it is heard and understood, and that it will have the maximum impact on the intended audience. To be effective, a communications strategy cannot be undertaken as an afterthought. It must be built into every activity and project on the League’s agenda.

Visibility
The League’s visibility in the community or state depends largely on how successful it is in getting stories carried by the print and electronic media. This requires knowing the media and how they function, analyzing the political forces in the community working for or against a particular issue, taking the pulse of public opinion, making a realistic assessment of the League’s resources that can be committed to a particular project, and recognizing and promoting the League’s niche or perspective on a story. (Note that template press releases on League issues, projects and member recruitment are frequently available on the League Web site. Additionally, a Communications Tool Kit can be found in the Member Section of LWVUS website. It has been created to help promote your League’s image and activities and build a communications strategy into every activity on your agenda.

Every League needs a permanent address and phone number. For those without offices, this should be a post office box and a telephone with voice mail, both of which need to be monitored routinely and often. To facilitate a uniform image of the League, it is advisable for every League to use the League’s registered (trademarked) logo on all publications, League letterhead and the Web site. (Downloadable logo files and standards for use of the League logo are on the League Web site.)

Web site
Every League should have its own Web site, which should be linked to the national League Web site. A Web site is the League’s face to the community—both the public and its members. It should be informative—but not so densely packed with information that it cannot be read easily. It should be a useful way for the public to become informed about League issues and about election information. The Web site should be well designed, easily navigable, and updated on a regular basis. Its URL should be short, easy to remember and as widely publicized as possible so that people can find it. LWVUS encourages Leagues, especially those without websites, to use League Easy Web (LEW), created by the LWV of California. It is an easy to use and affordable option. (Additional information about LEW can be found here).

E-mail
E-mail is an essential tool for communication among different levels of the League and between members of a given League. It is essential that every League have access to e-mail and that members’ e-mail addresses are included in the national League member database so that they will receive regular updates sent out by the national League Board and staff.

Newsletter
A local League’s most basic tool for communicating with its members and the larger community is its
newsletter. Every League should name its newsletter *The Voter* and include the League’s registered logo on the masthead. The board’s role is one of setting overall policy for the content and tone of the newsletter. A good newsletter should be an effective tool for membership involvement and retention; it should convey a sense of enthusiasm about the League’s accomplishments and expertise as well as communicate information to both members and the public.

8. Voter Services and Public Information

The League’s Voter Services and public education activities provide information about public issues, including those on which we have a position. Voter services activities are designed to provide citizens with unbiased, factual information that they can use as a basis for reaching their own decisions.

Over the years, the League has built an excellent reputation for providing the public with accurate, nonpartisan services and information on elections and on governmental and public policy issues. The League’s voter services activities are designed to provide citizens with unbiased, factual information that can be used as a basis for understanding the election process and reaching their own voting decisions. The League’s citizen education activities, on the other hand, provide information on public issues, including those on which we have a position; by law and League policy, it is not necessary to present both sides of an issue in such situations. In other words, Leagues may educate the public about a particular point of view or –side$^2$ of an issue (e.g., a League could hold a forum about why the death penalty should be abolished without including experts/panelists in support of capital punishment).

It is the responsibility of the board of directors to ensure that voter services activities and lobbying activities are kept clearly separate. Voters’ guides and other voter services materials must not contain statements of League positions, and League positions on ballot issues must not be discussed at voter services events. A reader or candidate should not be able to "guess" the League's position based on the wording of a question.

Educational activities may be funded with either operating funds or tax-deductible monies—either through direct sponsorship or through grants. (See below for information about conducting membership recruitment at educational programs and tax considerations.) If tax-deductible monies are used, there are IRS regulations that must be strictly followed. If the event is an election event, then additional regulations from the FEC and FCC (if broadcast) must be followed. Some recommended publications on the legal aspects of voter services work are *Face to Face: A Guide to League-Sponsored Debates* (published by the LWVEF) and *The Rules of the Game* (published by The Alliance for Justice), as well as IRS publications.

**Voter Services**

Leagues carry out a variety of election-related services, which may include:

- Making registration and voting information available through a variety of means, including a Web site (www.VOTE411.org).
- Organizing voter registration and get-out-the-vote campaigns that target groups that have traditionally not participated in elections.
- Publishing voters’ guides/candidate questionnaires, often in foreign languages as well as in English
- Sponsoring candidate meetings, debates and interviews.
- Providing speakers on election issues, such as voting procedures and ballot measures.
Candidate Meetings/Debates
Sponsoring candidate debates requires careful decision-making by the whole board to protect the League’s nonpartisanship. Leagues are strongly advised to adopt careful, objective candidate participation criteria before each election season gets underway and before the candidates are known (e.g., at the League’s January board meeting). For example, the League might require evidence that a formal campaign is being waged, i.e., existence of headquarters, campaign staff, issuance of position papers and campaign appearances. Such criteria can then be used to determine which candidates are eligible to participate in the League’s debate, should the League choose not to invite all candidates.

A League may stage a debate even if some invited candidates decline to appear as long as the debate is not televised and more than one candidate for a given office appears. FCC regulations require that a debate sponsor not proceed with a debate unless at least two candidates for the same office appear at the same event. Some states may have comparable requirements for state and local elections. Leagues should refer to the Guidelines for State and Local Debates including “empty chair” debates (on the League Web site) and the LWVEF publication Face to Face for step-by-step guidance on legal requirements and technical considerations in staging candidate debates. Sample candidate participation criteria also are available on the League Web site.

Working with Other Groups or Allied Organizations
In providing voter information, Leagues often work with the media and other organizations that endorse candidates. In deciding how to work with such groups, a League needs to consider carefully how its participation might affect its nonpartisan status or the public’s perception of the League’s nonpartisanship. The board must make sure that the ground rules are set to ensure that the activity is conducted in a strictly nonpartisan manner. It also is important to make clear that the League cannot waive its nonpartisan policy or any procedures that ensure fair treatment of candidates. The same is true when a League cooperates with a newspaper or other media outlet to produce or distribute election information. Guidelines for broadcast events should include a prohibition on airing selected portions of the event by either the candidates or the media.

Public Information

Observer Corps

Observer Corps are a structured way for individuals to exercise their right to know. They provide a valuable service to the community. They help ensure that citizens are aware of the decisions that impact their lives and they promote government transparency and accountability.

An observer is an individual who attends a governmental meeting, notes what happens at the meeting, and reports back to the League and through the League to the community. By attending public meetings of local governmental bodies/agencies, observers learn more about what their government is doing. They learn about the issues facing their community and are empowered to take action, if warranted. They also learn how issues are being addressed.

Observers keep elected and appointed officials on notice; they let them know that someone is watching what decisions are being made and how they are being made. They help ensure that the issues facing their community are being handled—in the sunshine, in the open. Ideally, observers are monitoring both the issues being discussed as well as the process by which they are being discussed. While not every item up for discussion will relate to a League’s priorities, ensuring that the meeting is being conducted in an open and acceptable way is critical to all of the League’s efforts and the health of our democracy.
Observer programs are not vehicles for individuals to work personal or partisan agendas. Observers generally do not actively on issues in these meetings unless serving as a designated spokesperson for the League, observers should not provide commentary or testimony on issues on behalf of the League. Instead, observers attend meetings to gather information. Through the process, their presence encourages better, more transparent government.

**Public Education Year-Round**

Public education encompasses all of the other issue-related or process-related activities that Leagues undertake to help members and the public understand and participate in government and politics.

For example, the League can sponsor or cosponsor meetings on government operations, the political process, or a hot issue in the community or it can join with educational or academic bodies in organizing and running high school, college or adult education programs. It can work alone or with other groups to explore an issue or to provide political know-how about testifying, petitioning, or any other technique for getting something done in the community. It can also present educational forums about issues on which the League has a position, provided that the discussions focus on issues of concern rather than the merits of specific pieces of legislation, no lobbying takes place and no call to action is issued. These events are good times to include membership, media and fundraising components.

**Financial Considerations**

As a general rule, voter services and citizen education events can be funded using tax-deductible monies. However, the safest and most flexible way to structure such events is for a League to host the event in its own name but to fund the event, in whole or in part, with a grant from an education fund. Those who attend then may (and should) be actively solicited for membership and for contributions. Membership brochures may be distributed—but remember that grant monies may not be used to pay for them; the grant from the education fund must be restricted to the costs of providing the educational content. One more advantage of the League hosting the event is that the League itself will then own the list of attendees, who can be solicited for membership and support.

The same principle applies to voters’ guides. If a printed voters’ guide is funded using tax-deductible monies, then any –ad diligently promoting League membership must be funded through the League’s general operating funds.

(Further education fund information that includes fiscal compliance, IRS Guidelines and how to use tax-deductible monies to fund voter services/citizen education events and activities is available on the League Web site.)

**9. Overview of Program**

The League’s program consists of those governmental issues that the League has chosen for concerted study and action at the national, state or local level. The program process is specified in the bylaws and includes the following steps:

- Formal adoption (by members at an annual meeting or by state/national convention delegates) of an issue for study.
- Member study and agreement on broad concepts.
- Formulation of a position by the appropriate board of directors. Action as directed by the board of directors.
• Annual or biennial re-adoption of the position.

Local Leagues may work simultaneously on local, state, national and (if applicable) regional program issues, but action may be taken only in those areas where there is member understanding and agreement. Issues reflect community concerns and range from local park facilities to election reform, from childcare to nuclear waste disposal, from air pollution to international trade, from mental health to energy policy. (The national League’s positions on issues can be found in Impact on Issues on the League Web site.)

**Studies and Program Adoption**

League program arises from the suggestions of members. At every level of the League, the board of directors is responsible for reviewing and discussing these suggestions, formulating them in appropriate language, and recommending all or some of them for adoption according to procedures specified in the bylaws. A local League’s –actionl or advocacy program is determined by members at its annual meeting; state and national programs are voted upon by delegates at state and national League conventions. In the course of the program adoption discussion, members often give suggestions to the board on scope of inquiry, timing, emphasis and ways to handle the study and/or action phases. (–How to do a studyl is available in the Action Chair toolbox on the LWVUS website.)

**Reaching Member Agreement**

Before the League can take action, members must agree in broad terms on what they think about various aspects of the policy issue. The nature of the issue will affect how it is studied and how positions are reached. The board usually selects the method to be used: consensus (where agreement is reached using League responses to specific questions) or concurrence (where agreement or a vote on a pre-stated position is required).

The technique most often used in the League for reaching member agreement is consensus by group discussion. It is not a simple majority, nor is it unanimity; rather it is the overall sense of the group as expressed through the exchange of ideas and opinions, whether in a meeting of the full membership or a series of smaller discussion meetings.

Regardless of the method used, it is essential that members have an opportunity to become informed before being asked to make decisions on the issue under consideration. It is through this process that League members become educated on a given issue, and this is what makes subsequent League action on that issue uniquely credible and respected. During the study phase, members have an opportunity to examine the facts and key pro/con points. They are encouraged to discuss the political realities of action and to contribute ideas for the board to consider when it formulates an action strategy after a position is reached. If the League has a position on a given issue, action can be taken as appropriate. The issue does not need to be studied each time action is thought to be necessary.

**Formulating League Positions**

A League’s position reflects membership understanding and agreement on a particular public policy issue. In formulating a position, either prior to seeking member agreement through concurrence or following member agreement through consensus, the board must keep in mind the importance of wording the position in terms broad enough to enable the League to initiate, support or oppose a variety of specific legislative and executive proposals over a period of time.

Determining whether consensus has been achieved and how it should be expressed is the responsibility of the board. Through an interpretive process, the board first evaluates the reports of member views and then determines the broad areas of agreement and disagreement.
that emerge.

Once a League board has finalized a position on an issue, it is announced to members and can be shared with the public. It becomes part of the League’s position statements, and the board can begin taking action on it immediately. Like all statements of position, it must be readopted each year by League members at the annual meeting (or biennial convention) in order to remain on the program of issues for possible action.

A local League’s views during a regional, state or national study do not constitute a final League position and should not be publicized, either to members or to the public. In this case, each local board’s responsibility is to report its members’ areas of agreement and its level of member participation to the regional, state or national board. In turn, the appropriate board analyzes the member agreement reports from local Leagues, develops a position statement that reflects member thinking and announces the position to members and the public. That position is then available immediately to be used as the basis for action.

**Impact on Issues**

The publication *Impact on Issues: A Guide to Public Policy Positions*, contains all LWVUS positions agreed to through study, consensus and concurrence. It provides invaluable information and history for Leagues wishing to take action. National positions can serve as the basis for action at the state and local levels, as well as nationally. You may wish to contact the LWVUS for assistance in applying national positions locally or in your state. (Hard copies of *Impact on Issues* are available for purchase through the LWVUS store on the League Web site, or an electronic copy can be downloaded from the Leaders section of the Web site. Most state and local Leagues will also have a publication that shares state and local positions on the issues)

**The League’s Principles**

In addition to positions on public policy issues, *Impact on Issues* lists the League’s Principles. These are broad—concepts of government—to which the League subscribes. They can serve as a basis for support for: responsible, responsive, efficient, representative government; protection of the right to vote of every citizen; support for free public education; and international cooperation, for example. However, since they are broadly worded, caution should be used in applying them to specific issues.

**Key Points of the Study Process – Local Leagues and Members:**

It is important to remember that the study process is a cooperative effort between the local League board and the study committee. It is the board’s responsibility to monitor the entire process to ensure that the membership is able to come to consensus in an unbiased and nonpartisan atmosphere. (How to do a study is available in the Action Chair toolbox on the LWVUS website.)

**10. League Advocacy**

League advocacy is based on member study and agreement on selected issues and involves concerted efforts to achieve public policies consistent with League positions. League lobbying promotes or opposes specific pieces of legislation. The LWVUS public policy positions are the official statements of position for each program area and reflect the program adopted by the most recent national Convention

**Working Together to Influence Public Policy**

The process used in formulating positions and in taking action at the grassroots level makes the League unique and sets the League apart from other organizations. The fact that we are members not only of a
local League, but of a state League and of the League of Women Voters of the United States as well, makes us a powerful force.

Effective lobbying on national program issues relies on a partnership among all League levels—lobbying in Washington, DC, and constituent lobbying at home. This one-two punch gives the League a special impact in influencing national legislation.

**Lobbying activities and voter services activities must be kept completely separate, and voters’ guides and other voter services materials and publications must not contain statements of League positions.**

**Advocacy vs. Lobbying**
Advocacy is a broader concept than lobbying. While lobbying can be part of an advocacy strategy, advocacy does not necessarily include lobbying. Lobbying is defined as an attempt to influence specific legislation, both legislation that has already been introduced in a legislative body and specific legislative proposals that the League or others may either oppose or support. Lobbying includes action that transmits a point of view on a specific piece of legislation to elected officials or their staffs, as well as action urging the public to contact their legislators about a specific piece of legislation. Lobbying activities must be funded through general operating funds (501(c)4).

Advocacy activities, on the other hand, can sometimes be funded with tax-deductible monies. This is the case even when only one side of an issue is presented, as long as no call to action on a particular piece of legislation is issued. Such activities can include: (1) developing public policy briefs that analyze issues and provide detailed information and recommendations for addressing them through specific reforms and (2) providing forums for discussing issues and educating policymakers and the public.

**LWVUS Lobbying**
In DC, the LWVUS president and staff testify on Capitol Hill and lobby Members of Congress through phone calls and office meetings. The LWVUS frames the substantive issues and develops political strategies, targets key Members of Congress and implements lobbying activities. Day-to-day lobbying of Members of Congress, their staffs and congressional committees is carried out by the League’s professional staff lobbyists. At the direction of the LWVUS, the League’s volunteer Lobby Corps of about 20 DC-area League members lobbies each month when Congress is in session.

While it is the job of the national board to take the lead in national action and to keep League action synchronized, national legislation is every League’s and every member’s business. Lobbying in DC is highly important, but direct lobbying of Members of Congress by their constituents often is the key to persuading them to adopt the League position. Many League members belong to the national League’s Grassroots Lobby Corps. This online network of activists gets the League message to Congress in a highly effective way. Members of the network receive e-mail action alerts from the LWVUS and then respond by sending quick, targeted, and sometimes last-minute, messages to Members of Congress on priority issues before key votes. Any League or individual League member interested in lobbying Congress on LWVUS positions is encouraged to join the Grassroots Lobby Corps by going to the League Web site.

The LWVUS Bylaws provide that Leagues may act on national legislative issues only in conformity with positions taken by the LWVUS (see Impact on Issues). This helps to ensure that the League speaks with one voice, which is essential for our effectiveness as an advocacy organization. A League board may choose not to respond to a particular call to action, but it may not take action in opposition to a position articulated by the LWVUS. Similarly, state Leagues are responsible for determining action policies and strategies on state issues and ensuring that the League’s message is consistent
throughout the state.

It sometimes happens that a local or state League may want to take action at the federal level on an issue that is not currently an LWVUS priority. In this case, consultation with the LWVUS staff is required. After consulting with the LWVUS, a League may only lobby their own Members of Congress—and Senators, in the case of a state League. It is never appropriate for a League to lobby another League’s Members of Congress. (See the President’s Packet for more information about taking action at the federal level.)

**Taking Action in the Community**

Interpretation of a League position is the responsibility of the board that oversees that position. Local League boards are responsible for interpreting their own positions before taking action. Similarly, the LWVUS board interprets national positions, and state League boards interpret their own state positions. Uniform interpretation is essential for the League’s effectiveness.

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?

A local/state League may want to take action by using a national League position at the local/state level (i.e., not lobbying Members of Congress or the state legislature). If the local/state League board judges that its members are knowledgeable and support the action to be taken, it can act without clearance from the LWVUS board. Leagues may wish to consult with the LWVUS Board or staff for background on action previously taken at all levels of the League based on a particular position. Most state Leagues also do not require clearance for state positions to be used locally.

League members should be encouraged as individuals to contact their legislators 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 (i.e., they should not mention that they are League members in their communications). It is important to remember that only the League president (or designee) speaks in the name of the League.

**Speaking with One Voice**

Speaking with one voice is one of the most important tenets of the League. The national League is responsible for determining strategies and action policies that ensure that the League’s message on national issues is consistent throughout the country. Similarly, state Leagues are responsible for a consistent state message, and local Leagues must cooperate to ensure that regional issues are addressed in a consistent matter by neighboring Leagues.
Only the president (or designee) is permitted to speak for the League in an official capacity. However, members are encouraged to take action on League topics as individuals. For example, when responding to an LWVUS Action Alert, a local League president would send a message on behalf of the organization (i.e. on League letterhead); members might contact the same official as individuals (i.e., not mentioning their affiliation with League).

11. Conclusion

Being a League leader is rewarding and challenging. League leaders across the country enthusiastically share stories of their experiences and personal growth, recounting unique and exciting opportunities that only leadership in the League provides. They are proud of the positive impact that the League has on community, state and national issues and their role in facilitating the League’s activities.

The LWVUS Board and staff are ready to assist Leagues in their efforts to make their communities healthy, strong and vibrant. Board liaisons and national staff can be contacted via e-mail or phone. Contact information is available in the For Members section of the League Web site.

League of Women Voters of the United States December 2009

12. Appendices

Appendix I

Glossary of League Lingo

There are certain terms that are unique to the League of Women Voters- "League Lingo." Some are listed here to help new members.

ACTION: Promoting the League's positions on local, state and national public policy issues to government officials, the media and the public.

ACTION ALERT: Request from the LWVUS or state League to take action in support of a League position.

ANNUAL MEETING: Local year-end business meeting to elect officers and directors, vote on bylaw changes and adopt a budget and program of work for the next year.

ASSOCIATE MEMBER: A non-voting member of the League, such as a person under 18 years of age or a non-citizen.

CONSSENSUS: Collective opinion of a substantial number of League members, representative of the membership as a whole, after objective study of an issue.

CONCURRENCE: Agreement by League members with a position on an issue reached by a small group of members or by another League.

CONVENTION: A state or national League meeting held every other year at which delegates elect officers and directors for the biennium, adopt program, make bylaw changes and adopt a budget, usually for one year. Local Leagues send delegates to state convention, local and state Leagues send delegates to national convention.

COUNCIL: An assembly of delegates held in alternate years to adopt a budget and assess program developments. Local Leagues send delegates to state council, state Leagues send
delegates to national council.

**EDUCATION FUND:** The tax-deductible arm of national, state and large local Leagues, handling funds to be used only for educational purposes, not for action on issues.

**LIFE MEMBER:** A person who has been a member for 50 years or more. Life members are excused from dues payment and their Leagues pay no per member payment (PMP) for them.

**ILO:** Acronym for an Inter-League Organization, formed by local Leagues within a county, metropolitan area or region to act on issues that are beyond the local League area in scope.

**MAL:** Acronym for Member-At-Large, a member who resides outside the area of, and is not enrolled in, a local League.

**MAL UNIT:** A state-recognized group of Members-At-Large, in an area where there is no local League.

**PMP:** Acronym for Per Member Payment, the amount of money paid to the LWVUS and the state League on behalf of each member.

**POSITION:** A statement of the League's point of view on an issue, arrived at through member study and agreement (consensus or concurrence), approved by the appropriate board and used as a basis for League action.

**PRINCIPLES:** Governmental standards and policies supported by the League as a whole. They constitute the authorization for adoption of program at all levels.

**PROGRAM:** Selected governmental issues chosen by members at the local, state and national levels for study and action.

**PROGRAMS:** Plans for speakers, discussion or other activities for League meetings.

**UNIT:** Groupings of members within large local Leagues to provide more opportunity for discussion. Units may be time-oriented (day, evening, lunch hour), geographically oriented, or both.

**VOTERS GUIDE:** Nonpartisan publication giving candidates' qualifications and positions on selected issues.

**VOTERS SERVICE:** Year-round activity to help citizens be politically effective and to encourage their participation in the political process. Registering voters and presenting factual, nonpartisan information on candidates and election issues are basic voters service activities.

**VOTING MEMBERS:** All League members who are U.S. citizens and at least 18 years old.

**WEEKLY LEADERS UPDATE:** A LWVUS electronic mailing to all League board members sent out weekly. It includes information from the national League on Advocacy issues, Membership and League Support, Education Fund projects and grants and other important items of interest to League leaders.

**APPENDIX II**
Additional Resources (full download – available on web lwvus.org)

Additional Resources - Bylaws
A: Amending Bylaws
B: Decision Making By Electronic Means
C: Sample Local Leagues Bylaws

Additional Resources - Governance Policies
D: Developing and Implementing a Diversity Policy (Sample Included)
E: Developing and Implementing a Nonpartisan Policy
F: Nonpartisan Political Activity Policy
G: Sample Local League Nonpartisan Policy
H: Samples of Conflict of Interest Policy

Additional Resources - Board of Directors
I: Job Descriptions for Local League Officers
J: League Management Models
K: Board Orientation
L: Local Board Meeting Basics
M: Tips for Successful Meetings
N: Tips for Successful Annual Meeting

Additional Resources - Financial Procedures
O: Fiscal and Compliance Issues FAQ
P: Money Matters Part 1 - Financial Management
Q: Money Matters Part 2 - Using Your Education Funds

Additional Resources - Membership
R: 7 Keys to Grow Your League Membership
S: Tips for the Membership Chair
T: Tips for the Membership Growth

Additional Resources - Communications
U: Basics for Writing on the Web

Additional Resources: Advocacy
V: League Principles
W: Legislative Action: Working Together to Influence Public Policy

Additional Resources: Education
X: LWVEF Guidelines For State And Local League Debates Including –Empty Chair
Debates
Y: Tips for Voters Service chair
Z: Key points for a League study

13. Index
How The State Board Is Organized

Delegates to LWV-VA Convention elect a President, two Vice Presidents, Secretary, Treasurer, and six Directors for a two-year term. Up to six additional directors may be appointed by the board.

At the first board meeting of the biennium, the board elects itself as the board of the LWV-VA Education Fund with the President, two Vice Presidents, Secretary, and Treasurer being identical to LWV-VA. Portfolios do not necessarily carry over to the Education Fund but if they should they will be carried by those holding the identical portfolio on the LWV-VA Board of Directors. For functional purposes, both boards have five committees in common:

- Citizen Education Committee (CE)
- Development and Marketing Committee (D&M)
- Services to Local Leagues Committee (SLL)
- Technology Committee (TC)
- Voter Services Committee (VS)

The committee system was instituted in 2011 to make the board function more efficiently.

In addition to serving on one of these board committees, board members are asked to serve on various standing and ad hoc committees. At the summer board meeting, two board members will be appointed to the Nominating Committee. Both board and non-board members can serve on the Program Review Committee (PRC) and Advocacy Committee (ADV). If a study is adopted at Convention, a Study Committee will be appointed. These committees meet or work through e-mail, conference call or face-to-face at times other than those set for board meetings. Ad hoc committees are appointed as the need or interest arises.

Each board member will be assigned to one or several State League committees that regularly meet between or the afternoon of board meetings:

- *Convention/Council Planning and Workshops Committees* work closely with the SLL committee, the Event Planner, the Administrator, and the local arrangements chair to coordinate Convention/Council activities.
- *Pre-Session and Lobby Day Committees* work closely with the Legislative Coordinator, Associate Legislative Coordinator, Event Planner, and President to coordinate Pre-Session and League Lobby Day.
- *Policies/Bylaws/Rules Committee* reviews the *Virginia Board Book*, LWV-VA and LWV-VA Education Fund bylaws, monitors national and local bylaws, and advises on Convention rules.
- *Website Committee* works with the Technology Director, website administrator, and the other committees to provide policy and oversight suggestions for the use and updating of the LWV-VA website.
How the League Works

**The Member** - The League structure is designed to give members *every chance to voice their views*. Because League is a membership organization, every member is encouraged to become a member of a committee. This is *the key to League success!*

**The Program.** The League’s program consists of governmental issues chosen by the members for *concerted study and action*. At program-making meetings, the members discuss their ideas for local, regional, state, and national program. The proposals are submitted to the Board. Individual members may also submit proposals. The Board considers all proposals and then presents a recommended program for consideration at the annual meeting or convention. Final decision on state or national program is made by delegates to respective biennial conventions. The recommended program requires a majority vote for adoption. A non-recommended item may also be placed before the delegates; it usually requires a larger vote for adoption.

*Criteria that must be considered when selecting program:*
- The issue must be one on which governmental action is needed.
- The issue must fall within the Principles of the League

*Additional considerations that may help members in making a choice:*
- Is the issue important enough to inspire member interest and commitment?
- Can the League field a resource committee?
- Can the League be effective in this field?
- Would it be a duplication of effort?
- Is it timely? Are their funds, time, and people available to do a thorough job?

**Board of Directors** - At each level of League, Boards are elected by the membership to manage the activities of the League and carry out the adopted League program. There are usually five elected officers: President, two Vice Presidents, Secretary, and Treasurer. The remainder of the Board (depending on the size of the League) is composed of a number of elected and appointed directors. Each member of the Board has a portfolio (a specific area of responsibility), usually supported by a service committee—Program, Voters Service, Finance, Membership, Legislative, Organization, Public Relations, Voter, and Publications.

*(Borrowed from League of Women Voters of Colorado Member Handbook. December 2003, Updated by LWV-VA August 2011)*
The purpose of the League of Women Voters of Virginia is to promote political responsibility through informed and active participation in government, and influence public policy through education and advocacy. While the League acts on selected government issues, based on positions reached after study and member agreement, it is strictly nonpartisan—it neither supports nor opposes political parties or candidates for public office.

GOVERNMENT

DELEGATION OF POWER
Support for a balanced partnership between state and local government, including:
- Policies and incentives that promote regional coordination and local action.
- Establishment of uniform powers and responsibilities of local governments by changing the distinctions between cities, counties, and towns.
- Coordination of activities and programs of local jurisdictions.

ELECTION LAWS
Support measures to ensure the availability of voter registration and to encourage and facilitate increased voter participation in elections, including: absentee voting by mail and in-person without a reason; an adequate number of voting machines and trained election officers; the use of satellite voting; split shifts for election officers when needed; and measures that take advantage of technological advances such as online voter registration and the use of electronic poll books. The League also
supports the shared funding of statewide registration and voting systems by the localities and the Commonwealth; providing adequate authority and resources to the Department of Elections and the State Board of Elections for oversight and enforcement of laws and standards for registration and elections uniformly throughout the Commonwealth; and the use of secure electronic means to facilitate voter registration and absentee voting for Virginia’s military and overseas voters. If a pilot program for vote centers is successful, LWV-VA supports the authorization of these at the option of localities.

FISCAL POLICY
Support for a responsible state fiscal policy that includes:
- A flexible and diverse tax structure that is based on a progressive income tax.
- Continuous evaluation of all programs for need, effectiveness, efficiency, and economy.
- Flexibility in developing local sources of revenue.
- Increased state commitment to funding of statemandated programs.
- Opposition to constitutional or statutory limits on state/local government spending or revenue sources.

REAPPORTIONMENT & REDISTRICTING
Support for the establishment, in law, of a politically balanced and independent Reapportionment Commission for each decennial redistricting to prepare, with the Virginia Department of Legislative Services, a plan for submission to the legislature as specified by the Virginia Constitution. The Commission should be bi-partisan and be composed of individuals who are not elected officials; they should represent the geographical distribution and demographic diversity of the state, and consist of an uneven number of members.

In addition to the Virginia constitutional requirement of equal population, contiguous and compact districts and the need for protecting the voting strength of minority groups, the League supports the following considerations in redistricting:
- Natural geographic boundaries;
- Jurisdictional boundaries;
- Communities of interest; and
- Competitiveness

The Virginia constitution should be amended to provide that redistricting will occur on a decennial basis only.

TRANSPORTATION
Support for regionally balanced transportation systems which efficiently and economically meet regional needs without adversely affecting planned growth or the environment.
- Regional organizations, that set policy for a multi-modal public transportation program, that plan, coordinate, and are the designated recipients of federal and state funds, that operate or contract for services, and that could have taxing power.
- A mixture of public (federal, state, and local) and private funding for public transportation.
- Increased local participation with some public funds utilized to encourage private support and the use of innovative financing methods, such as tax incentives to encourage private sector participation.
- Provide a variety of incentives to increase the use of public transportation.

WOMEN’S RIGHTS AND VIRGINIA LAW
Support for the legal recognition of marriage as an equal partnership, including:
- Policies that recognize non-monetary as well as monetary contributions to a marriage by each partner.
- Surviving spouse policies that specify that if one spouse dies without a will, the surviving spouse should inherit all property.
- Divorce policies that recognize separately acquired property before marriage and during marriage through gifts or inheritance.
- Elimination of the concept of "fault" in the court’s division of marital property.
- Legal recognition of valid pre-nuptial contracts.
- Review current national trends which expand the definition of marriage and civil unions between same sex couples.

NATURAL RESOURCES

AIR QUALITY
Support for achieving and maintaining acceptable air quality through:
- Adoption of strict vehicle emission standards.
- Development of less polluting alternative fuels.
- Programs and regulations that foster efficient transportation modes.
LAND USE
Support for state policies that include:
- Creation of a state longrange comprehensive land use plan coordinated with local and regional plans.
- State protection of critical environmental areas (i.e. wetlands, agricultural lands, unique wildlife habitats) through some land use controls.
- Assistance to and increased flexibility for localities in land use planning and control.

WATER SUPPLY AND DISTRIBUTION
Support for a comprehensive state effort to protect the water supplies, including:
- Recognition of the connection between ground and surface water.
- Decision making based on the concept of sharing in the use of ground water.
- State responsibility for the collection of information on water resources and planning for future use.
- Land use policies that guarantee protection of water resources.
- Moratorium on uranium mining until modern, enforceable and effective best practices are approved by an independent assessment team.

SOCIAL POLICY

ADULT DOMESTIC VIOLENCE
Support for addressing the crime of adult domestic violence through:
- Uniform law enforcement including mandatory arrest, reporting.
- Educational and training programs for medical, clerical, law enforcement personnel, and the public on the problem of adult domestic violence as well as conflict resolution.
- Assistance and job training programs for victims.

CHILD CARE
Support for state policies that promote quality child care that is affordable, accessible, and available, including:
- Minimum comprehensive state license standards for child care facilities.
- Incentives for development of child care programs.
- Financial assistance for low income families.
- Coordinated resource and referral systems.
- Training for care givers and parents.
Also, support a requirement that professional child care givers report child abuse /neglect.

CHILDREN AT RISK
Support for state and local policies that recognize the basic needs of all children including shelter, family, and community support, health care, food, education, and personal safety, including:
- Fund preventive services, rehabilitative programs, family support programs, crises services, court costs, and detention.
- Evaluations of programs and services.
- State mandated case planning and case management systems to assure timely access to services.
- Internal and judicial grievance procedures.

EDUCATION
Part I Funding
Support for state funding for public schools that insures a high quality education with equal educational opportunities for all children, including:
- Full funding for the Standards of Quality.
- Increase the state's share of education costs.
- Full funding of state mandates.
- Funding for halfday prekindergarten programs for atrisk children and fullday kindergarten programs at the option of localities.
- State funding for some portion of capital costs.
- Improve the funding formula for determining local ability to pay and using it as a basis for distribution of state education funds.

Part II Quality Education
The League supports the following elements for a quality education:
1* Four core disciplines: English, Mathematics, Science, History and Social Studies;
2* Art, Music, Physical Education, Health and Foreign Languages;
3* Analytical skills, application of knowledge and decision-making;
4* Technology integrated throughout the curriculum;
5* Strong remedial programs implemented at the earliest indication of a student’s academic weakness;

- Special offerings for at-risk and gifted students and educational programs for students with special needs, using specified minimum standards;

- Education for students with limited English proficiency, in which emphasis is placed on teaching English;
- Career and Technical education;
- Professional education of principals and teachers and on going staff development;
- Class size appropriate to instructional goals; a safe environment for students and staff; and discipline, providing preventative programs and a well-defined system of rules, consistently enforced;
- Guidance Counselors for academics and support services;
- Parental and community support and involvement;
- Opportunities to select a specific program or school. These opportunities should be based on a system of equity so that all qualified students have equal access.
6* School-based teamwork, goal-setting and decision-making
7* Application of learning to life experiences in further education, work, and leisure activities.
8* Incentives, recognition, and awards for both students and teachers.
9* Appropriate assessment of student achievement.

ADULT JUSTICE
Support for an adequately funded judicial and corrections system that serves all people without discrimination, and incorporates restorative justice practices. Such a system includes:
- Judicial selection by the General Assembly with use of a nominating commission of lay persons and lawyers.
- Sentencing by judges, not juries, with the availability of a presentencing report.
- Corrections system that is adequately funded, efficiently administered, and humane.
- Corrections system that protects society and rehabilitates offenders, while offering deterrence, diversion, protection, and restitution programs.
- Local jails and community-based corrections facilities that are professionally administered and use of alternatives to incarceration and community resources in the rehabilitation and treatment of prisoners.

JUVENILE JUSTICE
Support for an adequately funded and separate Department of Juvenile Justice that emphasizes prevention and rehabilitation, to include:
10* Prevention programs should be provided for children identified with certain risk factors (i.e. parental incarceration, household history of drug/sexual abuse)
11* Rehabilitation programs that provide treatment and training to meet the needs of each child and include counseling, vocational training and accredited academic programs.
12* Alternative education programs or community service for juveniles who have been expelled or suspended from school or paroled from correctional facilities.
13* In- and out- patient mental health and substance abuse programs oriented to the needs of juveniles.
14* Pre- and post-dispositional community-based services.
15* Establishment of small therapeutic group or foster homes.
16* Removal of juveniles from adult jails.
17* Development of activities/programs/training consistent with the principles of restorative justice.

RESTORATION OF CIVIL RIGHTS FOR VIRGINIA FELONS
Support for the automatic restoration of the civil rights of felons, regardless of the nature of their crime, upon their release from incarceration or upon completion of probation or parole. The process should be easy to understand, accessible, transparent and fair with information about the process made available to all

MENTAL HEALTH
Support for a comprehensive state public mental health care system of quality, statewide and community based services that meets the mental health needs of all Virginians, including:

- Longrange planning, coordination among agencies, and the use of established criteria for allocation of funds.
- Assistance in providing adequate and appropriate housing for the mentally ill.
- Comprehensive and consistent service delivery in all local communities.
- Advocacy programs that ensure patients' rights at all levels.

Whatever the issue, the League believes that government policy, programs and performances must meet these criteria:

18* competent personnel with clear responsibilities
19* coordination among agencies and levels of government
20* adequate financing
21* effective enforcement
22* well-defined channels for citizen input and review

Note: The full version of this document, along with the history is available at http://www.lwv-va.org/files/positions_2015_07_09_positionedforaction_complete_rice.pdf

GLOSSARY OF “LEAGUE LINGO”

ACTION/ADVOCACY - Promoting the League's positions on local, state and national public policy issues to government officials, the media and the public.

ACTION ALERT - Request from the LWVUS, state or LL to take action in support of a League position (a/k/a: “Call to Action”) – may or may not be related to specific legislation.

ACTION with Advocacy – Promoting a League position not connected to specific legislation; if specific legislation has been introduced, then the lobbying falls under full action category which cannot be performed by a 501(c)3 organization, according to IRS guidelines.

ACTION with Lobbying – Contacting government officials, media or the public, either in support of or against, specific legislation, using a League position as the basis for the action.

ANNUAL MEETING - Local equivalent of a convention. Local year-end business meeting to elect officers and directors, vote on bylaw changes and adopt a budget and program of work for the next year.

ASSOCIATE MEMBER - A non-voting member of the League, such as a person under 18 years of age or a non-citizen.

CONCURRENCE - Agreement by League members with a position on an issue reached by another League, study committee, task force or League board.

CONSSENSUS - Collective opinion of a substantial number of members, representative of membership as a whole, reached after objective study and discussion of an issue.

CONVENTION - A state or national League meeting held every other year at which delegates elect officers and directors for the biennium, adopt program, make bylaw changes and adopt a budget. LLs and MAL Units send delegates to state convention, local and state Leagues send delegates to national convention. (State conventions are held in odd-numbered years; national conventions in even-numbered years.)

COUNCIL - An assembly of delegates held in even-numbered years (state) and odd-numbered years
(national) to adopt a budget and assess program developments. LLs send delegates (President plus one) to state Council; state Leagues send delegates (President plus one) to national (LWVUS) Council.

**DATABASE** - League membership list maintained online via the LWVUS website.

**DEBATE/FORUM** - Public convened meeting to discuss public issues or to question candidates for public office.

**EDUCATION FUND** (a/k/a Ed Fund) - 6The tax-deductible arm of national, state and large LLs, handling funds to be used only for educational purposes, not for action on issues (Ed Fund is a 501(c) 3 organization).

**ILO** - 7Acronym for an Inter-League Organization, formed by LLs within a county, metropolitan area or region to act on issues that are beyond the Local League area in scope (such as: LWV-NCA).

**ITEM** - An issue selected for study.

**LIFE MEMBER** - A person who has been a member of the LWV for at least 50 years. Life members are excused from dues payment and their Leagues pay no per member payment (PMP) for them.

**LL** – Local League

**LWV-NCA** - The League of Women Voters of the National Capitol Area (an Inter-League Organization composed of Leagues of DC, Northern VA and Maryland).

**LWVUS** – The League of Women Voters of the United States (the national League).

**LWV-VA** – The League of Women Voters of Virginia (a state League).

**MAL UNIT** - A state-recognized group of Members at Large, in an area where there is no LL. They may become a full League when they meet specific criteria.

**MEMBER-AT-LARGE (MAL)** - a member who resides outside the area of, and is not enrolled in, a LL; groups of MAL members in the same geographic area can form a MAL Unit of the state League.

**PMP** – Acronym for Per Member Payment, the amount of money paid annually to the LWVUS and state Leagues (and ILOs) on the number of members in the LL and MAL Unit as of January 31.

**PORTFOLIO** - Area of responsibility; one’s League job.

**POSITION** - 8A statement of the League’s point of view on an issue, arrived at through member study and agreement (consensus or concurrence), approved by the appropriate board and used as a basis for League action.

**PRINCIPLES** - 9Governmental standards and policies supported by the League as a whole. They constitute the authorization for adoption of program at all levels.

**PROGRAM** - Selected governmental issues chosen by members at the local, state and national levels for study and action.
PROGRAMS - Plans for speakers, discussion or other activities for League meetings.

RESOURCE PERSON – The person serving as a “background expert” for a discussion topic – helps the discussion leader with questions about the subject under discussion – is usually a member of the study committee.

SOCIAL MEDIA – Media portals to help communicate League interest and activities between League and the public online (Facebook, Twitter, etc).

STUDY [RESTUDY] - Adopted at annual meeting or convention in order to pursue consensus.

TASK FORCE – Group of members working on a particular project.

UNIT - Groupings of members within large LLs to provide more opportunity for discussion. Units may be time-oriented (day, evening, lunch hour) or geographically oriented, or both.

VIRGINIA VOTER - Newsletter of the LWV-VA. It is distributed via email, USPS for those without email, and posted on our Members Only website.

VIRTUAL MEETING – Meeting of a League board where a decision is recorded via email or other electronic or conference method.

VOTE411.ORG - Web portal of LWVUS for election information.

VOTERS GUIDE - Nonpartisan publication giving candidates' qualifications and positions on selected issues.

VOTER SERVICES – Year-round activity to help citizens be politically effective and to encourage their participation in the political process. Registering voters and presenting factual, nonpartisan information on candidates and election issues are basic voter services activities, i.e., all election related projects, activities.

VOTING MEMBERS -- All League members who are U.S. citizens and at least 18 years old.

WLRT – Women Legislative Roundtable; a forum moderated by the LWV-VA in Richmond during the General Assembly session to discussion issues of public policy being debated during the legislative session.

(Adapted from LWVUS “League Lingo” by LWV-VA, 2011)
Part IV
Policies and Guidelines

July 2015 Edition
501 East Franklin Street - Suite 624
Richmond, VA 23219
# Part IV – Policies and Procedures

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Administrative

Action & Advocacy Policy and Protocol

League Action
When the League speaks or acts publicly, it does so through “official League channels” ONLY. It is important that the League “speak with one voice” which means that action at any level of League must not contradict positions or action of other [higher] levels of League (i.e., local positions cannot contradict regional, state or national positions). Of course, any member may express her/his opinion as an individual, and members are encouraged to do so. When speaking at a public meeting, addressing a public official or writing to the media (newspaper/blog/social media), s/he must do so as an individual, not as a member of the League of Women Voters unless the President or the Board of that respective League has specifically authorized that person to do so.

Action at the State Government Level
Action to obtain support for League positions includes oral and/or written testimony to members of the General Assembly, committees of the Virginia General Assembly, the Governor, Commonwealth agencies, Commonwealth commissions, Commonwealth-level meetings and public hearings, and contacts with Commonwealth officials.

Responsibility for Action and Advocacy
All action at the state governmental level in the name of the LWV-VA is the responsibility of the LWV-VA Board. Only the President, a director or other League member designated by the President may speak for, or take action on behalf of, the LWV-VA. (Note: The lobbyist may act on issues agreed upon annually by the Board as “Action/Legislative Priorities” and must keep the president fully informed of activities. If speaking on issues not included in the Action priorities, consultation with the president is required.) Local Leagues and MAL Units may take action on state governmental issues only when authorized to do so by the State Board and only in conformity with, not contrary to, the position taken by the LWV-VA. Individual members may act in the name of the League only when authorized to do so by the state Board. (See LWV-VA Bylaws, Article X, Section 4.)

Each local League and MAL Unit has a formal responsibility to send a letter from the local League or MAL Unit, or take whatever other official action is requested, in response to every League “Action Alert” (an official communication originated by the League that asks members to take action about a specific issue covered by LWV positions). The LWV-VA may also request that local Leagues and MAL Units ask their members to contact Commonwealth officials and speak as individual citizens, but not as League members, on issues of concern to the LWV-VA. From time to time, when deemed more expedient, the LWV-VA may send out League Action Alerts directly to League members throughout the Commonwealth of Virginia.

Local Leagues and MAL Units should communicate to their non-email members LWV-VA Action Alerts to contact Commonwealth officials about the issue as an individual.

Advocacy on LWV-VA positions: On some occasions, local Leagues and MAL Units may be asked to engage in “advocacy” activities to implement LWV-VA positions at the local level, such as surveying or researching whether certain aspects of the position that are supported by Virginia legislation are being carried out in local agencies. This advocacy activity must be approved by
the LWV-VA Board before being communicated to the Local Leagues or MAL Units. Advocacy differs from “lobbying” in that there is no specific legislation being considered by the General Assembly (no bill number) or U.S. Congress at the time the advocacy activity is being requested; if current legislation is being considered, the activity is called an Action Alert. (Note: An example of this is advocacy requested of the local Leagues and MAL Units to be done through the Public Advocacy for Voter Protection (PAVP) project because of a grant awarded to the LWV-VA by the LWV Ed Fund.)

The Basis for LWV-VA Action.
Action at the state level must be based on LWV-VA or LWVUS positions and/or principles. If there is some question about whether or not a contemplated action is authorized under an LWV-VA or LWVUS position, clearance and clarification will be sought from the LWVUS.

LWV-VA Action at the State Governmental Level Initiated by local Leagues, MAL Units and ILOs. Before a local League, MAL Unit or ILO initiates action at the state governmental level based on national, state, ILO or local League positions, the local League, MAL Unit, or ILO Board must obtain LWV-VA Board approval. In considering whether to grant permission, the following criteria will be applied:

1. Does the issue or legislation relate to other local League or MAL Units and other cities, towns or counties in the state?
2. Is there a conflict in position between local Leagues within the Commonwealth?
3. Would such action be in conflict with current LWV-VA or LWVUS positions?
4. Is a local League studying the issue with an eye toward state member agreement?
5. Is the issue divisive within the state?

If all the answers to the above questions are negative, the Board will probably grant permission, particularly if the legislation is clearly local. If the issue or legislation applies across the state, the Board may also grant approval in some cases. In cases where time for approval is too short for Board review, and if approval seems routine, the President may grant approval for local League, MAL or ILO action without Board approval.

Guidelines for taking action at the Commonwealth government level based on local positions. If the Board grants permission to a local League, MAL Unit or ILO to contact Commonwealth government officials to promote a local League or (in the case of the MAL Unit) LWV-VA position, the following applies:

1. The local League, MAL Unit or ILO may share with its legislators the research and results of the LWV-VA or local League study on the issue and request that they submit it to the appropriate legislative committees;
2. The local League, MAL Unit or ILO may testify to the standing committees of the legislature if the bill applies only to its respective city or cities, town(s) or county or counties. The local League, MAL Unit or ILO should send a copy of its testimony to the LWV-VA office before the hearing(s) and report to LWV-VA on responses by the legislators. With specific LWV-VA Board approval, a local League or MAL Unit may also testify on bills that apply statewide. Knowing that testimony is frequently changed during the hearing before delivery of the testimony, a final copy must be provided to LWV-VA together with the report on responses by legislators. All testimony will be posted on the LWV-VA website in a timely fashion.
3. The LWV-VA will maintain an action e-mail list that will consist of members of local Leagues, MAL Units, and MALs to be used for distribution of Action Alerts and pertinent information on a timely basis for Action participation.

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July 2015
Action at the Federal Government Level
In response to Action Alerts issued by LWVUS, the LWV-VA has the primary responsibility for contacting U.S. Senators and all members of the House of Representatives from Virginia. Local League presidents and MAL Unit Chairs should also contact Virginia’s U.S. Senators and their respective members of the U.S. House of Representatives in response to LWVUS Action Alerts whenever possible.

Local League and MAL Units should communicate to their non-email members LWVUS Action Alerts to contact their congressional representatives (both Senators and representatives) from their districts. The members should act as individuals and not in the name of the League.

Action Alerts on federal government level initiated by the LWV-VA, local Leagues or MAL Units
With LWVUS approval, the LWV-VA, local League and MAL Units may contact federal officials about proposed federal legislation that directly affects the Commonwealth or a local area.

Action and Advocacy, if no position
LWV-VA, local League, MAL Unit and ILO leaders (officers, Board members or off-Board chairs) may not advocate in opposition to a LWVUS or LWV-VA position. If the LWVUS or LWV-VA has no position on the issue, they may testify as individuals only.

Legislative Priorities
Each year the LWV-VA Board canvasses local Leagues, MALs and MAL Units for suggestions on legislative priorities for the next General Assembly session. The Board selects the priority issues based on input from the local Leagues, MAL Units and state Board members. The priorities establish the framework for LWV-VA action on legislation throughout the year.

LWV-VA’s formal Action Alerts or Calls-to-Action to local Leagues and MAL Units generally pertain to proposed legislation related to the adopted priority issues but they can include issues that arise during the legislative session or in the interim.

Contacting Legislators
Copies of letters to Legislators.
Local League and LWV-VA leaders should send copies of their letters to members of the U.S. Congress to the LWV-VA President and the LWVUS Legislative Action Department. Local League and LWV-VA leaders should send copies of letters to state government officials to the LWV-VA President.

Local Leagues, MALs and MAL Units should establish a procedure for contacting their members of the General Assembly when requested to do so by the LWV-VA. Members of the Leagues should be prepared to respond as quickly as possible by contacting their legislators. The League members lobby their legislators as individuals.

(Adapted from League of Women Voters of Maryland Policies, Guidelines and Procedures 2010, with edits by Lynn Gordon, LWV-VA President, 8/2011)
CONCURRENCE POLICY and PROCEDURES

Concurrence is the act of agreeing with or concurring with a statement or position. A decision-making technique used by the League for some time, concurrence can work in several ways. Groups of League members or League Boards can concur with (1) recommendations of a resource committee, task force, members or unit group; (2) decision statements formulated by League Boards; or (3) positions reached by another League or Leagues. \textit{(League Basics 9-17.)} The revised LWV-VA bylaws, adopted at the 2013 Convention, expanded the process by which concurrence can be used in adopting or amending program. \textit{See Article X, Sec 3.} This change recognized the fact that the LWV-VA has many support positions which are due for updates, and which can most likely be achieved through a concurrence process. The new bylaws open the process of proposing and adopting updated positions, while retaining the oversight of the Board and role of the membership.

Basic Concurrence Process:

1. Any League Board, LWV-VA study committee, task force, or voting member that plans to propose the adoption, elimination, or amendment of a state League position by concurrence of the convention or council shall give notice to the state Board of its intention to do so at least three months before the council or convention.

2. Background information on the issue, including the timing, need, and importance of the issue and rationale for using this method, must be submitted to the state Board with the proposal. Copies of the material may be sent to local Leagues and members-at-large (MAL) units for their information.

3. The state Board will consider the proposal and include or exclude it from the proposed program, which will be sent to the presidents of local Leagues and ILO’s and to the chairs of MAL units at least four weeks before the council or convention.

4. A majority vote of those present and voting at the council or convention is required to amend, eliminate or adopt a state League position recommended by the state Board for concurrence by the council or convention.

5. A properly submitted concurrence proposal not recommended by the Board for consideration by delegates at state convention may be adopted if it is ordered for consideration by a majority vote and is approved by a three-fifths vote of the convention delegates present and voting at a subsequent session of the convention. (This allows time for the delegates to consider the proposal.) According to the bylaws, delegates to state council may consider only those proposals that are recommended by the state Board.

6. There is the possibility that a LWV-VA Board, study committee or task force will determine that a concurrence rather than consensus process is more appropriate to determine member support for a new or amended position. In such a situation, the Board will seek the agreement, disagreement, technical edits and comments from local Leagues and MAL units regarding the proposals of the committee or group. Following receipt of aforementioned feedback, the state Board will determine whether concurrence has been reached and approve the wording of the new or revised support position. Pursuant to Article X, Sec 4, the position is thereby adopted as a LWV-VA position upon which it may take action and can only be amended by following the procedures of Article X, Section 3.

Adopted: July 2013
Conflict of Interest Policy

Serving on Boards. Board members may serve on other Boards, including non-elective governmental Boards or commissions. However, if a conflict arises between the two entities, it should be brought to the attention of the LWV-VA Board. Such conflict may consist of frequent League testimony before the entity in question, strong political connection with an elected official as a result of an appointment, or advocacy that is in conflict with the League’s positions.

Lobbying. Board members shall not lobby for a position in opposition to or in conflict with a current League position.

Employment. If a potential conflict of interest arises from employment, it should be brought to the attention of the Board.

Stipends. Board members may not accept stipends or grants for League projects while sitting on the policy-making Board that is responsible for awarding the grant.

Honoraria. Board members may accept honoraria on behalf of the LWV-VA, and may accept reasonable travel-related reimbursement.

Directors must discharge their duties as directors in good faith and in a manner they reasonably believe to be in the best interest of the corporation. Unless a director has knowledge or information concerning the matter in question that makes reliance unwarranted, a director may rely on information, including financial data, if prepared or presented by an officer or employee of the corporation whom the director reasonably believes to be competent in the matters presented; legal counsel, public accountants, or other professionals or experts; or a committee of the Board which the director is not a member of if the director reasonably believes the committee merits confidence.

A director must disclose any conflicting relationship or interest in any matter to be considered by the Board of Directors (or committee). An interested director will be counted in determining the presence of a quorum, and although the interested director may vote, her or his vote cannot be the deciding vote (that is, the votes cast for the action must be sufficient without counting that director’s vote).

Under Virginia law, a director may be held personally liable for, among other things, a transaction from which the director derived an improper personal benefit, either directly or indirectly. Virginia law provides a “safe harbor” and generally states that a director is deemed not to have derived an improper personal benefit from a transaction if the conflicting circumstances were disclosed or known to all directors voting on the matter, and the transaction was authorized, approved or ratified by a majority of the disinterested directors (and the transaction is not otherwise illegal).

(Adapted from League of Women Voters of Maryland Policies, Guidelines and Procedures and League of Women Voters of Florida In Florida League) Source: Virginia Nonstock Corporation Act, Code of Virginia, Title 13.1, Chapter 10, Article 8.

Diversity Policy

The League of Women Voters of Virginia, in both its values and practices, is committed to inclusion and diversity. This means that there shall be no barriers to participation in any activity
of the League on the basis of economic position, gender, race, creed, age, sexual orientation, national origin, or disability.

We recognize that diverse perspectives are important and necessary for responsible and representative decision making. We believe inclusiveness enhances the organization’s ability to respond more effectively to changing conditions and needs.

We affirm our commitment to reflecting the diversity of Virginians in our Board and programs.

**Nonpartisan Policy**

The purpose of the League of Women Voters is to promote the informed and active participation of citizens in government. The League is nonpartisan in that it does not support or oppose any political party or candidate; it is political in that it takes positions on selected governmental issues after member study and agreement.

The purpose of this policy is to assure the credibility of the League of Women Voters of Virginia as a nonpartisan organization. Only to the extent that the public and its elected officials are convinced of the League's genuine nonpartisanship will the League be able to render effective voters service efforts and gain a wide base of support for its positions on governmental issues.

A state Board member must recognize that, as a result of close identification with the League, she or he has a special responsibility to see that her or his activities do not create a partisan impression. Any member who has doubts about appropriate activities must consult the President or the Board.

**STATE BOARD MEMBERS MAY:**

- Attend informational political functions.
- Attend, but not host, fundraising events for candidates or parties.
- Vote in primaries and attend party mass meetings in the absence of a primary.
- Serve as an election official.
- Accept an appointment to a non-elective governmental office, Board, or commission, provided there is no conflict of interest, based on the LWV-VA Conflict of Interest Policy.
- Run for or hold any nonpartisan elective office.

**STATE BOARD MEMBERS MAY NOT:**

- Contribute financial support to a partisan candidate or a political party.
- Run for or hold any partisan elective office, or run for delegate to a political party convention. A Board member who plans to do so should formally resign from the Board no later than the time of filing for the election. She or he may not serve on the Board again for the remainder of the League year, or for a minimum of six months.
- Endorse, publicize, or work for any partisan local, state, or national candidate or any political party in a way that publicly identifies the Board member with the partisan candidate or political party. This includes hosting an event for a candidate, holding an official position in a political party, circulating a nominating petition for a candidate, signing letters or making phone calls on a candidate's behalf, and using bumper stickers, yard signs, buttons or other paraphernalia endorsing a candidate or political party.
- Hold office in an organization that endorses partisan candidates for public office.
The political activities of a Board member's spouse or other family members should be considered separate and distinct from the Board member's own activities and are not covered by the above policies.

The state Board will be responsible for interpretations of the above policies.

The above policies do not apply to off-Board administrative, program, or action chairs or to individuals holding League-related appointments to public bodies or coalitions. These individuals should review their personal situation and determine how strongly non-League members identify them with the League. Based on this review, these individuals should use discretion in their political activities. Any of the aforementioned individuals who are involved in visible partisan activities should not testify at public meetings or lobby for the League.

The President, the Voters Service Director, the Legislative Coordinator, the Associate Legislative Coordinator and the Advocacy Director should be particularly aware of activities that could compromise the League’s nonpartisanship, and should consult the Board if they have any doubts about such activity.

Approved by Board of Directors, LWV-VA
August 2011 (Lynn Gordon grammar edits)

Board Operations

Guidelines For Board Operations

The State Board will meet a minimum of four times a year, and more frequently as needed to conduct business; with at least two meetings being conducted in person. Dates and times will be determined when the Board considers and adopts its annual calendar. (Note: additional meeting could be a Board Retreat or a virtual meeting.)

1. Members, wishing to present business to the Board, should ask the President to be included on the agenda that she prepares and submit written relevant reports or proposals. When the deadline for requesting time on the agenda cannot be met, notify the President prior to the meeting and adjustments to the agenda will be made.

2. The mailing or email distribution includes the agenda for the meeting, announcements, proposals and/or background material to be considered at the meeting and minutes of the previous meeting. The email is sent out by the president several days before the Board meeting.

3. Board members unable to attend the meeting should call the President.
4. Each Board member should prepare for the meetings by reading carefully, in advance, the agenda and accompanying material, and contribute to the discussion by making pertinent points in an effort to achieve well-balanced policy decisions.

5. State study item chairs and Nominating Committee Chair, who are not Board members, are encouraged to attend Board meetings. Attendance is not required unless they are listed on the agenda.

6. Board meetings are open to all League members.

7. The Executive Committee shall consist of the President, the First and Second Vice Presidents, the Secretary and the Treasurer. Any decisions made by the Executive Committee will be reported to the next Board meeting.

8. Orientation for a new Board should be held as soon as possible in the League year.

9. The State Board will consider and adopt a calendar and distribute it to the local Leagues in July of each year. (See Appendix X Typical Calendar Year)

10. Rosters and local League Board directories (in the form of the State League Directory) will be distributed annually to the Board.

1/82, 6/99, updated 4/2011

**Guidelines For Program Committees And Task Forces**

A committee or task force does the work assigned to it by the Board. The committee's members, duties, terms of office and reporting requirements are defined by the Board/president. Working materials for committees (and task forces) should be furnished by the secretary. The materials could include:

1. List of committee members with addresses and telephone numbers.
2. Statement of motion, problem, or task referred to the committee.
3. Instructions from the governing Board/president.
4. Reports of similar committees and other pertinent information.
5. Policies, rules, or decisions of organization relating to the committee's work.
6. The nature of the report desired and the date it is due.
7. Budget (if any) and requirements for spending.

No officer, member, employee, or outside person has the right to attend any meeting of a Board or committee except by the invitation of the committee for Board. Its minutes are open to no one except members of the committee. The president is an ex-officio member of all committees except the nominating committee; as such, she/he has full voting rights on the committee.
The committee chair calls the meeting, submits a plan of work for consideration and discussion. A majority is required for an official vote, as is a quorum. Minutes are required of each meeting; minutes should include: the type of meeting, date, hour, place, name of person presiding, fact of quorum present, attendees, action and responsibilities assigned. The person designated as secretary for the committee should prepare the minutes as soon after the meeting as possible. The minutes should be circulated to members and should always include a copy for the president.

Committee reports to the appointing body should include:

1. A statement of the question, subject, or work assigned to the committee.
2. A brief explanation of how the committee carried out its work.
3. A description of the work the committee performed, or in the case of a deliberative or investigating committee, its findings and conclusions.
4. Report should be as brief as possible but clear.
5. Should provide the necessary background to understand recommendations.
6. Give credit to anyone rendering unusual or outstanding service to the committee.
7. Recommendations should be attached to the report but not included in it.
8. Each recommendation must be in the form of a motion or resolution.
9. Unless the report has been unanimously endorsed by the committee members, a majority and minority report should be filed.

No committee has authority that has not been delegated to it by the appointive body. The committee's work/reports may be considered by the Board, approved, rejected, or merely filed. The committee may be dismissed and another appointed if the Board feels that this would be in the best interest of the organization.

*At its 2011 Convention, the delegates added the words “task force” to the bylaws to give another name for a state “committee.” Therefore, findings of a “task force” have the same authority and are governed by the same procedures for a committee and the phrase “task force” is understood to be included in all policies and instructions regarding committees.

Guidelines For Statewide Debates

Only a person qualified in accordance with Virginia law to have his or her name printed on the ballot will be invited to participate in LWV-VA sponsored candidate events.

If the event is for statewide or national office (Governor, Lieutenant Governor, Attorney General, U.S. Senator, or U.S. Representative) the LWV-VA will require that candidates be significant candidates. A significant candidate has made a public announcement of the intention to run; has a campaign headquarters and staff; has issued position papers; has made campaign appearances; and, from the time of declared candidacy to within thirty (30 days) of the event, has shown at least a 15% ranking in a major, nonpartisan poll. If requested, the candidate must provide proof of meeting the above conditions.

prepared by Lulu Meese, 10/85 edits by Sherry Zachry 6/2011

July 2015
If the LWV-VA Board should choose to organize itself for debate planning purposes for statewide elections, especially for senatorial and gubernatorial contests, the following should apply: 1) seed money in the LWV-VA operating budget, and 2) appointment in January, of statewide election years, a committee from the Board to explore the possibility of holding a LWV-VA sponsored debate.

1. Allow 6 to 9 months lead time for exploration and preliminary planning. LWV-VA budget should include a minimum of $1000 for seed money to investigate debate possibilities.

2. Members of a preliminary planning committee, to include Voter Services, Development and Public Relations Chairs, should be appointed in January. Board should set a date for the planning committee to report on preliminary responses from possible candidates, availability of funding, recommendations for site and project director, possible coalition partner, at which time the Board should make the final decision as to whether or not to proceed with a debate.

3. Upon identification of a debate location, the Board appoints a project director and a steering committee to be composed of state Board members and local League members from the debate area.

4. To facilitate a clear understanding between the state League and LL(s) in the area of the debate site, a Memorandum of Understanding as to the responsibilities of each should be developed after negotiations between the state League and the LL(s) or coalition partners.

5. The steering committee is responsible for planning and implementation of the debate. It decides on goals, explores participation with all potential nominees, develops criteria for candidate selection, secures advisory committee, approves budget, secures funding and consultants, and plans format, location and media coverage.

6. Total budget should be realistic for travel, telephone, publicity, etc. and should include TV or media transmission costs.

7. Development and Marketing chair could consider requesting contributions to fund specific items in the budget.

8. An advisory committee appointed in the early stages of planning has potential value in lending prestige and influence as well as fulfilling its advisory role dealing with funding, format, broadcaster, publicity, etc. One meeting is probably all that is necessary.

9. Consultants may be appointed as necessary. It is important to have on-call an attorney familiar with communication law. A TV consultant and a political consultant might also be considered.

10. Negotiations with the candidates should be conducted:
    a. by the Project Director and one or two members of the Steering Committee at a neutral site;
    b. with a written debate package proposal presented to candidates as early as possible after nomination, to serve as agenda for the first meeting;
    c. with the steering committee having decided what is negotiable and what is not;
d. by following up initial meeting with either an agreement ready for signing or a Memorandum of Understanding listing items that are still under negotiation, stating that those items that were agreed upon will not be open to further negotiation unless all parties agree, and asking for immediate response in writing as to available dates. If a second negotiating session is required, establish date at close of first meeting.

e. by certified mail in case of significant correspondence, agreements, and invitations.

11. Negotiations with the broadcaster (prime carrier): Develop an understanding of the prime carrier's responsibilities and record it in a Memorandum of Understanding. Transmission statewide should be secured early enough for publicity purposes to develop an audience.

12. Moderator and panelists need not be limited to reporters and commentators; columnists and academicians should be considered. A well-known moderator is a plus; use of a moderator only should be considered. (Refer to LWVUS training material on format)

13. It is desirable to have a debate site that meets needs as a physical facility with TV coverage needs: a pressroom with TV monitors and telephone, dressing rooms for candidates, and seating for a live audience.

14. If invitations are used, they should be shared equally by each candidate and the League. Agreement on numbers should be in writing. Doors should close at announced time; 15 minutes before debate is probably enough unless prime carrier requires more time.

15. Media coverage should include initial press conference announcement and this may be sufficient unless controversy develops. Plans for publicity should be developed including op-ed pieces by consultants, letters to the editor, press releases, etc.

16. Formal acknowledgment should be given to all who contributed to the debate.

17. Report and evaluation from the steering committee and project director should be presented to Board no more than 2 months after the event.

1/85, 6/99, 2/06, 4/09, 8/11

Guidelines for Joining Coalitions

League action is accomplished in many ways. Combining forces for joining action toward limited and well-defined objective can double or triple League impact. **Joining a coalition is a Board decision.** However, before the League Board decides to join an action coalition, Board members should fully understand the commitment involved (time, money, resources) and should, if possible, plan to play a leadership role (on a steering committee, for example) in order to influence the activities of the coalition. **The goals, if not the motivation, of the League and the coalition must not conflict.**

If the coalition decides to endorse candidates after the League has joined, the League should, at a minimum, issue a statement dissociating itself from that aspect of the coalition’s work, or the League may decide to withdraw. **If the coalition will concentrate its activities on supporting or**
opposing candidates, or if League goals diverge from those of the coalition, the League should not participate.

The following guidelines should be weighed by the Board of Directors when considering joining a coalition:

1. The coalition’s major issues should mesh with League positions though there need not be a League position on every issue with which the coalition is concerned.
2. The major goal of the coalition should be in accord with adopted League priorities, or the goals should be ones the League expects to work to achieve in the future. The coalition should be non-partisan and must not endorse candidates for office.
3. The coalitions’ activities should bring added effectiveness to the overall efforts to achieve the League’s organization, advocacy, or educational goals.
4. The coalition members should be organizations with which the League can work effectively. The League should have confidence in the leadership of the coalition and may serve in a leadership capacity.
5. Expenditures for work with the coalition (including volunteer time, as well as cash and in-kind expenses) should be worth the investment.
6. It must be determined how much time will be required from the League and if the League has volunteers to provide it – also, if it will involve Local Leagues and if they will agree to cooperate. Ideally, LWV-VA would appoint a representative to each coalition it joins.
7. The League representative to a coalition must have prior approval of the state League president before making any formal or public statement of League positions on a specific issue. If the League disagrees with the majority opinion of the coalition, the League should dissociate itself and issue a public statement of the League’s dissension.
8. It must be determined how much funding will be required from the League, if the League has the funds or can get them, and from what source(s).
9. It must be determined how much expertise will be required from the League and if the League can provide it.
10. To ensure the full effectiveness of LWV-VA participation in any coalition, the LWV-VA representative to the coalition must be available to do the required work within a coalition, to report regularly in writing to the Board on coalition activity, be involved in decisions and actively to engage LWV-VA membership in that coalition-related activity.

Sample letter to Organization/Coalition upon Joining

Date

TO:

The League of Women Voters of Virginia is pleased to be able to cooperate with (name of organization or coalition) on (project’s name/purpose). However, the League must do so under the following conditions:

1. The League of Women Voters of Virginia is strictly nonpartisan and does not endorse political parties or candidates. If (organization/coalition) in any way endorses a candidate or a party at some future time, the League will respectfully withdraw at that time.
2. If a decision is reached by the (organization/coalition) that conflicts with a League position, the League reserves the right to issue an opposing statement and/or to withdraw from participation.
To this end, you are requested to keep the League informed of all activities that might affect our concerns.

We look forward to working with (organization/coalition) to (purpose of cooperation) under the aforementioned conditions.

Sincerely,

President
League of Women Voters of Virginia

(Adapted from League of Women Voters of Florida In Florida League, emphasis added 8/2011))

Guidelines For Cooperation With Other Organizations

I. Co-Sponsoring A Meeting (Board decision)
   1. Issue must be one on which we are placing at least moderate emphasis
   2. Other organization must be known to be responsible
   3. Guidelines for procedures must be clearly written and approved by representatives from both organizations
   4. Our representative should be involved in decisions
   5. Cost should be weighed against benefit

II. Lending Our Name To Another Organization (Board decision)
   1. Issue must be one on which we are placing at least moderate emphasis
   2. Other organization must be known to be responsible
   3. Must offer us something we could not as easily attain on our own
   4. Name must be lent for only one specific purpose, not general use
   5. LWV-VA support must be reviewed annually

III. Acting Independently On An Issue At The Request Of Another Organization
     (Item chair and President with report to Board)
     1. Issue must be one on which we are placing at least moderate emphasis
     2. Value to us should be weighed against time and money involved

V. Disseminating Information From Another Organization To Our Members
   (Item chair and president)

VI. Providing Information To Other Organizations
    See section IV above
VII. Participation In Roundtables

1. Issue must be one on which we are placing at least moderate emphasis
2. Sole function must be exchange of information and ideas
3. Roundtable must have bylaws or operating guidelines

Guidelines For The Women's Legislative Roundtable (WLRT)

1. The purpose of the Women's Roundtable is to provide a forum for men and women, including legislators, to exchange information, materials and ideas among groups and individuals with concerns for legislation affecting women and families.

2. LWV-VA sponsorship of the WRT should be reviewed annually. If the Board approves continuing, the LWV-VA budget will include a line item for WRT.

3. The WRT will meet weekly on each Wednesday (after the convening Wednesday) at 8:30 a.m. at the General Assembly during the months the legislature is in session.

4. The League will seek a legislator-sponsor of the WRT. This sponsorship is the key to continuing LWV-VA leadership, enables WRT to schedule meetings in General Assembly conference committee rooms and ensures WRT inclusion in the House and Senate calendars.

5. Traditionally, the LWV-VA President, or her surrogate will lead the meetings of the WRT. The President, Legislative Coordinator and Associate Legislative Coordinator will prepare an agenda and a summary of pending legislation, if possible, and make an effort to elicit input from all participants. Specific legislation can be tracked through the Legislative Information Service (LIS) system on the General Assembly website (http://leg1.state.va.us/lis.htm), and Richmond Sunlight (http://www.richmondsunlight.com).

6. Protocol for conducting the WRT dictates that arriving legislators receive precedence over non-legislative speakers when speaking to the group, since they have very limited time for participating in the WRT.

7. The Legislative Coordinator and Associate Legislative Coordinator, in conjunction with the President, will repeatedly remind and encourage all legislators to attend the WRT as frequently as possible. It is important to have legislators from both political parties to speak whenever possible, to ensure the nonpartisan status of the League.

8. The President, Legislative Coordinator and Associate Legislative Coordinator, in consultation with the legislator-sponsor will call a meeting in early December prior to the opening of each General Assembly as appropriate, for review of upcoming legislation (this is the WRT Pre-session meeting).

9. Action coalitions (lobbying groups) must operate independently from the WRT.

10. The WRT will not officially endorse any legislation.

11. The President, or her designee, will issue summaries of each week’s topics and legislation discussed as soon as possible after the Wednesday meeting. Such summary will also be posted on the LWV-VA website.


Guidelines For Projects

I. Responsibilities of the LWV-VA Board
   1. Determines all policies connected with the project.
   2. Grants approval for conducting project.
   3. Appoints the project director and committees.
   4. President and secretary sign all contracts.
   5. Treasurer receives all money, pays all bills and keeps all financial records.
   6. Board receives and evaluates final report.
   7. State PR Director may be called upon to handle publicity and PR.

II. Responsibilities of the Project Chair
   1. Prepares a detailed project request to be considered by the Board. The request shall include:
      a. statement of topic to be addressed;
      b. justification for the League's participation in this project;
      c. goals and objectives;
      d. procedures, timetables, target audience, other cooperating groups or organizations;
      e. budget for equipment, supplies, postage, overhead, estimated number of volunteer hours and effort required, possible funding;
      f. feasibility of carrying out project (present restraining and supporting forces);
   2. Submits project progress reports, and final evaluation for the state Board.

3/80, 6/99

Communications

Communications Guidelines

I. Newsletter
The League has a method of regular communication with members. It distributes its newsletter to appropriate community leaders and to prospective members. To facilitate a uniform image of the League, the newsletter is called The Voter and features the League logo.
The League newsletter includes schedules of meetings, information on League positions, action alerts, and any other items necessary for a member to be informed and to act effectively; it avoids reprinting information from every-member League publications (e.g., state and national Voters). The newsletter contains a welcome to new members with a brief write-up on each one.

**Article Requirements**
- Articles should be typed with 11 pt. Times New Roman font
- Graphics must be originals (.jpg or equivalent) or .pdf
- They should be separate from the text, but include a place-holder in the text
- Use normal style without indenting paragraphs
- Headlines should contain a verb
- Sources and/or footnotes should be in 10 pt.

**II. Website**
The League’s website is useful to members and the public, well-designed, easily navigable, well publicized, and updated regularly. Opportunities to link the League’s website to allies, coalitions, cosponsors, partner organizations, media sites, and government (election/auditor) websites are explored in order to further the reach of the League and to make contacting the League easier and more convenient.

1. The website should adhere to the League’s mission, goals, and purpose.
2. Web pages are considered a “publication” and should follow the same guidelines for approval as other League publications.
3. The League should be identified on each page (using text as well as a graphic identifier) to prevent copying without attribution.
4. An e-mail address should be on every index page to allow for inquiries from users.
5. No phone numbers, addresses, or personal information should be published without permission.
6. Education and advocacy sections of the site must be distinguished and maintained. Do not “link” or “mix” the education and advocacy areas.
7. Links to other sites should be closely scrutinized and accompanied by a disclaimer such as, “Views expressed by non-League links are not necessarily those of the League. These links are provided as a service to visitors.”
8. The following are prohibited on a website maintained solely with 501(c)(3) funds or on an area of the homepage that includes voter education (Education Fund) material:
   - Advocacy for a particular position or any legislative or election issues
   - Membership information

**III. Social Media, Facebook**
- Only facts can be posted on Facebook or Twitter.
- Only the LWV-VA President can post on Facebook or Twitter without approval from anyone else. Anybody else wanting to post must first get approval from the LWV-VA President.
- During the legislative session, it is recommended that at least one tweet per weekday be posted.

7/2011
Guidelines For Publications

Publications planning should be a regular part of the work of each state Board member and off Board chair and of the state Board as a whole. State League publications speak for and about the League, whether their readership consists of League members only or includes a wider audience. It is important that they be easily identified as L WV-VA publications and that they maintain a consistently high quality of both text and appearance.

1. Committee chair or other Board member presents recommendation for publication to the Board, including purpose, subject, scope, readership, publication date and financing plan.

2. Board or executive committee approves, rejects or requests more information about the proposed publication. Board approval of a proposed publication should include subject, scope, general format and length, publication date, estimated budget and financing, distribution plan, assignment to a committee responsible for writing the material, and appointment of a reading committee. The production manager may be asked to estimate printing costs at this time.

3. Writing committee prepares first draft of the text after thorough discussion of the subject matter to be covered, style appropriate to readership, etc. Although the actual writing may be assigned to one or two persons, the entire committee should participate in drafting an outline of the material, deciding style, etc. They should consult with the production manager if technical information is needed.

4. At least three months before publication date (unless a longer time is requested for a major publication) writing committee submits draft of text to the state office for duplication and distribution to reading committee members, state president and subject area coordinator.

5. If the reading committee recommends major changes in the text after reviewing it for completeness, organization, objectivity, clarity, usefulness, readability, etc., a conference should be set up between the reading committee chair, writing committee chair and subject area coordinator to work out differences and prepare a second draft. At least two months before the publication date the second draft, or the first draft with minor recommendations noted, is sent to the production manager and state president.

6. The production manager prepares a final text, editing for style, consistency, etc., and a layout and graphics. These are submitted to the writing committee and the state president for final approval.

7. Production manager proceeds with production of the publication.

8. Publications chair arranges for distribution of publication. When appropriate, PR Chair should be involved in planning publicity about the publication.

9. All publications must carry a date and the number of copies printed.

1/83, 6/99, 11/05
LWV-VA Email Protocol

I. Email to one or more people, but not the entire Board:
   1. “To” line is for people from whom you need a response
   2. “cc” line is for people you want to receive the information, but no response is required
   3. If for information only and no response is required from anyone, use your name in “To” and all other recipients in “cc”
   4. “To” recipients should acknowledge receipt within 48 hours (exceptions for weekends, out-of-town, etc.)
   5. The President should be included in “cc” for committee work (at least initially) and other times as deemed appropriate by the sender
   6. Once a dialogue has begun, responses are required only when requested

II. Email to the entire Board
   1. If NOT for information only, include “Reply Requested” in the Subject line
   2. When voting on a proposal by email, use “Reply All”
   3. Use “Reply All” if you have a comment

III. Miscellaneous
   1. Notify the Board if you are unable to send or receive email for an extended period.
   2. Use spell check
   3. Check your email daily, or let the Board know that you’re not checking (vacation, etc.)
   4. Use the “bcc” line when emailing outside the Board, program chairs and local League presidents/ MAL Unit chairs, to protect the email privacy of recipients whose addresses are not in the LWV-VA Directory.
   5. Use a reasonable font size (preferably 12), and do not use all capital letters; highlight points in color or bold for emphasis (this cannot be done in “basic text” email format which only allows lower case or upper case - must use “html” email format to be able to add font characteristics such as bolding, highlighting or underlining)
   6. Include the LWV-VA office and Newsletter email addresses in your address book so the spam filter will not block them.
   7. Before hitting “send” think about how the recipient will interpret your message.

   9/2011

VI. Communication Flow Chart
Communication between the LWV-VA and the local Leagues and MAL Units is imperative and a two way street. The LWV-VA cannot help the local League if we do not know what is happening. Below is a chart to show how information flows between the State Board and the local Leagues.

| State Office | to | Local Leagues |
LWV-VA Board Contact list…………………………… July
Post Board Summary…………………………………… Following Board
Meetings
Annual Calendar…………………………………… July
Bylaw updates……………………………………… after Convention
Study/Action Updates…………………………… as scheduled
*Positioned for Action*…………………………… after Convention
Concurrence/Consensus materials………………… as scheduled
Voter Services Information…………………….. As issued
Workshops & Women’s Roundtable…………….. As determined
Report on Legislative Priorities…..….. In early December
*Virginia Voter – 3 issues*………………………….. Summer, Fall, Spring
WRT Notes………………………………………… Weekly during GA

New State Publications……………………………… as published

Local Leagues to State Office
Board list with Officers, Directors and all portfolios, including address changes, Website domain changes, e-mail changes, etc……………………………………………………(*)….. Soon after Annual meeting
Bylaws updates……………………………………….. (*) …after Annual Meeting
Local Publication Copies…………………………… when published such as Voter Guides, Facts for Voters, Member brochures, etc.
Event Flyers or announcements…………………… As soon as issued
Report on Legislative Priorities…………………… as scheduled
Program Planning Report…………………………… As scheduled
Consensus/Concurrence Reports …………………….. As scheduled
Agendas & Board Minutes……………………………. (*)... as issued
Newsletter………………………………………… (*)&… as issued
LWV-VA Per member payment (PMP)……………… as billed

(Contact your state Board counterpart for specific portfolio questions and assistance)
Local Leagues and MAL Units should add state president and liaison to Board distribution list.
* Liaisons should also receive the starred (*) items from their local Leagues.

(Adapted from LWVFA Policies & Procedures – Communications - updated by LWV-VA 2011)
Updated by LWV-VA 7/12

Communications Between League Levels

At the national and state levels of League, liaisons are appointed to the next lower level. LWVUS appoints Board members to serve as liaisons to each state Board and that person is included in all communications from the state League to LWVUS, such as the state Board mailing list. LWV-VA appoints state Board members to serve as liaisons to each local League in
the state and that person is included on all local Board mailing lists and in all communications from the local League to the state League. They are the link between the LWV-VA and the local level. The LWV-VA also appoints a liaison to the regional LWVNCA Board.

If communication affects levels of League other than the local League, the liaison and appropriate level officer or Board member should be “copied”. For example, if LWVFA has an issue about a statewide program or legislation, the state Board member who is LWVFA’s liaison, the LWV-VA Board member under whose portfolio the issue falls and the regional – LWVNCA – Board member and/or NCA liaison should be included in the communication.

Please make sure you share your local Newsletter with other local League Editors, Presidents and your Liaison. We all share ideas and information. Add the LWV-VA, your liaisons, and the president’s email to your email address book.

Web addresses of regional, state and national Leagues:
LWVNCA: www.lwvnca.org (only for those Leagues in northern Virginia)
LWV-VA: www.lwv-va.org
LWVUS: www.lwv.org

8/ 2011

Convention/Council

Resolutions Policy

Resolutions, other than of a courtesy nature, may be offered by any registered delegate to an LWV-VA state Convention. Delegates are strongly encouraged to submit proposed resolutions together with background material at least three weeks prior to the start of Convention. Submitted material shall include:

- Wording for the proposed resolution;
- Background material, including both pros and cons for the issue addressed in the resolution;
- Explanation of rationale for this form of member understanding and agreement.

If material is not received in time for inclusion in Convention packets, it shall be the responsibility of the proposer to provide review copies for the Resolutions Committee by 2:00 p.m. on the afternoon of the first day of Convention, plus sufficient copies for all delegates by the start of the Sunday plenary session of the two-day Convention.

Resolutions Committee
Two weeks prior to Convention, the President of the LWV-VA shall appoint a Resolutions Committee consisting of one member of the LWV-VA Board of Directors and two registered Convention delegates with local or state board experience. The LWV-VA President will name the chair.

Action by Resolutions Committee
The Resolutions Committee shall meet between the two plenary sessions of the Convention to consider whether the proposed resolutions meet the following criteria:

- The resolution is consistent with League Principles and with LWV-VA and LWVUS positions,
- The resolution does not circumvent normal League program processes,
- The resolution addresses a single, topical issue pertinent to Virginia,
- The resolution either (a) requires governmental action at the state level, or (b) pertains to the internal administration of the League, and
- The resolution can be implemented using existing League resources.

The maker of the resolution may make a presentation to the committee. The Resolutions Committee shall make an advisory report of its findings. The chair of the Resolutions Committee shall announce the committee’s findings to the Convention at the outset of the Sunday plenary. The committee shall provide a written report to the Secretary.

**Action by Convention**

Motions to adopt resolutions shall be made at the Sunday plenary, following debate and action on proposed program. Any resolution that has been properly presented to the Resolutions Committee may be moved at that time. The President may rule a motion out of order. The delegates may override, by a two-thirds vote, the decisions of the President regarding the motions. A majority vote is required to adopt a resolution.

**Rules & Procedures**

A motion to adopt these rules will be made at the opening plenary session. Amendments may be offered at this time and require a majority vote to adopt. The rules, as proposed or amended, require a two-thirds (2/3) vote for adoption. To suspend a rule at a later time requires a two-thirds vote (2/3).

1. Admission to the Convention shall be limited to persons displaying official badges, which must be worn at all meetings of the Convention.
2. Delegates, non-voting members and visitors shall sit in designated areas.
3. Only accredited delegates representing local Leagues, MAL Units and ILO and LWV-VA Board members may vote.
4. Only delegates and those authorized by the chair or the delegate body may address the Convention.
5. In debate, no person shall speak more than once until all others who wish to speak have done so; no person shall speak more than twice on the same motion, debate shall be limited to two minutes per speaker unless other procedure limits take precedence.
6. Each speaker shall use a microphone and announce their name and League when addressing the Convention.
7. Main motions and amendments of substantial length must be in writing on paper included in the folders or obtained from the ushers. One copy shall be sent to the presiding officer and one copy shall be retained by the maker of the motion.
8. When a vote is in progress, the doors to the meeting room shall be closed and no one may enter or leave.
9. Only announcements that relate to the business of the Convention or the welfare of the participants shall be made.
10. The procedure for program adoption shall be as follows:
A program item that is submitted by a local League at least three months before
convention, but not proposed by the state board, may be adopted only if its consideration
is ordered by majority vote of the convention at the first plenary session and the proposal
receives a three-fifths (3/5) vote at a subsequent session (this is considered a “not-
recommended” program item)
• A motion to consider any concurrence statements must receive a majority vote by
delegates on the first day and two-thirds (2/3) vote to amend or adopt a state
League position by concurrence on the floor of convention on the second day
during program consideration.
• At the plenary meeting on Saturday, the proposed [recommended] LWV-VA
program for 2011-2013 shall be presented by an LWV-VA Board member.
Questions for clarification only will be in order. No motions or debate are in
order at this time. Delegates may move for consideration of not-recommended
issues received by the deadline with their presentation limited to three minutes. A
delegate may request a statement from a LWV-VA board member as to why an
item was not recommended, with a limit of two minutes for the answer.
• Proposals for concurrence consideration may be presented at this time. In order to
make such a motion, a League must have met the conditions required for
concurrence prior to convention.
• After all of the not-recommended items have been offered, the vote for
consideration of each item will be taken in the order in which the items were
presented for consideration. Announcement of the vote result shall be made
immediately after the vote on each item.
• Debate and action on not-recommended program items and the proposed program
will take place at the Sunday plenary session. A three-fifths (3/5) vote is required
to adopt not-recommended items, except that adoption of an item for concurrence
requires a two-thirds vote (2/3). A simple majority vote is required to adopt
recommended program items.

11. The minutes of the Convention shall be approved by the LWV-VA Board after review by a
committee appointed by the chair to review and correct the minutes.

12. Voting Procedures during Plenary Sessions. Each delegate receives vote cards at the
credentials table. The red and green vote cards are numbered 1-4, with green=yes and
red=no. Generally, the first vote on an issue is a voice vote or sometimes a standing vote.
If the outcome is not clear, then there may be a vote where delegates count off person by
person. If the outcome still remains unclear, then there will be a card vote. The president
will indicate the number of the card to be used and will announce the instructions for the
vote. The appropriately numbered card must be used or your vote will be invalidated. The
Elections Committee appointed at the first plenary session is responsible for collecting the
voting cards, counting them and reporting the results to the president.

13. Each delegate representing a local League, or Member-At-Large (MAL) unit shall be entitled
to vote only if that League has met its per member payment responsibilities.
Representatives from Leagues not paid in full will not have the privilege of the floor, the
right to vote or the right to make motions unless a special consideration is given by the
Convention. The convention shall be the sole judge of whether a delegate is qualified to
vote.

14. Thirty percent of the possible number of voting delegates, other than members of state board,
shall constitute a quorum provided that a majority of local Leagues are represented.
15. Announcements shall be made only by persons designated to do so.
16. No smoking in Convention meeting rooms.
17. Cell phones shall be turned off or muted during plenary, workshops, caucuses and the banquet.

**Concurrence Policy and Procedures**

Concurrence is the act of agreeing with or concurring with a statement or position. A decision-making technique used by the League for some time, concurrence can work in several ways. Groups of League members or League boards can concur with (1) recommendations of a resource committee, task force or unit group; (2) decision statements formulated by League boards; or (3) positions reached by another League or Leagues. *(League Basics 9-17.)*

**Concurrence Process for Convention:**

1. A local League or MAL Unit that wishes to propose an item for concurrence on the floor of convention must begin by submitting its recommendation to the state board at least three months before convention, as part of the program-planning process.
2. Any League Board or LWV-VA study committee or task force that plans to propose the adoption or amendment of a state League position by concurrence on the floor of convention shall give notice to the state board of its intention to do so at least three months before convention.
3. Background information, including pros and cons and the rationale for using this method, must be submitted to the state board with the proposal.
4. A two-thirds vote is required to amend or adopt a state League position by concurrence on the floor of convention.

**Concurrence Procedures:**

In order for concurrence to be considered at convention, the following steps must be taken:

1. The item must be listed among either the recommended or non-recommended program items for the convention; i.e. it must have been proposed as part of the program planning process.
2. The LWV-VA Board decides to either recommend or disapprove the item, using the criteria established for program adoption, and approves the wording of the concurrence statement.
3. Background information, including pros and cons, and the rationale for using this method, must be sent out to local Leagues and MAL Units or to the general membership at least six weeks before convention.
4. Only members of the League can approve or disapprove the concurrence statement, and the LWV-VA Board will determine whether concurrence has been reached, based on its evaluation of the reports from local Leagues and/or participating members.

*Adopted 5/3/96, 6/99, 3/08, 4/11, 8/11, 7/12*

**Basic Parliamentary Procedure Guide**

**Putting A Motion on the Floor**

To make a motion or amend a motion, a delegate must go to the microphone, be recognized by the presiding officer, state his/her name and local League, then state the motion (or amendment to...
the motion). The motion (or amendment) is seconded from the floor. The presiding officer then places the motion before the assembly for discussion. The delegate may speak to the motion (or amendment) first. Note: Once a motion is placed before the assembly by the presiding officer, it is under the control of the assembly and does not belong to the delegate making the motion. For example, it cannot be withdrawn later without permission of the assembly.

**Seconds to Motions**

It is not necessary to agree with a motion to second it. A second only implies that there is more than one person who wishes to discuss the motion. Therefore, if a motion is coming from the Board or committee, it does not need a second from the floor.

**Amendments to Motions**

A motion that is on the floor may have two amendments pending at one time. However, the first amendment must relate to the main motion and the second amendment must relate to the first amendment to the motion.

**Refer or Postpone**

A motion to postpone or refer to a committee can be made while a main motion or an amendment to a main motion is pending.

**Close Debate**

A delegate must go to a microphone and move to close debate (call previous question). The motion needs a second. There is no discussion, and it takes a two-third (2/3) vote of the delegates present and voting to pass. After the motion to close debate is approved, there will be an immediate vote on the pending motion.

**Table a Motion**

A motion to table ("lay on the table") should not be used to kill the motion on the floor and should not be used to postpone consideration of the motion.

**Point of Order**

If a delegate believes there was a breach of parliamentary procedure, she/he may rise to a point of order. If the point of order refers to an action made by someone other than the presiding officer, the delegate should give the presiding officer time to correct the problem before interrupting with the point of order. If a delegate wishes to make a motion and is not sure how to proceed, the delegate should ask the presiding officer.

**To Limit or Extend Debate** (debatable, two thirds vote [2/3])

This motion is used when debate needs to be limited as to time or number who wish to be heard, or extended in time, etc.

I move that debate: be limited to one minute per speaker, be limited to five speakers pro and five speakers con, be extended to ten more speakers, one minute each etc.

**Miscellaneous Motions**

The following motions have no rank and are usually "incidental" to the business pending or to Convention operations. Some may interrupt other business. There is no debate or vote, and motions are usually ruled upon by the chair.

- **Question of Privilege** - this motion relates to the comfort of the delegates or operation of the assembly.
• Parliamentary Inquiry - this motion is used to ask for direction or procedure to accomplish a parliamentary maneuver.
• Point of information - this motion is used to seek urgent information necessary before decisions can be made
• Division of the Assembly - This requires a standing vote if the voice vote seems inconclusive. A single delegate "calls for a division" and does not need to use a microphone but must be heard. If a counted vote seems necessary, the delegate makes such a motion, which requires a second and a majority vote.
• To Reconsider a Vote - This motion can be made only by a delegate who voted on the prevailing side and on the same or next day as the vote it proposes to reconsider. The motion can be moved within the time limits, although the vote on the motion may be delayed until a more appropriate time if other business is pending. This motion is usually debatable and requires a majority vote. If the motion to reconsider is adopted, the original motion is again before the delegate body as though a decision had not been reached. A vote can only be reconsidered once. Approved bylaw amendments may not be reconsidered.

The Principles of Parliamentary Law
Justice to all
Courtesy to all
One thing at a time
The rule of the majority
The rights of the minority

Correspondence

Guidelines For Correspondence & Preservation Of Files
Copies of all official correspondence should be sent to the President. In addition, copies of official correspondence relating to program or action items should be sent to the Program Director or Action Coordinator; copies of official correspondence relating to organization matters should be sent to the Organization Director, if there is one. Correspondence may be email letters, computer files, or paper files.

1. State President or the office keeps the following files (computer and/or paper):
   a. One copy of each year's annual reports intact
   b. State Board, Council and Convention Minutes for permanent file (paper)
   c. Certified copy of the Virginia League's charter (paper)
   d. One year's files of local League minutes and Virginia Voter if there is not a Board liaison for that local League; files may be computer files.
   e. Copies of resource materials produced by State program item, action item, and Voters
   f. Service chairs and their committees; can be computer files and/or paper.
   g. Administrative files of League activity (computer files)
   h. At the end of term, culls paper files and prepares "old paper files" for deposit
eventually at the Library of Virginia in Richmond, where LWV-VA files are archived.

i. Insurance policy papers
j. Website contract
k. Deeds of Gifts to the Library of Virginia archives
l. List of passwords
m. State Corporation Commission (SCC) filing papers
n. Lobbyist report copies to SCC
o. A copy of all publications issued

2. **State League Secretary** keeps a duplicate permanent file of Board, Convention and Council Minutes (paper)

3. **Other Board members** will keep their own portfolios in a permanent file (paper and/or computer) that they will cull before turning over to their successor. Files older than 5 years should be sent to the archives.

4. All paper files should be backed up by computer files if at all possible; pertinent computer files also are turned over to each successor at the end of that Board member’s term.

1/82, 6/99, 4/2011

**Financial Guidelines**

**Guidelines For Treasurers**

The Board is seen as a team, each member performing a specific task while at the same time all members work as a unit to accomplish the League job of managing/administering the LWV-VA. specifically, the treasurer

1. Pays national PMP for state MAL members
2. Disburses all League funds
3. Deposits all League funds
4. Maintains financial records
5. Collects local League PMPs owed to LWV-VA and MAL dues.
6. Signs bank authorization cards and provides for President to sign.
7. Reports finances annually to membership and quarterly to Board
8. Keeps monthly tally of money spent on portfolios and does not pay voucher if Board member has exceeded her budget item.
9. Distributes vouchers to Board member for use in reimbursement
10. Files state and federal tax forms as needed.
11. Updates Incorporation reports annually and submits fee for payment.
12. Notifies local Leagues of PMP’s due and solicits payment on schedule
14. Does periodic reports on PMP collections from local Leagues
15. Receive payments and posts amounts received
16. Identifies any problem areas of nonpayment
17. Analyzes budgeting and accounting reports for the purpose
    of maintaining expenditure controls
18. Recommends approval or disapproval of requests for not budgeted expenditures
19. LWV-VA EF contributions are kept in separate account.
20. Monitors & replenishes funds in the Bulk Mailing Permit
21. President is notified to write "thank you" for contributions.
22. Funds raised for specific educational projects cannot be used to satisfy PMP
    obligations.
23. IRS reporting obtain appropriate legal and accounting advice and professional
    services that enable League to meet all reporting requirements. Also this is true
    of Incorporation reports and fees.
24. IRS Disclosure and Acknowledgment
25. Gifts of $250 or more are not deductible as non-profit contributions unless donor
    receives official thank you letter and maintains written acknowledgment. State League
    sends written thank-you letters for all education fund donations of $250 or more,
    containing the following information.
    26. The amount of cash contributed
        • Description of any property received
        • Statement that donor received no goods or services in
          return for contribution,
        • In case of goods donated, a good faith estimate of the worth of the
          donation.
    27. The $250 limit applies to education fund gifts made on same day; the limit is not
        cumulative. A donor’s canceled check is no longer considered adequate
        documentation.
    28. Leagues are classified for tax purposes as nonprofit civic organizations.

Income that Leagues generate that is directly related to their mission is exempt from
federal income tax. Civic organizations may engage in extensive lobbying efforts to
influence legislation, whereas charitable organizations must comply with substantial
restrictions on lobbying. Unlike charities, civic organizations are not required to file
with the IRS (501c4) for recognition of their exempt status, though some find it
desirable nonetheless.

Tax status granted by Internal Revenue Service does not exempt from collecting and rebating
Virginia Sales tax on items resold 501 c3. In addition corporate and individual contributions
made to 501 c3 are tax exempt from federal taxes and are tax deductible. 501 c4 Not for profit
organization is exempt from federal taxes but are not tax deductible.

Treasurer manages League assets and organizes all records, receipts and invoices in
preparation for the review. Reviewers should verify a representative sample of dues
and contributions agree with deposit slips and records. Also, verify that a sample of
recorded expenses agrees with corresponding vendor invoices and checks and assure

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July 2015
bank statements are reconciled, that purchases are properly approved and that blank checks are safeguarded.

Reviewers should verify that treasurer has filed required reports or returns on timely basis and prepares a written report to Board. Board member makes motion to accept the results of the review committee. Leagues can get current advice and information from through national 

Insurance - General liability insurance offered to LWV-VA by State Farm Insurance provides a limit of $1,000,000 per occurrence and annual $2,000,000.

We have Directors Insurance with AON.

Meese, 11/05/05. Martin 6/2011
Guidelines Development & Fundraising

Guidelines Development & Fundraising

Fundraising at the state level is the responsibility of the Development or Finance Director and the entire state Board. At least one fundraising letter should be mailed to the membership annually. In addition, an intentional effort should be made to reach out to major donors in a separate solicitation annually:

1. The state League will notify the local League when a solicitation letter is sent to an organization located in its area.
2. The local League in the area of solicitation will receive a percentage of the contribution as determined by the Board.
3. These development guidelines do not apply when:
   a. The state League solicits money on its own for a state project, e.g. the ballot issues or study publications that benefit all local Leagues.
   b. When an individual, corporation, organization, or foundation comes to LWV-VA with money which has not been solicited.
4. No local League should solicit funds outside the local League's jurisdiction.
5. All State Board members should make a continuous effort to:
   a. Supply information on potential contributors; i.e. individuals, businesses, corporations, foundations and others.
   b. Supply information on foundation and government grants.
   c. Report personal contacts which might lead to either immediate or future support for the League's activities.
   d. Identify League projects and services which might provide a monetary return.
   e. Identify potential purchasers of League services.

Guidelines For Memorial, Legacy & Special Gifts Funds

1. Notice of existence of the Memorial and Special Gifts fund should be placed in the VA Voter at least once a year.
2. Memorial and Special Gifts Fund form should include:
   a. The State Treasurer's name and state office address;
   b. Explanation for deductible and non-deductible gifts;
   c. Name and address of person to be notified of gift; and
   d. Name and address of donor
3. The Treasurer should report the gift to the President and the State Board noting any restrictions on the gift,
4. The President writes a letter of acknowledgment to the family of the honoree and a thank-you note to the donor, noting tax-deductibility, as proof for tax purposes, Donations will be acknowledged in the Voter, but no specific amounts will be listed.
5. Treasurer records all gifts in the Special Gifts and Memorial Fund Book and reports them to the editor for inclusion in the VOTER.
6. Unless specifically voted otherwise by the LWV-VA or LWV-VA

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July 2015
Education Fund Board, all donations received in memory of or to honor League members will be placed in a general memorial fund and used to support specific LWV Education Fund activities as determined by the Board. Unless the Board votes otherwise, there is a two-year time limit for the expenditure of special memorial funds

Guidelines For Grants

SECTION I - ACCEPTING TAX-DEDUCTIBLE DONATIONS
In order for an individual, corporation or private foundation to make a tax-deductible contribution to the League of Women Voters of Virginia the donation must be to the League of Women Voters of Virginia Education Fund (a tax-exempt, or 501 (c)(3) non-profit organization). The 501(c)(3) designation refers to the section of the Internal Revenue Service (IRS) code that describes the types of organizations that qualify for tax-deductible contributions.

It is important to realize that, unlike the League of Women Voters of Virginia Education Fund (LWV- VA EF) the League of Women Voters of Virginia LWV-VA) and all but two local Leagues DO NOT possess a 501 (c)(3) tax status. Instead, they are classified by the IRS as 501 (c)(4) non-profit organizations, because their primary mission is a lobbying and political one.

SECTION II - EDUCATIONAL PROJECT CRITERIA
A project funded through the LWV-VA EF must meet the following criteria:
1. It must be educational
   The project must be completed for the purpose of informing the public in a fair and objective manner. Through this project, the League cannot advocate a particular position on legislation or urge any action to affect legislation. It can advocate for an issue absent specific legislation. Additionally, the project cannot involve work with political parties or candidates for office, other than voter service activities.

2. It must reach a diverse audience
   The project must be designed to serve the general public, not League members exclusively. Thus, internal membership materials (including newsletters) would not qualify.

Special Note About "In-Kind" Contributions
"In-kind" contributions such as equipment, materials, or services cannot be considered as tax-deductible contributions. A business that wants to make such a gift might instead consult an accountant or attorney to investigate classifying the gift as a deductible business expense.

SECTION III - GRANT GUIDELINES
A. SOLICITATION OF FUNDS
   1. Solicit funds for a specific project and/or other educational projects. When
soliciting funds for a specific project a voters' guide or debate a statement should be included that funds raised will be used also to complete other educational projects. This is important in the event the League raises more funds than are needed for the specific project. If it has been clearly stated to contributors that funds could be used also for other educational projects, LWV-VA-EF is not bound to use the money for the specific project only. It is important to spend funds in accordance with the purposes or uses described in funding appeals.

2. Project approval from LWV-VA-EF Board

Before a grant application is filed or funds solicited the project must be approved by the LWV-VA-EF Board.

B. PROJECT AND BUDGET DEVELOPMENT

1. Develop an educational project. Examples of possibilities follow:

   - Voters service and citizen information projects, such as candidate forums and debates.
   - Publications which provide information on services, organizations and government agencies; Facts for Voters, Legislative Directory which lists elected officials, or publications which discuss issues in a balanced manner with no mention of League positions.
   - Public meetings such as seminars, conferences, or workshops.
   - Radio or TV programs, as well as slide, film and video presentations that discuss issues in a balanced manner.
   - Purchase and distribution of LWVEF publications or of educational publications by other Leagues and other qualified services.
   - Litigation of public interest lawsuits that are not in aid of any lobbying activity (or that do not attempt to accomplish through the courts anything that is being attempted through legislation or referenda).

   Activities or materials related to LWV-VA EF studies.

2. Develop a realistic budget. The project budget should include the following:

   - Direct costs
     Readily identifiable expenses specifically for the project such as printing, editing, layout, postage, supplies, distribution, promotion, phone charges, out-of-pocket expenses of volunteers, etc. The purchase of equipment may be included provided the equipment will be used for educational projects ONLY
   - Indirect costs or overhead costs
     General operating expenses that must be covered in order to complete a project. Examples of these expenses include rent, equipment usage, monthly telephone service charge, and utilities. A portion of these expenses can be attributed to the project based on use.

C. FINAL REPORT

A final report should be submitted by the project manager to the LWV-VA-EF Board no later than two months after completion of the project. This report should include a description of how the project was administered and a listing of all expenditures. Copies of any materials produced through the project (leaflets, fact sheets, publications, guides etc.) should accompany the final report.

D. INCOME GENERATED THROUGH EDUCATIONAL PROJECTS
If income is generated from the project (i.e. through registration fees, sales of books or videos) those funds may be used only for educational purposes. Checks should be made payable to LWV-VA-EF and deposited in the LWV-VA-EF account to be used for future, approved educational projects.

E. CREDITS ON PUBLICATIONS
Credit the LWV-VA EF and donor on project material. When a publication is printed for community distribution or a program prepared for a meeting or seminar, credit should be given to the LWV-VA-EF and donor. (Note: Double check whether the donor(s) wants credit line. Some donors prefer to remain anonymous, thus would not want their name listed on project materials.) Credit lines should read:

- Publication: "Published by the League of Women Voters of Virginia Education Fund, and financed by contributions from (name of donor(s))"
- Service: Acknowledgement may be made in a press release or other announcement.
- Program: "This seminar is conducted by the League of Women Voters of Virginia and has been made possible by a contribution from (name of donor(s)) to the League of Women Voters Education Fund."

Note: If the project is only partially funded by a donor(s) then this may be noted in the acknowledgement as indicated above.

11/05

**Guidelines For Vouchers And Reimbursement Procedure**

1. Board members should submit vouchers for out-of-pocket monthly expenses to the Treasurer at State Board meetings or by e-mail or mail. Receipts for all items, including postage, copying and telephone, must be either scanned and sent by e-mail or sent by mail. Date and mileage must be provided when requesting reimbursement of mileage to attend League events as a member of the Board.

2. Treasurer should make reimbursement once a month with a single check. It is usually appropriate for Board members to charge items within budgeted amounts to their credit cards and seek reimbursement. Copies of the [redacted] credit card statement should be provided.

3. In order to be reimbursed, each Board member should keep track of all expenses for the month and itemize them by budget category on a voucher, using a form provided by the Treasurer.

4. Treasurer should verify all arithmetic and check to see that all receipts are attached

5. Treasurer should reimburse for all appropriately incurred expenses. If State Board members wish to contribute amounts that they spent for the League, they should submit a personal check, made out to LWV VA or to LWV Ed Fund, if tax deductibility is desired, to cover all or part of the reimbursement.
6. Board members should give treasurer any cash received, e.g. for the sale of publications, or submit a personal check for the amount

7. Treasurer should not list any in-kind contributions, such as donated printing or volunteer clerical/research time, in the Treasurer's report. See Appendix X for a copy of the voucher form

**Guidelines For Bulk Mailing**

1. LWV-VA has two bulk permit numbers. The bulk mail accounts must have money in them for the P.O. to accept our mailings. Treasurer keeps track of the balance in the accounts and replenish when needed.

2. Permit number 99 is from the Williamsburg post office and is currently inactive. (Attn: Bulk mailing unit, 425 North Boundary St., Williamsburg 23185). It was used for mailing the Voter. We paid $175 for the permit on 11/2/07. We need to make an annual payment if we want to reactivate the permit.

3. Permit number 6457 is from the Centreville post office, 14120a Lee Highway, Centreville 20120, 703-830-9035 (Ms. Lee). It was first obtained on 9/2/08 to use in mailing out finance letters and must be renewed annually. We deposit money into the account right before mailing finance letters.

4. We currently print and mail the Voter from Northern Virginia. The printer mails the Voter from Merrifield, using a ghost account associated with the Centreville permit. The number is 89048 GH. We send a check to Global (printer) ahead of time made out to the USPS to cover the cost of about two mailings. We need to keep track of the amount in the account; the printer sends us a copy of the mailing statement.

5. The bulk mail authorization number is #0905850 - issued by Waynesboro PO, 22980

6/2010

**MAL Units**

**Guidelines For Members At Large (MAL) Unit**

Belonging to an active local League or MAL Unit offers additional opportunities to take part in the democratic process. For the organization as a whole, new members and new Leagues mean fresh ideas, innovative approaches to resolving public policy concerns, and ongoing sources of membership.

1. After LWV-VA leaders meet with persons interested in forming an MAL Unit, the state Board appoints a Liaison to work with the start-up organization. The minimum number of members required is from 5 to 10, but to work toward a strong organization, **10 members are recommended to begin the Unit**. The MAL member dues are set by the state Board but the Unit could add more
to the amount of $55 [in 2011], which covers the Per Member Payment (PMP) that LWV-VA pays to LWVUS) for each member and retain $15 for servicing the MAL member, an amount equal to the state PMP [in 2011], with the remainder to be used by the Unit to help pay for membership promotion, the cost of your newsletter and other expenses.

MAL Unit Bylaws would be the LWV-VA Bylaws in the beginning and the non-partisan policy, which would have to be adopted when organized, would be LWV-VA non-partisan policy.

II. MAL Unit leadership team should consist of: Chair, Co-Chair (for Membership), Secretary/Treasurer and Newsletter Editor. The Unit Leaders would plan a calendar of activities for the year including: September - membership promotion and introducing visitors to the League; October - election information; December - program planning; January - General Assembly Information and promotion of Lobby Day for the League; April, or May would be Annual Meeting for adopting budget, electing officers and taking care of other necessary business as required in bylaws. Leaders would also promote the LWV-VA training workshops in late summer or early fall and Pre-session meeting of the Women’s Legislative Roundtable in Richmond the first Wednesday in December.

III. MAL Units are required to have a minimum of four Board meetings and four general meetings per year. However, we recommend that you schedule more meetings in the beginning to promote membership and League information.

IV. MAL Unit Chairperson would have a vote and a voice at LWV-VA Council & Convention meetings.

V. Citizen Information – Voters Service. Under state supervision, Unit may disseminate registration and voter information.

VI. Community Relations. Notice of meetings, voter service information and membership promotion in media.

VII. Financial Management
   a. MAL dues, determined by state Board, will be used to pay PMP to LWVUS and costs for servicing your unit by the LWV-VA.
   b. You will need a leader to plan fundraising activities to supplement your dues from members.

VIII. Organization. You will send names of your leaders and their mailing addresses, telephone numbers and e-mail addresses to the LWV-VA office in May or early June, as soon as you hold your election at the annual meeting. This helps the state League prepare materials (including a directory and leadership tools) to give to all Leagues and MAL Units in Virginia.

The LWV-VA is the state level of the League of Women Voters. The other levels are local Leagues, Inter-League Organization (ILO – a regional group of Leagues) and of course the national level, LWVUS. An MAL Unit is recognized as a group of state League members in an area where there is no local League. MAL Units undertake community service projects that encourage citizen participation in government, such as candidate forums and informational meetings on public policy issues. MAL Units are also encouraged to participate in state and national program studies. The State Board may also give permission to the Unit to work on local issues, under the direction and close supervision, of a League advisor or Liaison.

2009, 2011
Part V

Job Descriptions
## Part V – Job Descriptions

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## Introduction

This document contains numerous job descriptions for positions that might be used by the Board. Materials have been taken from several sources, and the may be modified by the Board at any time to fit an existing situation. The first two descriptions apply to the Board in general and to each individual member as well. All descriptions should be used along with League policies and guidelines.
## Action/Advocacy Coordinator

### Purpose
Oversee, coordinate, and initiate the League's action and advocacy efforts to implement League positions. An Action/Advocacy Coordinator should be familiar with League positions at all levels: local, state, NCA and national so that issues upon which we can take action/advocate are readily recognized.

### Accountable to:
President

### Committees:
All that request assistance

### Contributes to:
*Virginia Voter*, Convention Workbook

### Responsibilities:
1. **General**
   a. Identifies needs for action/advocacy by monitoring newspapers, websites, e-newsletters, observer reports, etc.
   b. Prepares and presents action/advocacy proposals for board approval
   c. Coordinates action/advocacy campaigns
   d. Prepares and issues “Calls to Action/Advocacy” for members via appropriate channels including, *The Virginia Voter*, Email and/or constant contact, and Facebook
   e. Encourages members to take action/advocate as individuals
   f. Prepares statements, letters, news articles, etc. and works with PR chair or appropriate board members on distribution.

2. **State-wide Level**
   a. Reviews LWV-VA website on a periodic basis (more often during the General Assembly session) for items that LWVFA should take action on or members should be informed about.
   b. Monitors *VA News* and other appropriate media outlets.
   c. Tracks legislation on the Virginia General Assembly website to determine action opportunities.
   d. Responds to or disseminates LWV-VA “Calls to Action” bringing them to the attention of the board and encouraging members to respond as individuals.

3. **National Level**
   a. Reviews weekly LWVUS updates for items that LWVFA should take action on or members should be informed about.
   b. Responds to or disseminates LWVUS “Calls to Action” by bringing them to the attention of the board and encouraging members to respond as individuals.

Rev. July 2015
Arrangements Director

Purpose
The Events Planning Director is charged with making sure that all arrangements are made for state League events to allow for an effective, efficient experience is achieved for all participants.

Accountable to: President
Committees: All that request assistance
Contributes to: Virginia Voter, Convention Workbook

Responsibilities:

1. Makes contacts for needed lodging, food, and consultants to establish the most cost efficient provider for all Board meetings and other state League events a directed.
   a. Contacts vendors well in advance of the event and obtains preliminary estimates of availability and costs for needed services
   b. Establishes the most cost effective and efficient vendor and locks in arrangements three months before the event
   c. Works with local League members to find best deals for events

2. Acts as contact person between the League and vendors during the event, ensuring the group’s needs are met in accordance with the contract(s).
   a. Negotiates with vendors on the spot to adjust costs for increased and decreased services
   b. Deals with League members who have concerns about the arrangements

3. Works with the Communications Director and Voter Coordinator providing details, for publicity purposes, in a timely manner

4. Works closely with the local convention/council arrangement committee members, helping out where needed.

5. Prepares an “After Action” report for all events.

Rev. July 2015
Blog, Facebook and Twitter Coordinators

Purpose
These people are responsible for keeping members and others aware of what the League of Women Voters is doing in the Commonwealth of Virginia.

Accountable to: Communications Director
Committees: Communications
Contributes to: Social Media Outlets

Responsibilities:
1. Become familiar with the technical aspects of various social media outlets

2. Obtain, format and publish items of interest to League members and others that allow readers to become more informed about upcoming League activities.

3. Keep abreast of all League activities using League publications, Board members, and others as informational sources.

4. Materials must be approved by the president, unless it already is available on the website.

Rev. July 2015
Constant Contact Coordinator

Purpose
Constant Contact Administrator manages a subscription communication account (presently Constant Contact (CC)) that includes the dissemination by email to Virginia league members and friends [who have email] of Action Alerts, the Virginia Voter, and other league notices,

Accountable to: President
Committees: Communications Committee*
Publications: None
Contribute to: Voter

Responsibilities:
1. Create and send out an email online from submitted text using an email blast templates

2. Disseminate by email to Virginia league members and friends [who have email] Action Alerts, The Virginia Voter, and other league notices, as approved by the president or her/his designee

3. Request latest member database from LWV-VA membership director to be loaded into CC and used for distribution of email. Keeps list up to date.

4. Create a report of statistics on number of people who opened the email, or other feedback from CC system, as requested.

09/23/13
Rev. July 2015
Committee Chairs

Purpose
Some Board directors will have counterparts in local Leagues who should be considered committee members and who can be called upon regularly—as in Communications—or as needed. These include Budget, Membership, Voter Services, Program Review, Communications, and Development.

Accountable to: President
Committees: N/A
Publications: None
Contribute to: Voter

Responsibilities:

1. Conduct committee meetings as needed via telephone, email or in person, keep records of major decisions and prepare reports before Board meetings if applicable.

2. Communicate with committee members between Board meetings about work assignments and give direction and advice to committee members as needed.

3. Monitor and evaluate committee progress.

4. Coordinate committee assignments, such as VOTER articles, Convention Workbook components, communications with local Leagues and MAL Units.

5. Edit written work of committee members.

6. Recommend items for inclusion in the annual LWV-VA calendar. Recommend income and expense estimates to Budget Committee.

7. Inform President(s) of items needing action for Board meeting.

8/2011
Rev. May 2015 db/lmp
Communications Director

Purpose
This job entails ensuring that lines of communication are flowing both ways between the Board, local Leagues, coalitions, and the public so that the Board remains responsive to everyone’s needs.

Accountable to: President(s)
Committees: Communications,
Publications: The Virginia Voter, convention/council workbook
Contributes to:

Responsibilities
1. Chairs the communications committee, consisting of the Voter editor/coordinator, editor, Facebook and Twitter coordinator(s), ConstantContact Coordinator, and Webmaster

2. Ensures the LWV-VA web site is kept up-to-date and approves all materials before they are uploaded.

3. Advise Board on all forms of social media and keeping the content timely.

4. Set up access and guidelines for posting to and monitoring Facebook page

5. Use Salsa or another similar form of communication to send out newsletters and Action Alerts

6. With committee, redesign the website as needed; after development, continue to upgrade as needed

7. Recruit additional technical support personnel as needed

Rev. July 2015
Development Director

Purpose
Along with committee members recruited from local Leagues, the Director functions and duties include financial development; marketing of publications, projects, and League services; public relations and publicity; and special fundraising events. Depending on the number of committee members and the available time and expertise of each, the director can delegate much of the committee's work, while being responsible for all those duties not otherwise delegated.

Accountable to: President
Committees: Chair Development and Marketing (D&M) Committee
Contributes to: LL emails, Virginia Voter, Convention Workbook

Responsibilities:
1. With Board Review and Approval, Develop And implement an Annual Plan For Financial Development.
   - Acquire and cultivate corporate and foundation donors.
   - Oversee the preparation of fundraising letters and proposals
   - Coordinate direct mail campaigns.
   - Manage fundraising events.
   - Prepare and send thank-you letters (signed by the President) to donors
   - Assist the Board committee in charge of each project or study in writing proposals for funding.
   - Advise LLs on fund development.

2. Work With Board Members And Others To Acquire and Cultivate Corporate And Foundation Donors.

3. Develop and Maintain a Mailing List of Potential Donors And Prospects.

4. Monitor Budget Expenses
   - Submit budget for all projects to the Board.
   - Submit projected monetary expenses and income (if appropriate) to Budget Committee chair.

(adapted from League of Women Voters of Texas State Board Handbook and LWV-VA Board member, Karen Cronin, Publicity director 2009-2011)
Rev. July 2015
**Director (All Board Members)**

**Purpose**
The LWV-VA Board of Directors is the governing body for the local leagues throughout the state and as such has legal and fiduciary oversight responsibilities (to include program, financial, legal and organizational responsibilities) for its actions and activities.

**Minimum Job Requirements**
Members of the Board of directors are expected to attend Board meetings and state League events and to actively participate in decision-making and implementing those decisions. Off-Board members are expected to communicate regularly with the president(s) and any director directly affected by their work.

**Responsibilities**
1. Make and carry out policies and procedures that guide the organization and be committed to working as a team on what is best for the state.
2. Assist in establishing and tracking an annual budget,
3. Help Local League Outreach and Membership Directors provide a state presence at each local League’s annual meeting or other local events and listen to the concerns of the local leagues.
4. Convince every Local League to work together within the state and present a united front to the public.
5. Commit yourself to help raise money for the League.
6. Exercise prudence in the expenditure of the organizations' funds.
7. Read faithfully and understand the organizations’ financial statements and otherwise help the Board fulfill its fiduciary responsibility.
8. Come to Board meeting prepared to discuss agenda items and with ideas that will help local Leagues.
9. Commit to visiting at least Board meetings or other events of at least 2 Local Leagues other than the Board member’s home League.
10. Attend training you feel would help you do a better job as a Board member
11. Help with the planning for state conventions and council.
12. Contribute ideas to discussions and complete review assignments in a timely manner.
13. Write articles for *The Virginia Voter* when appropriate.

7/23/13
Rev. July 2015
Election Law & Administration Oversight

Purpose
This position is designed to monitor the State Board of Election's activities and keep the LWV-VA Board abreast of election activities, to allow for prompt response by the League in regards to changes in the law and procedures.

Accountable to: President
Committees: N/A
Contributes to: Virginia Voter

Responsibilities:
1. Observe the State Board of Elections (SBE) public meetings
2. Observe SBE task forces and special committees that may lead to proposed rules and/or legislation (for example the General Registrar & Electoral Board (GREB) and, SB11 group there may be others in the future).
3. Develop and maintain a working relationship with the SBE and the Virginia Department of Elections (ELECT)
4. Keep abreast of the P&E committees
5. Keep abreast of issues in the election community and possible legislation that is or may be proposed.
6. Monitor election information sites such as Electionline, Pew and others
7. Monitor ELECT webpage for information and possible additions to our own.
8. Work with the Legislative Coordinator on these issues for lobbying
9. Write Virginia Voter article on election subjects from time to time
10. Keep abreast of Redistricting Reform efforts
11. Keep the president(s) & board informed of important changes

July 6, 2015
Executive Committee

This committee is made up of the President, First and Second Vice Presidents, Secretary and the Treasurer. Its function is to make decisions on behalf of the entire Board to carry out critical business that may arise between regular Board meetings. Usually this is done through, but not limited to conference calls. Executive Committee actions are subject to full Board ratification at its next regularly scheduled meeting.

Accountable to: All Members of the LWV-VA
Committees: N/A
Publications: N/A
Contribute to: LL emails, The Virginia Voter, Convention Workbook

Responsibilities:
1. The functions of the Executive Committee shall be to advise, consult with, and make recommendations to the Board concerning matters requested by the Board's presiding officer, including:
   • Appoint committees
   • Fill vacancies on the Board of Directors or any committee of the Board of Directors
   • Amend or repeal the Bylaws;
   • Hire consultants to assist and advise the Committee in connection with its responsibilities
   • Deal with special issues
   • Propose changes in the Board rules of professional conduct (the rules)

July 2015
Government/Organization Observer

Purpose
To keep abreast of governmental and other key organizations with similar goals as the League

Accountable to: President
Committees: None
Contributes to: Program Director, Legislative Coordinator

Responsibilities:
1. Regularly attend meeting of the particular governmental agency/organization assigned.
2. Take notes on the discussions pertinent to League positions and pick up any materials handed out.
3. Prepare a report as to what took place and submit it to proper portfolio person, with a copy to the president.

Rev. July 2015
Leadership Development Director

Purpose
To provide training for League members to enable them to better serve the public in pursuing voter rights for everyone, through workshops and training sessions.

Accountable to: Presidents and Board
Works With: Membership, Local League Outreach Director
Contributes to: LL emails, *Virginia Voter*, Convention Workbook

Responsibilities:

1. **Oversee training for local League Boards**
   a. Coordinate State League response to requests from local Leagues for leadership training.
   b. Identify opportunities for workshops and conferences designed to identify and train League leaders.
   c. Provide follow-up on any leadership problems identified by local Leagues, liaisons or other leaders.

2. **Oversee preparations for State-wide Workshops, State Convention/Council**
   a. Work with Membership and Arrangements Directors and other State Board members to design workshops for leadership training.
   b. Work with other State Board members to provide information on other topics for workshops at state-wide events.
   c. Compile and report results of evaluation forms for all training events.

3. **Serve as Co-Coordinator with Membership Director for the LWVUS Membership and Leadership Development Program (MLD)**
   a. Recruit and train state coaches for the MLD program.
   b. Recruit, with assistance from Local League Outreach Director, local Leagues for participation in the MLD program.
   c. Participate in monthly calls with LWVUS Shur Fellows.

Rev. July 2015
Legislative Coordinator

Purpose
The Legislative Coordinator acts as a volunteer lobbyist. The LC assists with League activities and events on Capitol Square and with member education and participation.

Accountable to: President. Assistance from: Partners on LWV-VA “Advocacy Team”.

Committees:

Contributes to: LL messages, Virginia VOTER, Convention and Council Workbooks

Responsibilities:
1. Testify on selected legislation. Present League position on bills to legislative committees and elected officials. Monitor action in committees and applicable meetings.
   a. Monitor House and Senate daily sessions for legislators’ debate on applicable bills.
   b. Maintain testimony files and legislator interviews.

2. Coordinate selection of legislative priorities based on LL interest, input from state Board members, awareness of bills and issues likely to come up during the session, and legislation considered for initiation by LWV-VA.

3. Report and recommend to President on items at the General Assembly (including legislation sent to the Governor) needing LWV-VA advocacy action strategy and tactics.

4. Coordinate action on legislative priorities. Prepare and coordinate Action Alerts and press releases with ConstantContact coordinator, Action Coordinator and President. Customize distribution when possible per local members’ legislators.

5. Recruit, coordinate, and activate issue specialists among League membership as resources on principles and talking points.


7. Report status of legislation and confer on further action.

8. Coordinate planning, with Arrangements Director for Women’s Legislative Roundtable’s (WLRT) Pre-Session, League Lobby Day and Weekly Roundtables during the GA session.

9. Recruit legislators to attend WLRT sessions and promote participation by League members.

10. Promote and increase Local League participation during the GA session
    a. Acquaint LLs with use of internet (LIS, LIAB, Richmond Sunlight, etc.) and encourage its use for tracking bills, legislators’ voting record and ways to respond to Action Alerts.
    b. Serve as a resource to LLs on the legislative process and advocacy opportunities.

Rev. July 2015
Local League Outreach

Purpose
This position is designed to provide assistance and guidance to local Leagues to strengthen their members and attract new people to join the League

Accountable to: President
Committees: Board Member Liaisons
Contributes to: LL emails, Virginia Voter, Convention Workbook

Responsibilities:
1. Become familiar with the operations, activities, successes and needs of local leagues.
   a. Pursue open lines of communication with local leagues, coordinating with liaisons from the state Board if they have been identified.
   b. Encourage local leagues to take advantage of the resources offered both by state and national leagues.
   c. Encourage local leagues to send newsletters and to report other news to Virginia Voter staff.
   d. Visit as many local league events as possible.

2. Report to President(s)Executive Committee & Board of Directors
   a. Submit written reports of each contact and/or visit with local League(s), highlighting special requests and/or needs of the local League
   a. Advise MLD State Coordinators (1st VP for Leadership & Director for Membership of any local Leagues that express interest in having an MLD coach or having any of their members become a MLD coach
   b. Advise appropriate directors of any local League requests, comments or concerns related to their portfolios as well as the President(s) & Executive Committee.

3. Establish and maintain email list of “interested” parties to enhance LWV-VA’s community outreach

4. Foster Growth of the number of Leagues
   a. Respond to inquiries about forming new Leagues and MAL units, and consider feasibility.
   b. Work with Membership Director on formation of new Leagues and MAL units.

Rev. July 2015
Membership Director

**Purpose**
The Membership Director encourages membership growth in the Virginia Leagues and maintains records for those joining LWV-VA as Member at Large (MALs) units.

**Accountable to:** President

**Committees:** Local Leagues Membership Chairs

**Contributes to:** LL emails, *Virginia Voter*, Convention Workbook

**Responsibilities:**

1. **Service Members-at-Large (MALs)**
   a. Maintain and update MAL records in the national on-line database
   b. Send welcome letter to new MALs
   c. Send names of prospective LWV members to the nearest local League or MAL unit, if any are within commuting distance
   d. Send renewal notices to the MALs
   e. Assist the Local Outreach Director in the formation of MAL units
   f. Work with the Treasurer, Leadership Director & Local Outreach Coordinator for the formation of MAL unit(s)

2. **Service Membership Chairs of local Leagues (LLs)**
   a. Provide instruction on use of the national database to assist in keeping LLs records
   b. Maintain communication pertaining to relevant changes or initiatives from LWVUS
   c. Monitor LL websites and newsletters for membership best practices and provide feedback if needed
   d. Maintain online discussion list for LL and MAL Unit Membership Chairs and others interested in membership development
   e. Conduct training as needed for LL and MAL Unit Membership Chairs

3. **Encourage Membership Growth in Virginia**
   a. Assist the Local Outreach Director in the formation of new Leagues
   b. Mail membership packets to potential LWV-VA members
   c. Provide membership materials at all LWV-VA training and other functions
   d. Serve as State Coordinator for the Membership and Leadership Development initiatives
   e. Oversee development and implementation of a coordinated membership solicitation effort for possible use by all local Leagues

4. **Service the State Board**
   a. Provide list of LWV-VA MALs to the Board after February 1 of each year
   b. Provide a summary of state and local membership by category after February 1 for PMP purposes
   c. Provide instruction on access to the national membership database, as needed, to the *Virginia Voter* editor; the LWV-VA President must approve access to anyone else
   d. Calculate and distribute State Convention attendance numbers for each local League and MAL unit.

Rev. July 2015
Nominating Committee Chair

Purpose
This committee’s primary function is to provide a slate of nominees for officers and directors for election at the biennial convention/council. The LVWUS’s “Little Green Book” guidelines will be used as a resource.

Responsible To: All members of the League

Responsibilities:
1. Chair the Nominating Committee – including setting an open and honest tone for committee work.

2. Be familiar with League job descriptions, Board responsibilities of each, how job interacts with other board members and local League boards, and the LWV-VA’s nonpartisan policy.

3. Provide opportunities for League members to suggest possible nominees by contacting LL presidents and by advertising the vacancies through the Voter, social media and email. With other members of the committee, solicit additional suggestions through personal contacts and attendance at League functions.

4. With other members of the committee, review names provided and obtain additional information regarding possible candidates in regards to potential conflicts with partisan activity and specific talents for job, if necessary. Oversee the division of contacts for each member of the committee, including the two board members appointed to the nominating committee.

5. Oversee the preparation of a slate of possible nominees.

6. Contact potential agreed upon candidates though phone calls, in-person contacts, or email if no other method works. Once candidate has agreed to the job, request a biography to be included in the convention workbook.

7. As a courtesy, report proposed slate of nominees to the Board in a timely manner; the Board does not act on the proposed slate.

8. Make proposed slate available to members and convention/council delegates according to deadlines imposed by the bylaws.

9. Present proposed slate of nominees at the convention/council.

10. Maintain records to be used in the filling of Board vacancies as they occur and to be passed on to the succeeding nominating committee.

11. In addition to preparing a slate of nominees for convention, the nominating committee may be called upon to fill vacancies occurring during the biennium.

Rev. July 2015
Office Manager/Executive Assistant

Purpose: Provide Administrative support services to the LWV-VA Board of Directors
Manages the office and works with the president to assure the smooth administrative operation of LWV-VA and the Board.

Responsibilities:

1. Provides administrative support, as directed by the president, to the Board and members.
   a. Prepares and discusses “To-Do” List from President; Completes those tasks.
   b. Corresponds to Board members per email protocol as determined by Board.
   c. Coordinates and assists with Board meetings
   d. Determine and advertise deadlines for submission of materials
   e. Prepare packets for attendees, e.g. agenda, reports, etc.

2. Manages the office:
   a. Answers or forwards emails, mail and phone messages as appropriate.
   b. Maintains computer, printer, wifi and other office equipment
   c. Maintain files, both paper and electronic.
   d. Inventories supplies; purchase supplies at direction of appropriate Board member
   e. Orders or prints stationery, business cards, office supplies, LWV materials.
   f. Inventory literature and order as needed (LWVUS, directories, brochures, etc.)
   g. Forwards membership applications to Treasurer and Membership Director,
   h. Notifies President and Treasurer of donations; forwards checks to Treasurer
   i. Drafts donation thank you letter to donor; obtain President’s signature on each letter.
   j. Sends President’s correspondence when finalized.
   k. Schedules conference rooms as needed.
   l. Keeps daily log of office activity: messages received, responses to requests, mail received, tasks completed.

3. Keeps the Books
   a. Records receipts for expenditures
   b. Submits expenses, receipts, and budget proposals for office needs.

4. Maintains Databases and acts as the Constant Contact coordinator

5. Keeps schedules and calendars, timelines and tickler file
   a. Weekly, Monthly, Quarterly (consult with President)
   b. Reminds President of due dates in advance by email, phone, or hard copy
   c. Collect items for calendar – meetings of local Leagues, commissions, community, conference calls (such as coalition calls).
   d. Design and prepare tickler files and timelines for deeds, correspondence and event planning

6. Submits suggestions for budget items.

7. Attends Board meetings as directed.

8. Assists with distribution of PR materials, and announcements
   a. Collects and lists PR outlets and contacts
   b. Files copies of LWV-VA published PR items

Rev. July 2015
President

Purpose
The President provides leadership in carrying out the Mission and Long Range Plan of the organization, with emphasis on priorities and strategies adopted by the LWV-VA (Operating Fund) Board of Directors and the LWV-VA Education Fund Board of Directors. The President coordinates implementation of LWV-VA Policies and Procedures; and serves as the presiding officer of the Board of directors.

Accountable to: Executive Committee and all Members of the League of Women Voters of Virginia

Committees: Executive Committee, ex officio member of all other committees except the Nominating Committee

Publications: State Board Handbook, Local League President’s Handbook

Responsibilities:
1. Ensure that every League activity contributes in some way to accomplishing the mission of the League.

2. Oversee League program and activities.
   a. Ensure League involvement in key program areas by assisting the Board to establish goals and priorities (strategic planning)
   b. Work with committee chairs and local Leagues to coordinate the development of state program study and action items
   c. Assist officers/directors in obtaining resources needed to accomplish jobs and monitor progress.
   d. Develop annual calendar of activities
   e. Assign a Board member the responsibility for coordinating the planning of annual meetings (state Council and Convention)
   f. Ensure compliance with bylaws, and maintain financial soundness of League

3. Chair meetings of the LWV-VA Board of Directors and LWV-VA Ed Fund Board of Directors.
   a. Prepare agenda for and preside over five or six meetings a year. Work closely with vice presidents in setting priorities, solving problems, and achieving results.
   b. Emphasize to Board members the legal, fiscal, and ethical responsibilities of the Board.
   c. Encourage Board members to accomplish goals within mutually agreed-upon time frames.
   d. Arrange for State Board leadership training as needed.

4. Works with Board Members to Ensure All Are Working Together as a “Team.”
   a. Takes guidance from the executive committee
   b. Advise and obtain comments of consent of the Executive Committee for all appointed positions.
   c. Acts as a team leader by supporting specific assignments of the Board members
   d. Mentors Board members, especially new ones, to get them effectively functioning in a short period of time.
   e. Facilitate communication among Board members
5. **Preside at State Conventions, State Council Meetings and WLRT Sessions.**

6. **Represent and promote the League in the community.**
   a. Edit or approve for distribution all written material, including material for website and
      social media, news releases, action plans, the Virginia *Voter*, and testimony (or assign to
      another person as appropriate).
   b. Expand the League's network of friends and colleagues and other organizations or activities,
      primarily in Virginia.
   c. Attend LWVUS Council and Convention (or designate a substitute).
   d. Monitor national League discussion lists and communicate useful information from national
      and other state Leagues to Board
   e. Read local League minutes and VOTERs, communications from LWVUS and other state
      Leagues
   f. Respond to and sign official correspondence
   g. Visit local Leagues.

7. **Develop League Leadership.**
   a. Encourage total Board responsibility for program
   b. Delegate responsibilities with assistance of other officers
   c. Ensure Board member training
   d. Recognize members' achievements
   e. Facilitate maintenance of portfolios and transition of positions

8. **Serve as Liaison With Other Leagues**
   a. Attend local, state and national programs, conventions, workshops, etc.
   b. Ensure that obligations to national office are met

9. **Maintain Information Systems for Conducting League Business**
   a. Identify records that need to be archived and ensure that they are generated in a timely
      manner

Rev. July 2015
Program Director

Purpose
The Program Director oversees the overall Program for LWV-VA, working with study committees and implementing citizen education events as decided by the Board, or resulting from program items adopted at convention or Council. The Program Director may also work closely with the Legislative Director on issues covered by League positions. Also oversees any updates or additions to the LWV-VA positions (*Positioned for Action*) and Positions-in-Brief resulting from consensus/concurrence; and oversees editorial review of positions when needed.

Accountable to: President
Committees: Program Review (PRC) Committee
Publications: *Positioned for Action; Positions-in-Brief*
Contributes to: LL emails, *Virginia VOTER*, Annual Report

Responsibilities
1. **Chair the Program Review Committee**, consisting of those who are members of any task force reviewing existing positions, any study chairs, Arrangements Director if and when an issue forum is held, and others who may from time to time be appointed to the committee on an *ad hoc* basis. Maintain records of committee meetings.

2. **Communicate with Local Leagues.**
   a. Assign, edit, or write program articles for the *Virginia VOTER* articles that keep members up to date on state and National program activities.
   b. Serve as a resource to LL program directors, including training or information about program topics.
   c. Suggest speakers and/or workshops on timely program items for statewide events.
   d. Ensures that LLs participate in LWVUS issues and consensus questions.

3. **Oversee Study Committees.**
   a. Evaluate qualifications (such as state-level experience and familiarity with subject of state study) of committee members to determine depth of oversight needed. Attend at least some study committee meetings and/or participate with email communication.
   b. Review and edit consensus questions/concurrence statements resulting from study committees and present to Board for approval.
   c. Work with study chair to write or delegate the writing of the Leaders Guide with referral to previous Leaders Guides.
   d. Work with study committee chair to write, or delegate the writing of, study materials about program topic.

4. **Help Obtain funding for Program Studies.**
   1. Help identify research foundations and corporations for appropriateness of grant request or underwriting.
   2. Work with Development and Marketing Committee to prepare proposals to be submitted to foundations or corporations.

5. **Direct State Program Planning.**
   a. Prepare communications to LLs.
b. Develop a form to be used by LLs in state program planning, with referral to previous instruments.

6. **Conduct Program Review.**
   a. Solicit recommendations for Program Review from LLs during state program planning. Submit to the Board a topic(s) for Program Review as well as names of people to serve on the Program Review Committee. Committee members will consist of the Program Director, Legislative Coordinator and/or the Associate Legislative Coordinator, current or former issue specialists for area(s) under review, and other League members with knowledge of the subject. Submit Board approved recommendations for changes in position or restudy at convention for delegate approval.
   b. Prepare material for LWV-VA program planning for the next biennium, including a Program Planning Report form, to be sent to LLs and MAL Units and subsequently returned with recommendations from the membership.
   c. Assimilate program planning reports from LLs for Board recommendations to the LWV-VA Convention in odd-numbered years and inclusion in the Convention Workbook.
   d. Handle program review and redirection at Council.
   e. Coordinate national program planning for the State Board.

7. **Update and Revise Publications.**
   a. *Positioned for Action*: assign, edit, or write updates for each position following State Convention with the assistance of the Legislative Coordinator and Associate Legislative Coordinator.
   b. Assist with other publications, as needed.

8. **Monitor Budget Expenses for Program Items.**
   a. Submit budget for all projects to the Board.
   b. Submit projected monetary expenses and income (if appropriate) for program areas to Budget Committee chair.

9. **Carry Out Other Assignments.**
   a. Oversee program workshops.

(adapted from League of Women Voters of Texas *State Board Handbook*, LWV-VA 1999 Board Book, and Sherry Zachry, 2009-2011 LWV-VA Secretary and Nominating Committee member)

Rev. July 2015
Public Relations Director

**Purpose**
To ensure the public is aware of the activities of the League especially in the area of voting rights

**Accountable to:** President

**Committees:** Development, Membership

**Publications:** Publicity brochures

**Contributes to:** LL emails, *Virginia VOTER*, Annual Report

**Responsibilities:**
1. Develops an annual plan for public relations.
2. Plans, develops and keeps record of PR activity.
3. Publicizes LWV-VA activities, before and after events, throughout the state to the public, other organizations and state leaders in a timely fashion.
4. Promotes LWV "image" in League and non-League areas of the state.
5. Drafts news releases for all State League activities (action campaigns, voter services, statements by the President, etc.).
6. Sends copies of all news releases to President for approval before releasing to media.
7. Work with media, including on debates.
8. Works closely with all State Board members to develop maximum public relations awareness.
9. Advise LLs on publicity and media.
10. Assist Local League Outreach and Membership Directors in a plan for recruiting members outside LL areas.
11. Provides a template and article suggestions for the *Virginia Voter*.

July 2015
Secretary

Purpose
The Secretary maintains and reports minutes of all official meetings of LWV-VA and LWV-VA Ed Fund as well as those of State Convention and Statewide Council.

Accountable to:  President
Committees:    Executive Committee; member of Development and Marketing (D&M) Committee

Responsibilities:
1. Assist in Preparation of Board Agenda.
   a. Provide the President with a list of items, if any, that were postponed or held over from previous meetings.
   b. Prepare and send out a “Board Meeting Packet” at least one week prior to each Board meeting

2. Prepare Post Board Summary.
   a. After each Board meeting, prepare “brief minutes” in a bulleted list called a Post Board Summary (PBS).
   b. The first draft should be forwarded to the President no later than one week after the meeting.
   c. Once the draft PBS has been reviewed, edited and approved by the President, the Secretary will finalize and distribute to state Board members and off-Board members, state nominating committee, LL presidents, and MAL Unit chairs.

3. Prepare Minutes of Meetings of Operating Fund and Education Fund.
   a. Prepare separate minutes for Board meetings of Operating Fund and Education Fund, which have separate agendas, occur at different times, but at the same location.
   b. Produce minutes that provide a reasonably concise record of discussions and decisions made at state Board meetings, including type, date and place of meeting; presiding officer and names of those in attendance; times that meetings begin, recess, and adjourn; topics discussed and reports given; motions, names of makers of motions, and votes; and general context of discussion.
   c. Record exact wording of motions, consensus questions and statements, Voters Guide questions and other official actions.
   d. Provide draft minutes to President within two weeks of the Board meeting and
   e. Incorporate her/his comments in the version and forward them to Board members for further review.
   f. Keeps complete paper copies of all minutes with all attachments in notebooks by League year. Electronic files of paper items are kept by Secretary and President.

   a. Provide minutes within one month of Convention or Council to Review Committee, appointed by the President.
   b. File official copy of minutes after approval by Review Committee.
   c. The secretary is responsible for keeping the official records, (e.g., the bylaws, special rules of order and standing rules, minutes, Board membership roll, and committee reports.)
   d. Serves as parliamentarian at Board meetings.

Rev. July 2015
Treasurer

Purpose
The Treasurer is the chief financial officer for the League of Women Voters of Virginia (LWV- VA) and League of Women Voters of Virginia Education Fund (LWV-VA Ed Fund).

Accountable to: President
Committees: Budget Committee; Executive Committee; Development and Marketing (D&M) Committee
Publications: Local League Treasurer’s Handbook
Contributes to: LL emails, Virginia Voter, Convention Workbook

Responsibilities:
1. Handles all money for the LWV-VA, receiving income and paying bills in a timely fashion
2. Makes timely deposits and payments for the General Fund and the Education Fund and maintains accurate bank records, reconciling bank statements on a timely basis.
3. Maintains bank and Pay Pal accounts for the LWV-VA, and renews Certificates of Deposit as needed, seeking advice from the Board as necessary.
4. Reports to the Board on a quarterly basis: income, outgo, status of budgeted accounts, and statement of financial condition
5. Regularly advises State and local Boards of federal and state laws affecting financial matters (such as IRS reporting, sales tax and solicitation laws) and of related communications from the LWVUS.
6. Informs local league treasurers of their responsibilities in connection with filing of IRS forms and files the annual entity report (i.e. the Supplemental Group Ruling Information (SGRI) report), required by the IRS on a timely basis. Aids and assists counterparts on local Boards
7. Files IRS #990, solicitation forms and any other reports dealing with financial matters required by the U.S. and/or Virginia for the State League.
8. Submits PMP invoices to LLs and keeps a record of the status of their payments.
9. Maintains a monthly calendar of tasks that can be given to succeeding treasurers
10. Serves as an ex-officio member of the State budget committee, with full voting rights, and prepares materials for use by the committee.
11. Oversees the sending of change of address notifications to persons and institutions that the League has dealings with, including federal and state government entities, when coming into or leaving office.
12. Works with Membership Chair to keep list of MALs (members-at-large) up-to-date.
13. Reimburse State Board and off Board leaders for expenses incurred on LWV business;
14. Ensure expenses are within policy guidelines.
15. With input from President, locate a source to provide the annual financial audit or review.
16. Provide training for LL Treasurers, as necessary.

Rev. July 2015
Webmaster

Purpose
The web administrator receives information of interest to the membership on state-wide happenings, oversees the creation, maintenance and updating the league’s website www.lwv-va.org

Accountable to: Communications Director
Committees: Communications Committee*
Publications: The LWV-VA Website
Contribute to: Convention Workbook; workshop materials
Status: Off Board

Qualifications: The web administrator must have an extensive knowledge of internet systems and excellent word processing skills

Responsibilities:
1. Maintains the LWV-VA website with input from the Communications Committee according to best practices as provided by the LWVUS and internet resources.
2. Posts The Virginia Voter on the website once it receives approval by the president.
3. Retains authority for final technology decisions based on feasibility and technical restraints of the ISP and of the site.
4. Oversees the posting and updating of other specific content; she/he may delegate responsibility for monitoring/maintaining certain areas of the website but retains overall responsibility for the integrity of the website.
5. Monitors content at least weekly as needed.
6. Maintains and update a calendar on the site in accordance with the yearly calendar approved by the Board and as amended by the Board.
7. Creates links to the websites of all local Leagues in Virginia, to LWVNCA, to LWVUS and other League resources.
8. Creates and updates aliases for LWV-VA Board members and committee chairs
9. Maintain LWV-VA web site
   a. Keep record of ISP contact information and access information (username, password, etc.)
   b. Keep home page current, flagging special events, providing links to elections and election-related materials and League publications
   c. Post a PDF of each Virginia Voter, obtained from Editor, in which no e-mail addresses appear in plain text
   d. Update other pages regularly
   e. Assist committees and study groups by posting information as requested.
10. Maintain Email Aliases:
   a. Record instructions for changing e-mail addresses with current ISP
   b. Update aliases when office holders change president@lwv-va.org (goes to president)action@lwv-va.org (goes to advocacy committee co-chairs) membership@lwv-va.org (goes to membership director) info@lwv-va.org (goes to president and administrator) Board@lwv-va.org (goes to all Board members) webmaster@lwv-va.org nominations@lwv-va.org (goes to nominating committee members)
   c. Create new aliases as needed

*Note: The Communications Committee shall consist of The Voter Coordinator, the Voter Editor, the Webmaster, the Constant Contact Data Base Coordinator, the Legislative Coordinator, and the President. Members of this committee should all have access to
Constant Contact so as to be able to act quickly once the President approves of a communication.

Draft: 09/20/13 rcp
Rev. July 2015
Voter Coordinator

Purpose
The Voter coordinator attends meetings of the Board of Directors of LWV-VA and the Communications Committee, gathers articles of interest to the membership on state-wide happenings, solicits materials from other Board members and from local leagues for inclusion in the newsletter, consults on the layout of the newsletter, edits the copy, writes headlines, and sends a final draft to the president for publication approval.

Accountable to: President
Committees: Communications
Publications: The Virginia Voter
Contribute to: Convention Workbook; workshop materials

Responsibilities:
1. Oversees the publication of The Virginia Voter at least four times per year to coincide with the regular annual events.

2. Requests articles from Board members as appropriate, sets deadlines for contributed articles and reminds contributors of impending deadlines.

3. Writes articles related to state league activities when there is no appropriate Board member assigned to the topic.

4. Keeps alert for items from outside sources that are of interest to Virginia leaguers.

5. Checks incoming articles for grammar and compliance with the LWV-VA Communications Style Guide, based largely on AP Style.

6. Prepares copy for Constant Contact distribution announcing the availability of the Voter and including a brief summary of major articles.

7. Provides counsel to the president on matters related to the newsletter.

Rev. July 2015
The Virginia VOTER Editor

Purpose
The *Voter* editor publishes *The Virginia Voter* that serves as a source of organizational information for current members, as a recruitment tool for new members, and a public relations vehicle to the community.

Accountable To: President
Committees: Communications
Special Skills: Must be able to meet deadlines and utilize computer-publishing capabilities.

Responsibilities:
Compile, edit, set up, layout, illustrate, proofread and create a newsletter for both electronic and hardcopy distribution.

a. Maintain non-VA-member electronic and hardcopy distribution lists as directed by Board.

b. Obtain current distribution addresses for hardcopy distribution to VA members from Membership director for each issue.

c. Submit the draft *Voter* to the president for final review and approval.

d. After president’s approval, forward electronic newsletter to ConstantContact coordinator for distribution electronically to members and non-members, submit newsletter to VA- webmaster for posting and provide information to printer (hardcopy version of newsletter and address information).

e. Propose and maintain schedule for *Voter* input and distribution deadlines to meet dates for publication as established by Board.

f. Work with Administrator to maintain hardcopy distribution arrangements (printing and mailing).

Rev. July 2015
Voter Service Director

Purpose
The Voter Services Director provides information and guidance to Local Leagues in the area of voter services and oversees voter services activities on the state level, including planning and production of statewide Voters Guides and Candidates Forums.

Accountable to: President
Committees: Chair Voter Services Committee (Local League VS chairs)
Publications: Voters Guides
Contribute to: LL emails, Virginia Voter, Convention Workbook

Responsibilities:
1. Plan and promote voters service activities.
   a. Compile a 12-month calendar for voter services activities with voter registration dates and deadlines for any elections scheduled. Calendar should include national, state, and any local deadlines for emphasis on voter registration, get-out-the-vote campaigns, and other special events.
   b. Stay alert to publicity possibilities on both local and state levels. Capitalize on the potential for high visibility of voting-related activities, primarily since public perception of the League relates to these activities.
   c. Communicate with LLs about voting and voter services. It is at the local level that voter services and citizen information activities have the most impact, and it is the interest and involvement of the LLs that will determine success or failure.
   d. Refer local voter services chairs to publications such as LWVUS Face to Face and Guidelines for State and Local Debates, as well as communications emailed to LLs.
   e. Recognize outstanding voter services activities at the local level through Virginia VOTER articles, and other activities.

   a. Plan for state Voters Guides, as well as other voter-related activities. With Voter Services Committee, draft questions to be included in Voters Guides for approval by LWV-VA Ed Fund trustees.
   b. With input from President, assign, direct, and edit research and writing of pro/con information for Constitutional Amendments Voters Guides, when needed.
   c. Coordinate production of state Voters Guides covering statewide political races, proposed Constitutional Amendments, and other statewide ballot issues.

3. Oversees the VOTE411 program
   a. Advocates the use of the program by LLs
   b. Works with LL 411 coordinators to develop questions for all National, and state-wide elections.
   c. Assists with the training LLs on the use of 411
   d. Coordinates the entering appropriate information into the 411 data base.

(Adapted from League of Women Voters of Texas State Board Handbook)

Rev. July 2015
Nonpartisan Policy

The purpose of the League of Women Voters is to promote the informed and active participation of citizens in government. The League is nonpartisan in that it does not support or oppose any political party or candidate; it is political in that it takes positions on selected governmental issues after member study and agreement.

The purpose of this policy is to assure the credibility of the League of Women Voters of Virginia as a nonpartisan organization. Only to the extent that the public and its elected officials are convinced of the League's genuine nonpartisanship will the League be able to render effective voters service efforts and gain a wide base of support for its positions on governmental issues.

A state board member must recognize that, as a result of close identification with the League, she or he has a special responsibility to see that her or his activities do not create a partisan impression. Any member who has doubts about appropriate activities must consult the President or the board.

STATE BOARD MEMBERS MAY:

- Attend informational political functions.
- Attend, but not host, fundraising events for candidates or parties.
- Vote in primaries and attend party mass meetings in the absence of a primary.
- Serve as an election official.
- Accept an appointment to a non-elective governmental office, board, or commission, provided there is no conflict of interest, based on the LWV-VA Conflict of Interest Policy.
- Run for or hold any nonpartisan elective office.

STATE BOARD MEMBERS MAY NOT:

- Contribute financial support to a partisan candidate or a political party. However, for board members other than President, Voter Service Director and Legislative Coordinator this applies only at the local and state level of politics and not at the national level

- Run for or hold any partisan elective office, or run for delegate to a political party convention. A board member who plans to do so should formally resign from the board no later than the time of filing for the election. She or he may not serve on the board again for the remainder of the League year, or for a minimum of six months.

- Endorse, publicize, or work for any partisan local, state, or national candidate or any political party in a way that publicly identifies the board member with the partisan candidate or political party. This includes hosting an event for a candidate, holding an official position in a political party, circulating a nominating petition for a candidate, signing letters or making phone calls on a candidate's behalf, and using bumper stickers, yard signs, buttons or other paraphernalia endorsing a candidate or political party. However, for board members other than President, Voter Service Director and Legislative Coordinator this applies only at the local and state level of politics and not at the national level.

- Hold office in an organization that endorses partisan candidates for public office.

The political activities of a board member's spouse or other family members should be considered separate and distinct from the board member's own activities and are not covered by the above policies.

The state board will be responsible for interpretations of the above policies.
The above policies do not apply to off-board administrative, program, or action chairs or to individuals holding League-related appointments to public bodies or coalitions. These individuals should review their personal situation and determine how strongly non-League members identify them with the League. Based on this review, these individuals should use discretion in their political activities. Any of the aforementioned individuals who are involved in visible partisan activities should not testify at public meetings or lobby for the League.

The President, the Voters Service Director, the Legislative Coordinator, the Associate Legislative Coordinator and the Advocacy Director should be particularly aware of activities that could compromise the League’s nonpartisanship, and should consult the board if they have any doubts about such activity.

*Approved by Board of Directors, LWV-VA*

Guidelines For Statewide Debates (starting on page 11)

It is proposed that this section be replaced in its entirety by a new policy stated as follows:

**Statewide Debate/Forum Policy**

The League of Women Voters of Virginia may give consideration to organizing and holding candidate debates or forums for statewide and national offices (Governor, Lieutenant Governor, Attorney General, U.S. Senator, or U.S. Representative). Every effort should be made to choose dates that are agreeable to candidates and not in conflict with other public meetings or events. All event locations will be neutral to candidates in the view of LWV-VA and all events are free and open to the public. In addition, the event may be videotaped and broadcast on community television and online via YouTube, Facebook, Twitter and other web locations.

All candidates qualified in accordance with Virginia law to have his or her name printed on the ballot shall be invited to participate in all candidate debates or forums, and similar events, sponsored by LWV-VA. If one qualified candidate is invited to an event sponsored by LWV-VA then all qualified candidates shall be invited to the event. If requested, a candidate must provide proof of meeting the above condition.

It is our policy to hold these events as scheduled and as planned if at least one invited candidate attends. If no invited candidate attends, the LWV-VA may cancel the event at their sole discretion.

Local Leagues may organize and hold candidate debates or forums, and similar events, for local offices in their region. A local league is expected to follow this LWV-VA policy as applicable. This includes policies for qualified candidates to be invited and when such events may be cancelled.

*DRAFT*

9/13/16