

ABCs FOR A STREAMLINED LEAGUE

APPENDICES

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APPENDIX A

SELECTING ISSUES OF CONCERN TO YOUR COMMUNITY

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

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

- What issues do people in your community make time for—by attending meetings, by volunteering, by taking action, by writing letters to the editor of your local paper?
- What issues are of special concern to groups in the community?
- What issues would interest and involve new members?
- Ask others to help you identify the pressing issues.
- Invite representatives from a variety of interest groups to a meeting to discuss the pressing issues facing your community. Include people with a range of viewpoints, people who don't talk with each other on a regular basis. Find out what they (or others) are doing to address these problems and what aspects of the problems need more attention.
- Invite government officials and administrative staff to meet with you to share their thoughts about the critical issues facing the community, plans that are under way to address these problems, and any potential role for the League to play in bringing the community together to help resolve the problems.
- Invite several people from one of the community organizations to talk with you about issues that concern them. Ask what they are doing—or what they think should be done—to address these problems and how your League might work with them on a solution.
- Attend meetings of one or more other community organizations to learn what issues are on their agenda and to see whether there are opportunities for collaboration with your League.

Examining a key local issue as it affects your community.

- Convene a focus group of citizens representative of your community to discuss one of the top issues that you have from the questions above. Explore with the group how the issue affects your community and ways in which to work on the issue. Use the results of this discussion to help your League address the issue in a way that is relevant to your community. Invite those who participated in the meeting to form a community team to work with the League to resolve the problems identified.
- Meet with representatives of community groups that are working in areas related to this top issue to learn how they define the problem and what they are doing to address it. Explore with them ways in which your League might contribute to resolving the problem.

B. Determining Your League's Role in Addressing the Pressing Issue(s).

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

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

- **Community Collaboration.** Does the community need a neutral facilitator to help all interested parties come together to define the problem and develop a solution for the mutual benefit of all? Would serving as a facilitator enable your League to be involved in resolving a critical community issue on which it has no position? Would the facilitator option give your League an effective vehicle for working with and including diverse segments of the community in setting public policy?
- **Citizen Education.** Does the community need objective information on the issue? Would a citizen education campaign on the issue be the best means of attracting new members, collaborating with diverse interest groups and helping the community resolve the issue?
- **Study.** Would the community benefit from a League position on the issue? Is there time to do a study? Will doing a study of the issue be the best way to attract new members, reach out to the community, work with other groups and interested individuals and take part in resolving the issue for the common good?
- **Action.** Does your League have a position on the issue? Will advocating your position be the most effective means of helping your community resolve this problem for the mutual benefit of all? Are your members committed to helping ensure the success of an action campaign? Will an action campaign be the best way to attract new members and help engage others in shaping a better community?

C. Working on Issues of Concern to Your Community.

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

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

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

- Incorporate a direct action project in your work. Sponsor an event that will highlight the issue you are focusing on. For example: if there is a concern about proper school facilities, organize a tour of the schools.
- Convene a task force of representatives of the various groups affected by a problem to forge a community consensus on a solution.

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

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

Seek opportunities to collaborate with other groups in the community.

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

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

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

SELECTING ISSUES OF CONCERN TO OUR COMMUNITY

A Planning Worksheet for League Leaders

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

- Who is concerned about this problem?
- What evidence do we have that this is an issue of concern?
- Is there a real possibility that citizens could bring about positive change?

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

- Is this an issue of concern to a group we would like to engage with the League?
- Does our League have a particular expertise in this area?
- Is there a special role for our League to play in helping our community resolve this issue?
- Would people want to join our League to be involved in working on this issue?

The issue we have chosen (from #1) is

3. **In addressing this issue our goal is to**

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

5. For each interest group identified in #4 answer the following questions:

- What are at least three aspects of League that would be appealing to prospective members? What needs of theirs might LWV meet?
- What would be necessary to sustain their long-term interests in LWV?
- What would be the first LWV event you invite each to attend? Why?

- How should each prospective member be cultivated and for how long to make sure their response to **the "ask"** is YES?
- How would your League prepare members of the interest group for assuming a League leadership role?

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

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

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

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

APPENDIX B

CALENDAR PLANNING

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

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

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

- Local League meetings
 - General meetings for all members
 - Leadership team meetings
 - Annual business meeting
- State League and LWVUS meetings
 - State convention/council meetings
 - State League lobby day or other statewide workshops and events
 - LWVUS convention (June of even-numbered years)

You can use the following sample calendar as a model for setting your League year.

SAMPLE LOCAL LEAGUE CALENDAR

May

Law Day-May 1
Local League Annual business Meeting
State Convention/Council

June

National Convention in even numbered years
Leadership Team planning meeting
Title IX Anniversary (June 23, 1972)

July

Freedom of Information Act Anniversary (July 4, 1966)
Informational Booth at County Fair /Local Festival
Connect with community organizations on local issues

August

Membership recruiting and orientation lunch or dessert
Observers Corps organization
Start Voter Registration drive
Women's Equality Day-August 26 event

September

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

October

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

November

General Election
Poll Monitoring
Hot Topics event

December

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

January

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

February

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

March –Women’s History Month

International Women’s Day
Sunshine Week
Report from Observers

April

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

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

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

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

APPENDIX C

EVENTS AND ACTIVITIES FOCUSING GRID

. The following focusing grid can assist your team in selecting the right activity or event:

FOCUSING GRID – HOW TO SELECT AN ACTIVITY OR EVENT

Community outreach goal	LWV Visibility or Media Opportunities?	Can we gain new members?	Groups to partner with for outreach and impact?	LWV person or small team willing to lead?	Core LWV issue/activity?	League leaders have knowledge?	Resources to do this now?
Example: Observer Corps	✓	✓	✓	✓	✓	✓	
Example: Voters Guide	✓	✓	✓	✓			
Example: Forum on Tax Structure	✓		✓			✓	✓

APPENDIX C – Additional Notes Page

APPENDIX D

Event Planning Checklist (SAMPLE)

Goals of every event/activity:

- Welcome non-members
- Highlight value membership in the League
- Increase the visibility/profile of LWV
- Identify and engage new leaders
- Provide invitations/opportunities to be involved

Important reminder: We want to be visible all year. But, it may be better to do fewer events and maximize ALL opportunities around those events --- than to do a series of “less intentional” events.

	Before the event	At the event	After the event
Direct Outreach	<ul style="list-style-type: none"> ▪ Have members personally invited friends/colleagues to attend? ▪ Have membership ambassadors been identified and trained? ▪ Do you have a kit of membership materials prepared (e.g., a totebag with brochures, sign-in sheets, etc that can go each event)? ▪ Have you utilized the League’s vehicles to promote the event (e.g., website, email list, <i>Voter</i>)? 	<ul style="list-style-type: none"> ▪ Is the sign-in sheet out? ▪ Is there some “take away” item (e.g., flier about next event, copies of the <i>Voter</i>)? ▪ Is the moderator prepared with an “ask”? ▪ Are the membership ambassadors mingling? ▪ Is there League “signage”? ▪ Are League members wearing pins? ▪ Are there membership materials and/or “give and take” cards? 	<ul style="list-style-type: none"> ▪ Have you followed up with the names on the sign-in sheet? ▪ Have you thanked volunteers? ▪ Are the membership materials restocked for next event? ▪ Did you evaluate how it went – i.e., did we meet the goals above?
Allied Outreach	<ul style="list-style-type: none"> ▪ Can we build on someone else’s efforts (e.g., a standing event)? ▪ Who would be a good partner to cosponsor with us? ▪ Who can advertise our event through their networks? ▪ Who else would be interested? ▪ Who do we know that can make this happen? 	<ul style="list-style-type: none"> ▪ Is LWV visible (if we are cosponsoring on another group’s event)? ▪ Have we made a membership pitch (from podium or through materials) that speaks to what the audience cares about? ▪ Did we offer ways for them to be in relationship with LWV (e.g., membership, next event)? 	<ul style="list-style-type: none"> ▪ How do we follow up with the allied organization to strengthen our relationship with them? ▪ Did we ask key members of the org to join? ▪ Can we advertise our next event through them? ▪ Did we evaluate how it went?
Media Outreach	<ul style="list-style-type: none"> ▪ Have you identified who would be the “right” fit (e.g., the reporter who is on this beat) to cover the event? ▪ Have you identified the right approach to engage the reporter (e.g., deskside chat, phone call, fax)? ▪ What alternative media options are there? ▪ Did we get the event listed in the “community calendar” section? ▪ Are there non-print media opportunities? 	<ul style="list-style-type: none"> ▪ Did you talk to any press present? (Help develop relationships by welcoming them too) ▪ Was LWV a true part of the focus of the event so that it “has to” get covered by press? ▪ Do you have stories/quotes ready? ▪ Did you take photos of the event? 	<ul style="list-style-type: none"> ▪ Did you send out a follow up press release or letter to the editor? ▪ Did you send thank you note to media that attended? (Again building good relationships). ▪ Did you invite media to next event?

Leadership Development	<ul style="list-style-type: none">▪ Who else can you engage in planning this event?▪ Is there someone who can “shadow” the organizers?▪ Are there some small tasks to engage some potential future leaders?	<ul style="list-style-type: none">▪ Can you highlight the personal value in being a League leader – e.g., showcase opportunities, fun, etc?▪ How can you acknowledge and value League volunteers/leaders publicly?▪ Is there someone who can “shadow” those in charge of the event?▪ Did you note what League members were present (and interested in the issue/topic/event)?▪ Who else can you invite to this event – i.e. what potential leader?	<ul style="list-style-type: none">▪ Did you thank League leaders?▪ Did you ask the organizers what else they needed – e.g., training, resources, volunteers?▪ Did you send on the list of attendees to the Nominating Committee?▪ Did you observe an area for training, mentoring or other areas of organizational growth?▪ Are there notes/records in place for the next leader about this event?▪ Did you follow up with anyone that you invited?
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Event Planning Checklist (For Your League to Fill Out)

Goals of every event/activity:

- * Welcome non-members
- * Provide invitations/opportunities to be involved
- * Identify and engage new leaders
- * Highlight value membership in the League
- * Increase the visibility/profile of LWV

Important reminder: We want to be visible all year. But, it may be better to do fewer events and maximize ALL opportunities around those events --- than to do a series of "less intentional" events.

	Before the event	At the event	After the event
Direct Outreach			
Allied Outreach			
Media Outreach			
Leadership Development			

APPENDIX D – Additional Notes Page

APPENDIX E

ELECTION ACTIVITIES CHECKLIST

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

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

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

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

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

Voters’ Guides

- Does your League follow up with individuals who request copies of the Voters’ Guide?
- Have you done consistent (and persistent!) media outreach to promote the Voters’ Guide?
- Does the Voters’ Guide include an ad to join the League? Does it have the League’s contact information? (Note: This ad must be paid for with operating fund or (c)(4) resources.)
- Are there allied groups that could help to promote your Voters’ Guides?

Overall election season

- Have you worked with the media to draw attention to election issues beyond the “horserace” (e.g., voter information on www.vote411.org or www.smartvoter.org, voter ID issues, provisional ballots) and what League members are doing to address these issues?
- As more and more individuals come to your League’s Web site for information about the election, do you have a prominent “join us” message?
- What are the visibility opportunities around your League’s Election Day activities (e.g., staffing a voter hotline or serving as election monitors)? For example, are volunteers wearing League buttons or stickers? Are they ready to talk about the League and/or provide contact information?

CANDIDATES NIGHT CHECKLIST

General Planning (2-3 months ahead)

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

Arrangements (2 months ahead)

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

Invitations (6 weeks ahead)

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

Publicity (4 weeks ahead)

- ✓ Send letters of invitation to media.
- ✓ Arrange for newspaper photographer.
- ✓ Announce meeting on League website and/or bulletin.
- ✓ Draft press release; include League contact phone number.
- ✓ Print and distribute flyers.
- ✓ Arrange for League banner, signs, decorations, and flag.
- ✓ Acquire voter registration forms and absentee ballot applications.

- ✓ Prepare written agenda; include format of candidate forum, list of candidates, office for which they are running, length of term, party designation, and election information.
- ✓ Invite local luminaries.
- ✓ Clip newspaper articles related to meeting and election for League archives.

Preparation (2-3 weeks ahead)

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

Hospitality (2 weeks ahead)

- ✓ Arrange appropriate refreshments and necessary supplies.
- ✓ Arrange water glasses, paper and pencils for candidates.
- ✓ Prepare front tables, if used: tablecloths, name cards for panelists and moderator.
- ✓ Prepare nametags for all candidates, moderator, timekeeper, panelists, LWV president, voter service chair, membership chair, voter registration person, etc.
- ✓ Arrange press section and credentials.
- ✓ Set up table with membership information and a person to be at table

At the Meeting

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

After the Meeting

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

APPENDIX F

HOT TOPICS LUNCHEON

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

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

Getting Started

- **Step One:** Enlist a small committee of two or three to draw up a plan for three to four months. The committee should decide upon the topics to be covered as well as what speakers would be appropriate. Consider “controversial” speakers or subjects that may be outside of the “usual” League interests. Customize the program to fit your League’s needs and to utilize your League’s “connections” to secure speakers. (Panels tend get higher attendance than single speakers, but the right individual speaker can draw a great crowd.)
- **Step Two:** Secure a venue for a luncheon that you will be able to use regularly. A private dining room is a plus to ensure that your guest speakers will not be interrupted. Also consider audiovisual capability; that will be important as you grow! Negotiate a set price for food and beverage for your guests; remind the restaurant that you will be giving them repeat business and attracting the community’s “movers and shakers” (i.e., people who are good prospects for future business). Make sure that the cost of admission covers the cost of the meal, and some Leagues add on an additional amount to help offset the League’s operating expenses.
- **Step Three:** It is imperative that you market your lunch programs consistently and frequently. Attendance will grow, but it will depend on very consistent reminders.

Some proven marketing strategies from Leagues in Florida include:

- ✓ Put Hot Topics speakers on the cover of your League’s newsletter with their photograph and a brief biography.
- ✓ Send out a bright colored postcard with essential information and a “catchy” title. Be sure to include the location, price, and how to RSVP. The use of post cards will make the invite stand out among other mail as well as cut down on your postage costs!

- ✓ Use your email database to send out a series of reminders before every luncheon. Be sure to include the RSVP contact, as well as all relevant information.
- ✓ Encourage members to invite their friends, family, and neighbors to these events! This is the perfect venue to bring friends who *might be interested* in joining the League. A personal invitation to attend – and hopefully join – will produce results.

Additional Tips and information:

- **Time:** Plan on a minimum of 90 minutes from beginning to end. Arrive early, and remember to bring your banner, membership forms, past newsletters, and a reservation list!
- **Welcome Guests:** Warmly welcome guests to this event and invite non-members to join. Have speakers and other nonmembers introduce themselves briefly prior to the speaking portion of the event.
- **Designate membership ambassadors:** Have two of your most outgoing and welcoming members in charge of welcoming, handing out literature, and making sure new attendees are welcomed and seated with others. Make sure your membership ambassadors are comfortable asking people to join during conversations with prospective new members!
- **Keep it fun:** Make it an interesting and informative event for members and guests to network and socialize while showing them the value of the League.

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

APPENDIX G

BUILDING A BETTER COMMUNITY FORUMS A visioning process for communities

BUILDING A BETTER COMMUNITY Agenda First Public Forum

Welcome	Local Leader
Opening Remarks	Spokesperson for League of Women Voters

Outline of Meeting Format

Ground Rules:

- * Maximize your return investment.
- * Be Respectful
- * Everyone participates
- * Focus on Future.

“What is Community:”

Facilitator

Discussion Question # 1

*What are the positive aspects of living and working in this community?
(Why do you live here? Why should I live here?)*

Sharing from Tables

“Will Communities Change?”

Discussion Question #2

*What would you like the community to be? What is your Dream?
(What would a better place be like?)*

Sharing from Tables

“How Can Communities Improve?”

Discussion Question # 3

*With current resources, how can we start toward our ideal? What are our priorities?
(How do we get there from here?)*

Sharing from Tables

Summary and Next Steps

Sign Interest Sheets

Closing Remarks

The second community meeting has been scheduled for _____

BUILDING A BETTER COMMUNITY FORUMS: A visioning process for communities

PLANNING DETAILS/CHECKLISTS

CITIZENS BUILDING COMMUNITIES: The ABCs of Public Dialogue

A. Forum Format

1. Written invitations to all key players plus public announcements.
2. Attendees divided into small groups of 6-8 around a table with a trained Facilitator (discussion leader) and a scribe at each table.
3. After initial presentation, each group discusses previously determined questions & everyone participates.
4. Scribes or designated spokesperson from each group reports to group as a whole.
Laundry List of ideas recorded on large chart.
Leader helps identify common responses, etc.
5. This provide springboard to second question/discussion
6. Same process with question 2 (and others if appropriate) which would lead to action steps
7. Follow up session/plan of action announced.

B. Checklist for planning committee

1. Discussion and determination of topic/focus – *Build A Better Community*
2. Date of Town Meeting
Time
3. Location
4. Lists of key people/organizations to receive letters of invitation
Database
Processing letters

5. Publicity
 - a. Media—Newspapers, Radio
 - b. Flyers/posters/Table Tents
 - c. Announcements at local meetings?
What groups should be contacted?
Who will make pitch at each?
6. Handout materials for meeting (folders)
 - a. Agenda for evening
 - b. Local data
 - c. Photocopies of appropriate newspaper/magazine articles
 - d. Other
7. Training of Table Facilitators/Scribes – LWV (noon & evening)
8. Community Meeting
 - a. Room Set up
 - b. Greeters
 - c. Registration Table
Signup sheets
Nametags
Handouts/folders
 - d. Refreshments
 - e. Convener
 - f. Presenter
 - g. Materials—sheets, magic markers, tape, table signs, scribe forms
 - h. Sound System
 - i. Room Cleanup
9. Costs/budget
10. Follow up details

APPENDIX H

OBSERVER CORPS

EASY START GUIDE:

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

Steps for observing:

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

League use of an observer corps:

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

the visibility of someone attending the meeting, but still helps to identify community issues.

5. Share the results of your observing with the public officials being observed.

Recruiting:

1. Ask members to participate and share the value of participating.
2. Create a template form they can use to do their reports.
Who was there? How was the meeting conducted? What issues were discussed?

What actions were taken?

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

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

APPENDIX I

KEY POINTS FOR A LEAGUE STUDY

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

The key points of the study process are:

- **Members** chose an issue to study at the Program Planning meeting. Optimally, the **members** at the meeting should write the Focus of the study and the Scope: details of what will be studied.
- The League **Leadership Team** chooses the recommended program items for the annual meeting. If the Focus and Scope have not already been written then they should write it for the annual business meeting presentation.
- The **members** adopt the local study at the annual business meeting.
- The **Leadership Team** finds a local study chairperson.
- The **Leadership Team and the local study chairperson** recruit members for the study committee and set the date for consensus meeting. The **Leadership Team** decides if the study committee can recruit from outside the current membership.
- The **local study chairperson with the study committee** sets up the timeline, organizes and gathers research information, shares issue information with the **members**, maintains an unbiased approach to the study, and prepares for the consensus meeting presentation.
- **Members** learn about the issue from the **study committee** through articles in bulletin or on website, information forums, tours, etc. before the consensus meeting.
- The **study committee** writes the consensus questions and the **Leadership Team** approves the questions that are sent to the **members** at least two weeks before the consensus meeting.

- The **study committee with a discussion leader and a recorder** develop a discussion outline, perfect their presentation and have a briefing meeting to prepare for the consensus meeting.
- The **study committee** presents the highlights of their issue research at the consensus meeting. The **discussion leader** oversees the consensus meeting to ensure there is constructive consensus discussion using the consensus questions. The **recorder** keeps accurate notes of the consensus meeting discussion.
- There is a wrap up meeting for formulation of the position statement by the **study committee, discussion leader and the recorder** using the consensus reached by the **members**.
- The **Leadership Team** decides if consensus was reached by the **members** at the consensus meeting, reviews and approves the position statement, and adopts the position.
- The **Leadership Team** may take action on the position immediately after they adopt it as a new local position.
- The **members** reaffirm all local positions at each annual business meeting.

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

APPENDIX J

TAKING ACTION CHECKLIST

A local League contemplating action on a community issue should consider the following:

- Does the League have a position that supports the proposed action?
- Do members understand and would they agree with the proposed action?
- Is it a priority for the League?
- Does the League have a unique role to play or would the League's assets (time and money) be better spent on other activities?
- Does it have some chance of success or make an important statement for the League?
- Are other organizations or a coalition already working on the issue?
- What action techniques would be most effective?
- How will the League deal with controversy?
- How can members be involved in the proposed action?
- What kind of community involvement would best support the League's efforts?

There are a variety of methods for taking action: email "calls to action" to members; letters to the editor; direct contact with a local government official; issue campaigns, to name a few.

League members should be encouraged as individuals to contact their local government officials regarding League priority issues. Members, of course, are always free to take action on any topic, as long as it is clear that they are speaking as individuals, not for the League (e.g. they should not mention that they are League members in their communications). It is important to remember that only the League spokesperson (or designee) speaks in the name of the League.

APPENDIX K

MEDIA HOOKS TO RAISE VISIBILITY

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

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

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

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

Anniversaries and milestones for media hooks:

- **January:** Start of new legislative session; Inauguration/State of Union Address
- **February:** Youth Voter Month; 14th – League birthday
- **March:** Women’s History Month; 8th – International Women’s Day; 15th-21st – Sunshine Week
- **April:** 15th – Tax Day (“Check the Box” for public financing) 19th-25th – National Volunteer Week; 22nd – Earth Day
- **May:** 1st – Law Day; 10th – Mother’s Day
- **June:** After Annual Meetings (local, state, and national) – announce outcomes, e.g. program and leadership
- **July:** 4th – Freedom of Information Act anniversary
- **August:** 26th – Women’s Equality Day
- **September:** Voter Registration Month; 17th – Constitution Day
- **October:** Voter Education Month; 24th – United Nations Day
- **November:** Election Day
- **December:** 15th – Bill of Rights Day

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

APPENDIX L

EASY WAYS TO RAISE MONEY FOR YOUR LEAGUE

- Include a line for a contribution on the member application form
- Include a line for contribution on the member renewal notice
- Include a donation button on web site
- Set-up membership levels for recognition ...e.g. suffragist double the dues etc.
- Add \$2-5 to meeting fees that include a meal.
- Charge non-members a higher meeting fee about \$2-5
- Pass the hat at a meeting for a specific need...candidate forum, to send a local representative to a state meeting, training session etc.
- Send out a one-time solicitation for a cause by email or snail mail
- Run a “drawing” at a member meeting by selling ticket chances for a prize.
- Hold a silent auction at a member meeting
- E-blast to members and supporters to raise operating and/or project funds periodically
- Run an annual Finance Drive letter campaign to members and supporters on February 14, the anniversary of the founding of the League of Women Voters

APPENDIX M

LEADERSHIP TEAM JOB DESCRIPTIONS

LEADERSHIP TEAM...GOAL: Community Engagement/Integration

- Composed of: Spokesperson/Convener; Money Person/Treasurer; Webmaster; Member Coordinator
- Meets quarterly but maintains year round visibility
- Works as committee of the whole to plan and coordinate mission-critical community oriented activities
 - Annual calendar: at least 6 public meetings to educate members and community (in an election year, a voter services event)
 - Fundraising
 - Community assessment
 - Media cultivation
- Schedules a quarterly meeting as a meeting to:
 - Review League principles, policies and annual goals
 - Develop leadership skills of team members
 - Identify “visibility” activities between public meetings
- Proposes annual local program

SPOKESPERSON/CONVENER

- Presides at team meetings
 - Develops agenda
 - Identifies issues of policy or governance for discussion
- Speaks for the League (orally and in writing)
- Represents the League at state and national League meetings

MONEY PERSON/TREASURER

- Develops budget
- Maintains League funds (Oversees dues payment and renewals)
- Keeps minutes for team meetings and League records

WEBMASTER

- Creates and maintains up-to-date website
- Coordinates website content to include features usually published in a VOTER/newsletter

MEMBER COORDINATOR

- Cheerleader for the League – encourages management team and members to build the League by asking others to join
- Develops methods to recruit welcome and involve new members in discreet tasks
- Makes membership recruitment a part of every event
- Devises system for regular communications with members and prospects (telephone tree; and/or e-mail list)

ADVOCACY PERSON (OPTIONAL)

- Keeper of local League positions
- Ensures member understanding of local, state, national positions
- Undertakes targeted advocacy campaigns including LWVUS and state Action Alerts

Note: team members could share some of the responsibilities.

APPENDIX N

LEADERSHIP TEAM MEETING BASICS

Face-to-face, by conference call, by video call

Leadership Team meetings are the means to optimize collective and collaborative decision-making to plan, direct, and evaluate the work of the League as directed by the grassroots membership. Full team member participation garners a plethora of ideas and divides up the work. In streamlining local team meetings, the following “best practices” (a menu of options) lead to efficient, effective decision-making.

- Team meets on a **regular schedule** (quarterly, bi-monthly) and often enough to address any crisis situation that may emerge. Meetings often include a fun or social element before or after the meeting or even a working meal.
- Team meets **same day/timeframe/location**. Irregularly held meetings (whenever, wherever) discourage attendance.
- **Agenda** (with time estimates and decisions needed), previous meeting minutes, financial and committee reports (with recommendations and background) should be **distributed** by email or snail mail or posted on web site **prior to meeting**. An agenda allots time logically and helps board members **prepare** for board meetings. Sample agenda items include: announcements; previous minutes; Money person’s report; spokesperson’s report; team member reports, including recommendations. Mix the agenda to rotate topics and presenters. Allow more time for discussion about needed decisions and schedule these items earliest.
- Team members understand roles, **come prepared** and contribute to accomplish planned business. “No shows” and unprepared attendees guarantee longer meetings that often end without concluding the business. An absent team member may have just the piece of information needed to help others make an important decision.
- Team meetings **begin and end on time** with the full complement of team members. Punctual team members dread meetings that start late and go beyond allotted time and soon become “no shows.”
- **Team members** report clearly to the team without replicating previously distributed information and answer questions about reports and recommendations. Impromptu reports not requiring team decisions, or without consideration of team decisions, prolong the meeting but could be included in the next meeting agenda. Hint: reports can double as newsletter/web site) articles.
- Collective decisions (an essential element of team meetings) are based on **orderly, business-like** (parliamentary) discussion. Inattentiveness and “side” conversations hinder a board from being productive.

- Spokesperson/Convener keeps **discussion focused** and sticks to the agenda. Irrelevant issues keep team from meeting goals. The team may employ a “Parking Lot” to capture non-agenda items thereby tracking a potentially great idea. (Parking lot is a term for recording unrelated business on a white board or a sheet of paper for use in crafting future agendas.)
- Spokesperson/Convener **summarizes discussions**/votes/recommended actions before moving to the next agenda item.
- Team **postpones decision-making** when information is inadequate
- **Minutes**, including a list of attending and absent team members, are taken to provide a record for future reference for future teams.

APPENDIX O

SAMPLE STREAMLINED AGENDA

LWV OF _____ (name)
Leadership Team Meeting Agenda
_____ (Location)
_____ (Date) _____ (time)

(15 minutes before meeting start time) **Social Time for Team**

(Start Time – e.g. 10 am)

Announcements

(5 minutes later – 10:05 am)

Minutes (from previous Meeting for Approval)

(5 minutes later – 10:10 am)

Money Person/Treasurer Report (Financial report since last meeting)

(10 minutes later – 10:20 am)

Spokesperson/Convener Report (This would cover any specific activity that the Spokesperson was responsible for since last meeting)

(10 minutes later – 10:30 am)

Leadership Team Reports (Team members report 10 - 15 minutes each on events and activities for which they are responsible, including recommendations and motions for approval)

Webmaster Report

Member Coordinator Report

(30 minutes later – 11:00 am)

New Business (this will vary in length depending on whether there is any new business or plans to discuss)

(Stop Time – 11:15 am)

Adjourn

SAMPLE STREAMLINED MINUTES

LWV OF _____ (name)
Leadership Team Meeting Minutes
_____ (Location)
_____ (Date) _____ (time)

Present (list those present)

Absent (list those absent)

The Leadership Team meeting started at _____ (time)

Announcements

_____ (brief reporting of announcements)

Minutes

The Minutes of the previous Meeting were Approved or Approved with the following edits _____ (note edits to Minutes)

Money Person/Treasurer Report (previous balance, income and expenditures, current balance)
_____ (brief reporting of Money Person/Name Report)

Spokesperson/Convener Report

_____ (brief reporting of Spokesperson/Name Report including discussion and results of any decisions – for, against)

Leadership Team Reports

Webmaster Report

_____ (brief reporting of Webmaster/Name Report including discussion and results of any decisions – for, against)

Member Coordinator Report

_____ (brief reporting of Member Coordinator/Name Report including discussion and results of any decisions – for, against)

Other event or activities reports

_____ (brief reporting of any additional reports including discussion and results of any decisions – for, against)

New Business

_____ (note New Business)

Adjourn

The meeting adjourned at _____ (time)

APPENDIX P

LEADERSHIP TEAM ORIENTATION

Whatever the design, the Leadership Team's basic orientation session should be scheduled as soon as possible after the new team is elected and include:

1. **Review the Mission and Principles of the League. Review Nonpartisan Policy.**
2. **Overview of Leadership Team roles and planning resources available to team members** □
 - Review Team members' areas of responsibility (see Appendix M Leadership Team Job Descriptions)
 - Any additional responsibilities or work divisions as needed
 - Community focused work
 - Visibility
 - Promote membership growth, diversity and involvement
 - Maintain a fiscally sound organization
 - Plan Team meetings – how often, when, where, etc.
 - Select the key community issues for focus (See Appendix A “Selecting Issues of Concern to Your Community) or do it at this meeting
 - Consider and select events and activities to promote focus issue (see Appendices C - H)
3. **League Management Basics**
 - Calendar Planning (See Appendix B)
 - Team Meetings dates, location and time set
 - Insert Events and Activities to engage members and community (See Appendices C – H)
4. **Description of the basic tools every team member needs to carry out their responsibilities.** □
 - LWVUS *League Basics*,
 - LWVUS *President's Packet*
 - Weekly Leaders Update (email from LWVUS)
 - LWVUS *Impact on Issues*
 - State League positions and local League positions
 - State League communications, e.g. *Voter, Board Report, etc.*
 - LWVUS website, www.lwv.org, provides access to tools, information and links to all state and local Leagues with websites. □
 - LWVUS discussion lists (www.lwv.org, “For Members” “Get Involved” “League Sponsored Email Lists”): provides opportunities for discussion, information, and inter-League communication.

APPENDIX Q

SAMPLE LEAGUE BUDGET

Income

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

Total Income **\$1527**

Expenses

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

Total Expenses **\$1527**

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

APPENDIX R

SAMPLE STREAMLINED LEAGUE NONPARTISAN POLICY

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

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

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

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

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

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

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

APPENDIX S

SAMPLE BYLAWS FOR STREAMLINED LOCAL LEAGUES

BYLAWS OF THE LEAGUE OF WOMEN VOTERS OF _____

ARTICLE I

Name

The name of this organization shall be League of Women Voters of _____, hereinafter referred to in these bylaws as _____ or as the League. This local League is an integral part of the League of Women Voters of the United States, hereinafter referred to in these bylaws as LWVUS, and of the League of Women Voters of (state).

ARTICLE II

Purposes and Policy

Sec. 1. **Purposes.** The purposes of the _____ 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 of Women Voters shall be eligible for membership.

Sec. 2. Types of Membership.

A. **Voting Members.** Citizens at least 18 years of age who join the _____ shall be voting members of the local and state Leagues of their place of joining and of the LWVUS. Those who have been members of the League for 50 years or more shall be honorary life members, excused from the payment of dues.

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

ARTICLE IV

Leadership Team

Sec. 1. **Election, Qualifications and Term.** The Leadership Team of _____ shall consist of four directors elected at the annual business meeting who shall serve for two-year terms or until their successors have been elected or appointed and qualified. All directors shall be voting members of the League. Vacancies may be filled by vote of the remaining members of the Leadership Team.

Sec. 2. **Officers.** The Leadership Team shall act as officers of the League. The Leadership Team shall designate which team members shall perform such duties as customarily pertain to the office of president and treasurer, including spokesperson for the League, signing and endorsing checks and drafts, maintaining deposits in authorized financial institutions and arranging for regular audits of the books.

Sec. 3. **Powers.** The Leadership Team shall manage and supervise the business, affairs and activities of the _____, subject to the instructions of the annual business meeting. It shall

accept responsibility for such other matters as the national or state board may from time to time delegate to it. It shall have the power to create such special committees, as it deems necessary and shall perform such other duties as are specified in these bylaws.

Sec. 4. **Duties.** As a condition of recognition by the state and national boards, the Leadership Team of _____ shall designate one of its members to perform each of the following tasks:

a. Preside over Leadership Team, membership and public meetings and to serve as spokesperson for the _____.

b. Handle any and all money matters for the _____, including dues collection and renewal, unless otherwise assigned to the state or national league, preparing financial statements, and, with the assistance of the remaining members of the Leadership Team, preparing a budget and planning to raise funds for the _____.

c. Create and maintain a website with input from the remaining members of the Leadership Team or the chair or any appropriate off-board committee.

d. Maintain regular contact with members, including new members, to notify members of meetings, recruit members to serve on standing and ad hoc committees and for other activities of the _____.

e. Create, with input from the remaining members of the Leadership Team, a community-based program, using member volunteers and community partners that may include observing local government, advocating on a local issue or studying the local community and local government.

Sec. 5. **Meetings.** At least 4 regular meetings of the Leadership Team shall be held annually. The Leadership Team may designate one member or the members may share the responsibility for preparing an agenda for each such meeting, with input from the remaining members of the Leadership Team or the chair of any appropriate off-board committee and for insuring that the minutes are kept of all meetings of the Leadership Team and of the annual business meeting. The presiding member may call special meetings and shall call a special meeting upon the written request of two other members of the Leadership Team. Three consecutive absences from regular team meetings, without excuse, shall constitute a resignation.

Sec. 6. **Quorum.** A majority of the members of the Leadership Team of the _____ shall constitute a quorum. Any one or more members of the team may participate in a meeting by means of conference telephone or similar equipment allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

ARTICLE VI

Meetings

Sec. 1. **Membership Meetings.** There shall be six (6) meetings of the membership and/or public each year. The Leadership Team shall determine the time and place of the meetings. These six (6) meetings shall include an annual business meeting at which the Leadership Team is elected in alternating years and a budget and bylaws are approved; a member orientation meeting; and a community orientation meeting. Special meetings of the membership may be called by the Leadership Team or upon written request of 10 percent of the voting members.

Sec. 2. **Quorum.** ____ percent of the voting members shall constitute a quorum at all business meetings of the _____, provided that written notice of the meeting is sent to the membership at least one week in advance.

ARTICLE VI

Nominations and Elections

Sec. 1. **Nominating Committee.** The Leadership Team is responsible for succession planning. If a nominating committee is used, it shall consist of three members. The chair and one member, who shall not be members of the Leadership Team, shall be elected by the annual business meeting. Immediately following the annual business meeting, the Leadership Team shall appoint one of its members to the committee. The term of office shall be for two years. Vacancies shall be filled by appointment by the Leadership Team.

Sec. 2. **Report of the Nominating Committee.** The report of the nominating committee, containing its nominations for the Leadership Team and the chair and one member of the next nominating committee shall be sent to the members one month before the annual business meeting. The report of the nominating committee shall be presented to the annual business meeting. Nominations may be made from the floor immediately thereafter, provided the consent of the nominee has been obtained.

Sec. 3. **Elections.** Election shall be by ballot, except that if there is only one nominee for each Leadership Team position, it shall be by voice vote. A majority vote shall constitute election.

ARTICLE VII

Principles and Program

Sec. 1. **Principles.** The Principles are concepts of government adopted by the national convention and supported by the League as a whole. They are the authorization for the adoption of national, state and local program.

Sec. 2. **Program.** The program of the _____ shall consist of action to implement the Principles and those governmental issues chosen by the annual business meeting for concerted study and action, provided that, as a condition of recognition by the state and national boards, the _____ shall act only on existing local positions or state or national positions. The Leadership Team shall recommend to the membership, at the annual business meeting, a program of work focused on the local community. Program of work, as used in these bylaws, may be in the form of observing local government, advocating on a local issue or educating the membership and the community on the structure and services of local government. The annual business meeting may adopt the Leadership Team recommended program or any similar program of work provided that any program of work adopted by the _____ shall focus on the local community.

Sec. 3. **Program Action.** Members may act in the name of the _____ only when authorized to do so by the Leadership Team. They act only in conformity with, and not contrary to, a position taken by the _____, the LWV of (state) and the LWVUS.

ARTICLE VIII

Financial Administration

Sec. 1. **Fiscal Year.** The fiscal year of the _____ shall commence on the first of July of each year.

Sec. 2. **Dues.** Annual dues shall be payable on the first day of July of each year. Any member joining after January 1 shall pay one half of the dues for that year. Any member who fails to pay dues within three months after they become payable shall be dropped from the membership rolls.

Sec. 3. **Budget.** An annual budget shall be prepared by the Leadership Team and shall be published to the membership no less than one month prior to the annual business meeting. The budget, as presented, may be amended at the Annual Meeting and shall be adopted at the annual business meeting by a majority vote.

Sec. 4. **Distribution of Funds on Dissolution.** In the event of the dissolution of the _____, all moneys and securities which may at the time be owned by or under the control of the _____ shall be paid to the LWV (state) after the state and national per member payments and other obligations have been met. 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 _____ shall be disposed of to such person, organization, or corporation for such public, charitable or educational use and purposes as the Leadership Team in its absolute discretion may designate.

ARTICLE IX

Parliamentary Authority

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

ARTICLE X

Amendments

These bylaws may be amended by a two-thirds vote of the voting members at the annual business meeting, provided that the proposed amendments were submitted to the membership in writing at least one month in advance of the meeting.

Adopted (date), Amended (date), Amended (date)

APPENDIX T

LEADERSHIP DEVELOPMENT

ROLE OF THE LEADERSHIP TEAM

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

- Having at least two team people assigned to each job for mentoring purposes – one experienced person and one less experienced person. This process ensures that there will always be someone ready to step in, in an emergency or on future Leadership Teams.
- Offer training opportunities for new and less experienced team and committee members.
- Filling additional team and committee slots with inexperienced and new members as there is no better place than the team to learn about the League and how to lead
- Holding 5-minute training sessions at each Leadership Team meeting to demystify terminology, purposes, and processes as needs arise.

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

What are some of these specific opportunities?

- A chance to lead
- A chance to make a difference in their communities
- Respect for their personal life and how it integrates with their volunteer time
- Knowledge and Skill development
- Flexible scheduling
- Building solid relationships and friendships

LEADERSHIP DEVELOPMENT REMINDERS:

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

- Grows leaders
 - Considers new members for the Leadership Team
 - Appoints new members to committees/ Observer Corps
- Cultivates leaders
 - Provides multiple training/orientation opportunities
 - Sends new members to statewide and national meetings
- Mentors Leaders
 - Pair members up with more experienced members
 - Builds in redundancy for every job
- Fast tracks Leaders
 - Recruits members with non-League skills
 - Teaches them League skills

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

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

Adapted from LWVTX materials