

LEAGUE OF WOMEN VOTERS OF CALIFORNIA
LEAGUE OF WOMEN VOTERS OF CALIFORNIA EDUCATION FUND
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December 4 - STATE BOARD KIT
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Annotated Agenda 3

Materials Supporting Agenda Topics:

1. Development Committee Plans (Heard) None
2. Strategic Planning Task Force (Quenneville) 9
3. Program and Advocacy (Hoo/Rose) 11
4. Finance Committee (Carrillo) None
5. Policy & Procedures on MAS Advocacy & Finance (de Llamas) 13
6. Redistricting (Hutchison) 17
7. Governance Committee (Edwards) None
8. Diversity, Equity & Inclusion (Ishii) None

Materials Supporting LWVC Board Meeting:

1. Agenda Adjustments None
2. Conflict of Interest Stated (de Llamas) None
3. Consent Calendar (de Llamas) 18
4. Treasurer’s Report None
5. Executive Director’s Report (Doute) None
6. Consideration of Motions
 a. Motion to adopt Mission/Vision/Values Statement (Moon Goldberg) None
 b. Motion to use Strategic Planning Initiative Funds to support Strategic
 Planning process (Moon Goldberg) None
7. Program None
8. Membership None
9. Items for Future Agendas None
10. Other Business None

Materials Supporting LWVCEF Board Meeting:

1. Agenda Adjustments	None
2. Conflict of Interest Stated (de Llamas)	None
3. Consent Calendar (de Llamas)	22
4. Treasurer’s Report	None
5. Executive Director’s Report (Doute)	None
6. Consideration of Motions	None
7. Voter Service	None
8. Items for Future Agendas	None
9. Other Business	None

Information Only

Helen Hutchison	24
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Gloria Chun Hoo & Dora Rose	29

LWVC/LWVCEF
Board of Directors Meeting
Dec. 4, 2021

Location: [Zoom conference](#)

SATURDAY - Dec. 4, 2021

9:30 - 10:00 AM - Social Hour

Purpose: Social Time

Outcome: Understanding of Board Members personalities

Level of Discussion: Social

Preparation: bring your morning beverage and be ready to relax and to share personal (not too personal!) stories

10:00 - 10:45 AM - Development Committee Plans (Heard)

Purpose: Board to explore the scope of future development (fundraising) including a “give or get policy” for board members

Outcome: Board understands the concept of “give or get” and scope of development planning

Level of discussion: generative, strategic

10:45 - 11:30 AM - Strategic Planning Task Force (Quenneville)

Purpose: Review status and discuss adopting of LWVUS Mission/Vision/Values statements

Outcome: Board understand strategic planning future and adopts LWVUS statements

Level of Discussion: strategic, tactical

11:30 AM - 12:00 PM – Program and Advocacy (Chun Hoo, Rose)

Purpose: Report of status of advocacy including recall election reform potential

Outcome: Board understands breadth of advocacy and current status

Level of discussion: strategic

12:00 - 12:30 PM - Lunch - Away from the computer. Stretch. Get Fresh Air.

12:30 - 1:00 PM - Finance Committee (Carrillo)

Purpose: Examination of LWVC financial statements and discussion of Board timekeeping for purposes of IRS 990 filing

Outcome: Board understands current financial position. Board comes to agreement on method for keeping track of Board time, and to review an online timekeeping method.

Level of discussion: strategic, tactical

1:00 - 1:15 PM - Policy & Procedures on MAS Advocacy & Finance (de Llamas)

Purpose: Examine proposed revisions suggested by Local League Coaches program

Outcome: Adopt the proposed revisions

Level of discussion: strategic, tactical

1:15 - 2:00 PM - Redistricting (Hutchison)

Purpose: Inform the Board of LWVC's next steps for the current phase of redistricting at state and local levels

Outcome: Board understands LWVC and local League's role in the next stages of redistricting

Level of discussion: strategic

1:45 - 2:00 PM - Governance Committee (Edwards)

Purpose: Review charters of various Board committees

Outcome: Adoption of charters

Level of discussion: strategic

2:00 - 2:45 PM - Diversity, Equity, Inclusion (Ishii)

Purpose: Continue Board efforts to understand and implement DEI policy

Outcome:

Level of discussion:

2:45 - 3:00 PM - Break

3:00 - 3:45 PM - LWVC/EF Board meetings (see agendas below)



LWVC BOARD OF DIRECTORS MEETING
Saturday, December 4, 2021

President Carol Moon Goldberg	First Vice President Tracey Edwards
Second Vice President Gloria Chun Hoo	Secretary Caroline de Llamas
Treasurer Frances Carrillo	Director Maxine Anderson
Director Debbie Fagen	Director Cynthia Heard
Director Helen Hutchison	Director Adena Ishii
Director Astrid Ochoa	Director Maya Paley
Director Kathleen Quenneville	Director Shelly Saini
Staff: Executive Director Stephanie Doute	

Time	Topic	Person
	Administrative	
2 min	1. Call to Order / Roll Call	Moon Goldberg
5 min	2. Agenda Adjustments	Moon Goldberg
2 min	3. Conflict of Interest Stated	de Llamas
5 min	4. Consent Calendar - -Minutes 10/2/21 Board of Directors meeting -Appointment of Local League Coach -Appointment of member to Audit Comm. -Approve update of Policy & Procedure MS-3 -Approve dissolution of 1.LWV Antelope Valley 2. High Desert MAS/MAL unit	de Llamas
10min	5. Treasurer's Report – Period Ending _ <i>Sept. 30, 2021</i>	Carrillo

5 min	6. Executive Director's Report	Doute
5 min	7. Motion -to adopt Mission/Vision/Values Statement -to use Strategic Planning Initiative Funds to support Strategic Planning process	Moon Goldberg
	Director/Committee Reports	
	8. Program & Advocacy	Chun Hoo
	9. Other Business	Moon Goldberg
	10. Items for Future Agendas	Moon Goldberg
	11. Adjournment	Moon Goldberg



LWVC BOARD OF DIRECTORS EDUCATION FUND
 Saturday, December 4, 2021

President Carol Moon Goldberg	First Vice President Tracey Edwards
Second Vice President Gloria Chun Hoo	Secretary Caroline de Llamas
Treasurer Frances Carrillo	Director Maxine Anderson
Director Debbie Fagen	Director Cynthia Heard
Director Helen Hutchison	Director Adena Ishii
Director Astrid Ochoa	Director Maya Paley
Director Kathleen Quenneville	Director Shelly Saini
Staff: Executive Director Stephanie Doute	

Time	Topic	Person
	Administrative	
2 min	1. Call to Order / Roll Call	Moon Goldberg
5 min	2. Agenda Adjustments	Moon Goldberg
2 min	3. Conflict of Interest Stated	de Llamas
5 min	4. Consent Calendar - -Minutes of October 2, 2021 meeting	de Llamas
10min	5. Treasurer's Report – Period Ending _ Sept. 30, 2021	Carrillo
5 min	6. VP Report on Voter Service	Moon Goldberg/ Doute

	7. Other Business	Moon Goldberg
	<i>none</i>	
	8. Items for Future Agendas	Moon Goldberg
	9. Adjournment	Moon Goldberg

Strategic Planning Task Force Kathleen Quenneville

Purpose: Inform the Board of status of search for consultant to aid the process and to adopt a motion to align LWVC Mission/Vision/Values of LWWUS as outlined below

Process: Board to discuss the topics and to make decision on two proposals

Outcome: Board adopts motion with regard to use of Strategic Initiative Fund. Board adopts motion to align with the Mission/etc statement of LWWUS.

Preparation: Please review the below

The Strategic Task Force has been reviewing proposals and interviewing consultants that will aid the Board in the planning process. Numerous consultants were contacted. Two were interviewed with a third scheduled.

1. The Task Force requests Board approval to dip into the Strategic Initiative Fund if necessary to secure the appropriate consultant. The Fund is reserved for use for projects or expenses that will promote and further develop the organization as a whole. It is not to be used for voter engagement or advocacy. The Task Force requests approval of the expenditure of up to a specific dollar amount from the Fund.
2. About 3 years ago the LWWUS adopted the following:

Mission

Empowering voters. Defending democracy.

Vision

We envision a democracy where every person has the desire, the right, the knowledge and the confidence to participate.

Value

We believe in the power of women to create a more perfect democracy.

This was part of the LWWUS transformation process and is a pithy, elevator speech style of explaining what the LWV is and why it exists. The LWVC has been using this language informally. The language used is easily understood, can be easily incorporated into press releases and social media releases, and makes verbal communication easier.

Since the 1950's LWVC (and all of LWV) has used the following statement (or some variation on it) to describe what LWV is:

“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.”

This statement will not disappear from usage. It very clearly explains the “how” of what the LWVC does, covering both voter education/engagement and advocacy.

Program and Advocacy Gloria Chun Hoo

Purpose: Inform Board of upcoming Program and Advocacy activities.

Process: Board reviews this report and brief board

Outcome: Board is informed and aware of State advocacy activities and plans for next four months.

Preparation: Read this report, briefly look at the [Advocacy Dashboard](#) and the Advocacy 2021 Wrap-Up report as a separate attachment.

LEGISLATIVE INTERVIEWS

The Legislative Interview packet will be distributed by December 1 to local Leagues, with questions and background about three issues for discussion with state representatives: 1) Redistricting 2) Children and Youth Mental Health and 3) Water, Climate Change and Equity.

Leagues will also be able to ask a local question of their choosing and inquire as to legislators' priorities for the upcoming year. The deadline for leagues to submit their reports is Feb. 28, 2022,

Two townhalls are planned to introduce the three questions/issues, and to explain the Legislative Interview purpose and goals. The first is Thursday, Jan. 6 at 4 pm, and the second is Saturday, Jan. 8 at 2 pm. Last year these townhalls were well received and half of those who participated had never previously participated in the legislative interview process.

ADVOCACY CALENDAR

The California Legislature reconvenes on January 3, 2022. The LWVC Legislative Committee will be resuming its monthly meetings to review bills either continued from the 2021 session or brought forward in 2022. Here's the [LWVC Legislation Committee 2022 Schedule](#) that includes relevant legislative deadlines and dates.

See attached Legislative Wrap-up of our Advocacy Work in 2021.

As noted in our extensive October SBK report - January 27 is deadline for the Legislature to adopt ballot measures for the June primary elections (6/7/22). We will have Legislation Committee recommendation on June ballot measure to the Board for action in late February.

We will be gathering our Advocacy Team and have two upcoming events:

1. **LWVC Advocacy: A Look Under the Hood - December 9, 2021, at 6 pm.** LWVC leaders and our Advocacy Team members are invited to this webinar for an in-depth look at our victories in the 2021 Legislative session, plus an insider's view of the negotiations and strategies that help drive our work, how we balance our positions and priorities, and the critical importance of our Speak with One Voice policy. This will be a frank and 'deep dive' event. LWVC Board members should all attend.
2. **Advocacy Teach-In and Tune-Up - January 20, 2022, at 6 p.m.** This Advocacy 101 webinar is designed as a refresher and training session for League volunteers, new and old, who serve on the Advocacy Team. Topics will include a review of the legislative process, selection of bills, role of legislative analysts, strengthening bill analyses, structure of the Advocacy team, and how to follow legislation for LWVC.

LWVC/LWVCEF
Adopted: July 16, 2006
Amended: May 17, 2010
Amended: March 4, 2018
Amended: December 4, 2021

Member Services
MS-3

**MEMBERS-AROUND-THE-STATE (MAS)
MEMBERS-AT-LARGE (MAL)**

DEFINITION

MAS (Members-Around-the-State) - MAL (Members-at-Large)

Members-Around-the-State/Members-at-Large shall be members who reside outside the area of, and/or are not enrolled in, any local Leagues. (LWVUS Bylaws, Article IV, Sec. 3)

Two types of MAS/MAL

1. Those belonging to a MAS/MAL unit.
2. Individual MAS/MAL residing in areas with no MAS/MAL unit, or members choosing not to belong to the local League in their area.

MAS/MAL UNITS

A MAS/MAL unit is not an independent agent and must seek LWVC board approval to use the League name for public activities.

Minimum Number of Members

A MAS/MAL unit must have a minimum of 15 members before applying to the LWVC board for recognition. The state office will notify the MAS/MAL unit of new LWVC members who live in the unit's jurisdiction.

Bylaws

The MAS/MAL unit is not required to have bylaws but should adopt procedures to enable the unit to function.

Dues

Dues for individuals working to establish an MAS/MAL unit or an existing MAS/MAL unit shall pay dues consistent with the current dues rate set by LWVC for MAS/MAL.

Once the MAS/MAL Unit's application for recognition is approved by the LWVC, a portion of each member's dues in excess of the required per member payments (PMPs) to LWVC and LWVUS will be set aside in a fund at the state office to assist the newly formed MAS/MAL Unit

with its start-up and ongoing expenses. ~~For the 2017-2018 fiscal year (FY),~~ **T**he LWVC will return up to \$20 per individual dues paying member, and up to \$25 per the household dues membership. The unit is also encouraged to fundraise from members and the community to support its activities.

MAS/MAL units will continue to have a portion of their member dues deposited into their state League account if they maintain a roster of 15 dues paying members. MAS/MAL units are encouraged to use the account at LWVC and are welcome to deposit additional funds throughout the year. Such funds will be designated for use by the MAS/MAL unit.

The LWVC staff will provide the appropriate forms to the MAS/MAL units for the deposit and/or withdrawal from their funds held at the state office.

The first PMP for MAS/MAL units will be paid the first quarter following the month in which units are granted recognition by the LWVC. This is in accordance with LWVUS policy.

~~These policies will be effective in FY 2017-2018, but will not be applied retroactively.~~

Publications Sent and/or Made Available Electronically to MAS/MAL Units

MAS/MAL Unit Chairs receive:

- LWVC and LWVUS leaders' communications that include: Leaders UPDATES from the LWVC and the LWVUS, Calls to Action and Action Alerts, ~~and the Resource Directory.~~
- Notification of the availability online of *League Basics*, *Action on Issues*, *LWVC Action Policies and Positions* folder, current study material, voter service material (*In-Depth*, *Voter Guides*, etc.), and convention/council kits.

The unit is responsible for the cost of any additional publications that are needed.

Structure

On a yearly basis, the members of a MAS/MAL unit select a chairperson, secretary, and any other officers needed to carry out the plans of the unit.

Meetings

The MAS/MAL unit should meet regularly. A report of the number of members present and the topic discussed should be sent to the unit's state advisor.

Program

The unit may study at least one state and one national program item in each League year. Consensus of the unit will be accepted provided unit meetings have been held. The MAS/MAL unit may also participate in state and national program planning.

~~Recommendations for LWVUS and LWVC program are made through the state board and should be sent to the member services director at least one month prior to either program planning deadline to allow time for LWVC board review.~~

Public Relations

The MAS/MAL unit is encouraged to use the local media for announcing unit activities. The MAS/MAL unit ~~must check with the unit's state advisor for suitability before using sample press releases~~ **may share press releases** from the LWVC/LWVCEF or the LWVUS or reporting state or national news. ~~(Reason: many press releases are about action. Since the MAS/MAL unit generally cannot act in the name of the League, announcements of action campaigns could put the unit in an awkward position.)~~

Communications

The unit is encouraged to develop methods for regular communication with its members and with the public it serves using available technologies.

Voter Service/Citizen Education

The unit will plan and execute at least one voter service/citizen education activity during each League year. These activities might include: distributing state *voter guides*, sponsoring candidates' nights, and disseminating voting and registration information. The MAS/MAL unit should submit its plan to their assigned ~~management training advisor (MTA)~~ **unit advisor**.

Action Alerts

When an LWVC or LWVUS Action Alert is sent to the MAS/MAL unit, it implies that the members respond as private citizens. ~~Under special circumstances the unit may seek and be granted permission by the LWVC board to use the League name.~~

Council/Convention

MAS/MAL units are encouraged to send representatives to state workshops and conferences. Any member-around-the-state/member-at-large may attend the council or convention as a visitor with the privilege of the floor but without a vote.

Advisor

The LWVC will provide an advisor for the MAS/MAL unit.

Public Advocacy Activities

Advocacy activities include any public statements, letters to the editor or to any governmental entities advocating a policy; any public workshop or forum, in-person or virtual, that include statements of support or opposition to a governmental policy; or any like activities in which League advocacy is implied or expressed.

All **advocacy** activities that include the public must be approved by **the unit advisor, LLC Coordinator and** the LWVC **Vice President for Program/Advocacy.** ~~board and carried out under its direction.~~

Disbandment

The formal procedure for disbandment requires: a notice to the unit membership of a meeting to discuss and vote on disbandment, a vote from the unit membership to disband (those absent are considered to concur), a written request to the LWVC board to withdraw recognition (this letter should give a full account of the situation and include reasons for disbandment), and the transfer of funds remaining in the MAS/MAL unit's treasury to the LWVC.

RENEWAL RESPONSIBILITY

The LWVC office staff will notify MAS/MAL members of renewal options prior to the expiration of their individual membership.

The MAS/MAL unit is responsible for advising the LWVC office staff of any changes in the status of the unit's members, including new members, address changes, etc.

INDIVIDUAL MAS/MAL

The state office will be responsible for:

- collecting dues from MAS/MAL who join and/or renew at the state level
- sending renewal notices at least two months prior to the MAS/MAL membership expiration date
- notifying the member services director if a MAS/MAL does not renew within a reasonable time (the director will contact the member and notify the LWVC office of the disposition)
- keeping the LWVUS informed of any changes for MAS/MAL who join and/or renew at the state level, sending a welcome letter and packet of materials/publications to new members who are identified as MAS/MAL, and putting new MAS/MAL on the LWVC office mailing list
- forwarding membership dues to a local League or MAS/MAL unit (unless instructed differently) when dues are received in the state office and the new member lives in a community within a local League or MAS/MAL unit's jurisdiction.

Individual MAS/MALs receive upon joining:

- letter of welcome that includes notification of **available online** resources **and contact information for the LWVC individuals identified herein.** ~~available online and a Voter's Edge bookmark.~~

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LWVC Redistricting Helen Hutchison

Purpose: Inform the Board of LWVC's next steps for the current phase of redistricting at state and local levels

Process: Examination of LWVC redistricting work followed by any questions from Board members.

Outcome: Understanding of the current and future status of LWVC and local League redistricting work.

State Redistricting

The LWVC is part of a coalition following the statewide redistricting process. Chris Carson and I represent the LWVC in the weekly meetings. The coalition shares the watching and reporting duties for meetings of the California Citizens Redistricting Commission (CCRC or Commission). Other groups in the coalition include Common Cause, which convenes the group, MALDEF, NALEO, AAAJ-ALC, the Black Census & Redistricting Hub, IE United, ACLU, CHIRLA, California Environmental Voters, Disability Rights CA, Dolores Huerta Foundation.

The Commission shifted from community input to drafting; they will get public input on those drafts, and then switch back to drawing lines soon. All of their work is done in public – which is great for public accountability, but can also be painful to watch.

The most recent LWVC letter was a joint letter with Common Cause. We made some strong recommendations about their process, including recommendations for allocating their remaining time to ensure that the densely populated areas of the state get sufficient time to ensure good districts, a clear process for their internal decision making, and ensuring that people other than the well-connected would have opportunities to speak to the commission.

Local Redistricting

Local Leagues throughout the state are working hard to engage the public in local redistricting – cities, counties, school districts, and special districts. In some areas, they are part of a coalition of groups, but in others, the League is the primary or only organization working on redistricting. Chris and I are providing support to these Leagues.

Challenges to Maps

All the maps – state and local – will be open to legal challenge during January. We expect a flurry of challenges to both state and local maps during that period. As in 2011-12, the LWVC will be ready to support the independent redistricting process at the state level. In addition, we expect that there will be challenges to some of the local district maps, based on Voting Rights Act violations. We have been encouraging local Leagues to work with the partners who will bring these challenges, and will provide support to those Leagues if there is an opportunity to sign onto amicus briefs.

A guide for local Leagues during this intense challenge period will be available soon. When it is ready, we'll make sure to circulate it to board members.

LWVC/LWVCEF Consent Calendar

Caroline de Llamas, Secretary

December 4, 2021 – State Board Kit

Governance

1. Approval of LWVC Minutes*

- Regular Meeting of October 2, 2021

2. Approval of LWVCEF Minutes*

- Regular Meeting of October 2, 2021

3. LWVC Board Committees*

- Appointment of Marjorie Bailey (LWV San Francisco) to the Audit Committee
- Removal of Tracey Edwards (LWVC Board) from the Finance Committee

4. Update of Policies & Procedures MS-3 Member Services – LWVC/EF Members-Around-The-State (MAS)/Members-At-Large (MAL) *

5. Local League Coaches – LWVC

- Resignation of Phyllis White (LWV Oakland)
- Appointment of Debra Barger (LWV Butte County)

6. Dissolution of Local Leagues/MAS Units – Inactive and no members as of January 31, 2021 – LWVC

- LWV of Antelope Valley
- High Desert MAS Unit

***Attachments**

Please note Consent Calendar items are adopted by one motion. Any board member may request removal of an item for individual consideration at the meeting. Report any additions or corrections to the LWVC/EF Secretary prior to the board meeting.

League of Women Voters of California
Minutes of a Regular Meeting of the Board of Directors
October 2, 2021 – Electronic Communication

CALL TO ORDER: President Carol Moon Goldberg called the Regular Meeting of the Board of Directors of the League of Women Voters of California (LWVC) to order at 2:37 p.m. on Saturday, October 2, 2021. A quorum was present as follows:

Responding Officers and Directors

President Carol Moon Goldberg
Second Vice President Gloria Chun Hoo
Treasurer Frances Carrillo
Director Debbie Fagen
Director Maya Paley

First Vice President Tracey Edwards
Secretary Caroline de Llamas
Director Maxine Anderson
Director Helen Hutchison
Director Kathleen Quenneville.

Absent: Directors Cynthia Heard, Adena Ishii, Astrid Ochoa, and Shelly Saini.

Staff Present: Executive Director Stephanie Doute.

Guests: Carolina Goodman, Nominating Committee Co-Chair.

CONFLICT OF INTEREST: None stated.

AGENDA ADJUSTMENTS: Secretary de Llamas requested removal of Item 5, *Approval of LWVC Board Committees and Task Forces*, from the Consent Calendar to allow for board discussion.

CONSENT CALENDAR: By unanimous consent of those present, the LWVC Board acted as follow:

Approval of LWVC Minutes

- July 17, 2021 – Regular Meeting – as corrected to reflect the absence of Director Anderson.

Ratification of LWVC Special Meeting Action

- August 4, 2021 – Executive Committee Meeting – Amicus Brief Authorization - Redistricting.

Local League Coaches (LLCs)

- Accepted with regret the resignation of Crownie Billik (LWV Los Altos/Mountain View) as the NorCal Coordinator of Local League Coaches.
- Appointed Susan Morris Wilson (LWV Redding Area) as the NorCal Coordinator of Local League Coaches.

TREASURER'S REPORT: Treasurer Fran Carrillo presented the following reports: (1) LWVC Unrestricted Net Income and Financial Statements for the period ending July 31, 2021; and (2) LWVC Year-End Reports for July 1, 2020 through, June 30, 2021. The reports were received and filed.

EXECUTIVE DIRECTOR'S REPORT: Executive Director Stephanie Doute advised that she had nothing to add to her earlier comments made during the workshop session.

MOTIONS FOR CONSIDERATION: President Moon Goldberg called for consideration of the motions appearing on today's meeting Agenda.

Motion: Hoo/Hutchison moved the LWVC Board of Directors authorize LWVC to enter into a funding agreement to support LWVC Education and Advocacy within the Housing & Homelessness Issue for Emphasis. The motion carried unanimously (Heard, Ishii, Ochoa, and Saini absent).

Motion: Edwards/de Llamas moved the LWVC Board adopt the revised Charter of the LWVC Governance Committee as presented. The motion carried unanimously (Heard, Ishii, Ochoa, and Saini absent).

Motion: Edwards/Governance Committee moved the LWVC Board approve the *LWVC Board Committees and Task Forces* as presented/modified today. The motion carried unanimously (Heard, Ishii, Ochoa, and Saini absent). Note: A copy of the approved list appears on Page 3 of these Minutes.

ADJOURNMENT: There was no further business to come before the board. The meeting was duly adjourned by the Chair at 2:55 p.m.

Submitted by:

/s/

Caroline de Llamas
LWVC Secretary

LWVC Board Committees and Task Forces

Audit	Convention	DE&I
TBD – Chair Staff: N/A Tracey Edwards Debbie Fagen	Debbie Fagen – Chair Staff: Sharon Stone Carol Moon Goldberg (ex officio) Off-Board Support - TBD	Adena Ishii – Chair Staff: Sharon Stone Gloria Chun Hoo Maya Paley Carol Moon Goldberg (ex officio)
Development	Executive	Finance
Cynthia Heard – Chair Staff: Stephanie Doute Helen Hutchinson Adena Ishii Astrid Ochoa Carol Moon Goldberg (ex officio)	Carol Moon Goldberg – Chair Staff: Stephanie Doute Fran Carrillo Caroline de Llamas Tracey Edwards Gloria Chun Hoo	Fran Carrillo – Chair Staff: Rosalinda Venegas/Stephanie Doute Tracey Edwards Debbie Fagen Carol Moon Goldberg (ex officio) Maya Paley Shelly Saini Off Board – Continuing Katherine Gavzy Natalya Zernitskaya
Governance	Legislation	Local League Coaches
Tracey Edwards - Chair Staff: Stephanie Doute Fran Carrillo Caroline de Llamas Carol Moon Goldberg Kathleen Quenneville Off Board Support: Jacque Canfield	Gloria Chun Hoo – Chair Staff: Dora Rosa Maxine Anderson Carol Moon Goldberg Helen Hutchison Off Board – Continuing Diz Swift Elizabeth Ralston Linda Phillips Susan Rice Brenda Rodriguez Mia Villasenor	Jacque Canfield – Chair Caroline de Llamas – Board Liaison Staff: Sharon Stone Carol Moon Goldberg (ex officio)
Nominating	Voter Engagement	
Carolina Goodman – Co-Chair Marilu Guevara – Co-Chair Thanayi Lindsey –(elected Member) Staff: Stephanie Doute Maxine Anderson Kathleen Quenneville	Carol Moon Goldberg – Co-Chair Staff: Elizabeth Leslie & Andrew Muse-Fisher Shelly Saini TBD – Co-Chair	

Task Forces

Grant Seeking	MyLO	Voter’s Edge Fundraising
Maya Paley – Chair Staff: Stephanie Doute Carol Moon Goldberg (ex officio) Cynthia Heard Astrid Ochoa Fran Carrillo	Shelly Saini – LWVC Liaison Staff: Amaris Lebron & Elizabeth Leslie Carol Moon Goldberg (ex officio) Off Board Support - TBD	Astrid Ochoa –Chair Staff: Sharon Stone Cynthia Heard Carol Moon Goldberg (ex officio) Off Board Support - TBD
Strategic Planning		
Kathleen Quenneville - Chair Staff: Stephanie Doute Carol Moon Goldberg Tracey Edwards Debbie Fagen		

**League of Women Voters of California Education Fund
Minutes of a Regular Meeting of the Board of Directors
October 2, 2021 – Electronic Communication**

CALL TO ORDER: President Carol Moon Goldberg called the Regular Meeting of the Board of Directors of the League of Women Voters of California Education Fund (LWVCEF) to order at 2:58 p.m. on Saturday, October 2, 2021. A quorum was present as follows:

Responding Officers and Directors

President Carol Moon Goldberg
Secretary Caroline de Llamas
Director Maxine Anderson
Director Gloria Chun Hoo
Director Maya Paley

First Vice President Tracey Edwards
Treasurer Frances Carrillo
Director Debbie Fagen
Director Helen Hutchison
Director Kathleen Quenneville.

Absent: Directors Cynthia Heard, Adena Ishii, Astrid Ochoa, and Shelly Saini.

Staff Present: Executive Director Stephanie Doute.

Guests: Carolina Goodman, Nominating Committee Co-Chair.

CONFLICT OF INTEREST: None stated.

APPROVAL OF MINUTES: The LWVCEF Regular Meeting Minutes of July 17, 2021, were presented for consideration.

Motion: Anderson/Hutchison moved to approve the Minutes of the Regular Meeting of July 17, 2021, with the correction to reflect the absence of Director Anderson. The motion carried unanimously (Heard, Ishii, Ochoa, and Saini absent).

TREASURER'S REPORT: Treasurer Fran Carrillo presented the following reports: (1) LWVCEF Unrestricted Net Income and Financial Statements for the period ending July 31, 2021; and (2) LWVCEF Year-End Reports for July 1, 2020, through June 30, 2021. The reports were received and filed.

VOTER SERVICE: President Moon Goldberg commented on the recent recall election. She recognized the excellent work of the local Leagues supplying prompt and reliable information on the recall process throughout the state.

ADJOURNMENT: There was no further business to come before the board. The meeting was duly adjourned by the Chair at 3:02 p.m.

Submitted by:

/s/

**Caroline de Llamas
LWVCEF Secretary**

LWV California Board Committees

Audit	Convention	DE&I
Staff: N/A Tracey Edwards Debbie Fagen Marjorie Bailey - new	Debbie Fagen – Chair Staff: Sharon Stone Carol Moon-Goldberg (ex officio) TBD – Off-Board Support	Adena Ishii – Chair Staff: Sharon Stone Gloria Chun Hoo Maya Paley Carol Moon-Goldberg (ex officio)
Development	Executive	Finance
Cynthia Heard – Chair Staff: Stephanie Doute Helen Hutchinson Adena Ishii Astrid Ochoa Carol Moon-Goldberg (ex officio)	Carol Moon Goldberg - Chair Staff: Stephanie Doute Fran Carrillo Caroline de Llamas Tracey Edwards Carol Moon Goldberg - Chair Gloria Chun Hoo	Fran Carrillo – Chair Staff: Rosalinda Venegas/Stephanie Doute Tracey Edwards – coming off Debbie Fagen Carol Moon Goldberg Maya Paley Shelly Saini Off Board – Continuing Katherine Gavvy Natalya Zernitskaya
Governance	Legislation	Local League Coaches
Tracey Edwards - Chair Staff: Stephanie Doute Fran Carrillo Caroline de Llamas Carol Moon Goldberg Kathleen Quenneville Off Board Support: Jacquie Canfield	Gloria Chun Hoo – Chair Staff: Dora Rosa Maxine Anderson Carol Moon Goldberg Helen Hutchison Off Board – Continuing Diz Swift Elizabeth Ralston Linda Phillips Susan Rice Brenda Rodriguez Mia Villasenor	Jacquie Canfield – Chair Caroline de Llamas – Board Liaison Staff: Sharon Stone Carol Moon Goldberg (ex officio)
Nominating	Voter Engagement	
Carolina Goodman – Co-Chair Marilu Guevara – Co-Chair Thanayi Lindsey – Elected Member Staff: Stephanie Doute Maxine Anderson Kathleen Quenneville	Carol Moon Goldberg – Co-Chair Staff: Elizabeth Leslie & Andrew Muse-Fisher Shelly Saini TBD – Co-Chair	

LWV California Task Forces

Grant Seeking	MyLO	Voter’s Edge Fundraising
Maya Paley – Chair Staff: Stephanie Doute Carol Moon Goldberg (ex officio) Cynthia Heard Astrid Ochoa Fran Carrillo	Shelly Saini – LWVC Liaison Staff: Amaris Lebron & Elizabeth Leslie Carol Moon Goldberg (ex officio) Off Board Support - TBD	Astrid Ochoa –Chair Staff: Sharon Stone Cynthia Heard Carol Moon Goldberg (ex officio) Off Board Support - TBD
Strategic Planning		
Kathleen Quenneville - Chair Staff: Stephanie Doute Carol Moon Goldberg Tracey Edwards Debbie Fagen		

Red = changes to be approved

INFORMATION ONLY

Helen Hutchison & Carol Moon Goldberg Schools & Communities First (Prop 15) Campaign

*The first 4 sections (Background, Coalition, Campaign in Hindsight, Coalition Going Forward) are a repeat of the information from the October meeting SBK. It's repeated to provide context. **The final section (December 2021 update) is new information.***

Background Information

Since 2015, the LWVC has been a member of the coalition which sponsored Prop 15 (Schools & Communities First -- SCF) on the November 2020 ballot. We were one of the organizations signing the initial filing of the ballot measure.

Historically, the LWVC was one of the few organizations that opposed Prop 13 in 1978. Since then, we have looked for an opportunity to reform or repeal what we consider to be poor tax policy which has led to increased systemic inequality throughout the state. Prop 15 was the first such measure that we thought both offered significant reform and the possibility of success.

League members throughout the state were involved in collecting signatures for both versions of the measure, and also in the campaign for its passage.

Coalition

The SCF coalition was broad -- including social justice organizations, unions, and community organizers. The core members of the coalition have all expressed interest in continuing the work of structural reform -- whether specifically Prop 13 reform or other work, possibly at a local or regional level.

Campaign in Hindsight

The Prop 15 campaign has done a detailed analysis of voting patterns by region, comparing Prop 15 results with those for Biden and Prop 14. The high level conclusion is that the measure did worse than expected with suburban voters. The campaign did not successfully counter the opposition arguments and scare tactics.

The campaign focused almost all its resources on the Million Voters Project voters - low income families, parents, young people, Black, Latino and Asian Pacific Islander communities, immigrants and refugees, people of faith, and the formerly incarcerated. The advertising, and especially the social media, was not particularly creative or catchy. League members all did their best, but felt hampered by the lack of campaign material that addressed specific concerns about impacts on small businesses and agriculture and that would meaningfully reach their audiences.

Coalition Going Forward

The coalition is committed to continuing to work together on structural change. The coalition has not committed to any particular plan or schedule. Before undertaking any specific reform, the following would all need to be in place:

- a critical number of core labor and community partners
- funders willing to support research, policy preparation, plus polling in addition to supporting a campaign,

Before considering any future property tax reform, there would need to be an analysis of how the commercial real estate responds to the COVID impacted market.

The campaign is also watching local bond, parcel, and sales tax measures.

Begin new info!

December 2021 Update

The coalition held debrief meetings in four regions around the state. These were for groups that supported and worked on the campaign. The response was uniformly supportive of continuing to work together on structural budget reform statewide. This could include work on local and/or regional measures.

League members who participated in these debriefs expressed interest in participating in some kind of on-going public education program. Potential topics include information about the all public services are funded in California; a focused look at how local governments (cities, counties, schools, community colleges, special districts) are financed; the inequalities in local services between regions; the effects of Prop 13; what services do local governments provide.

There are no concrete plans for any of this work – just a recognition that a prerequisite to passing a future version of the Schools & Communities First measure is better public understanding of these topics, plus recognition that the LWVC could be a key provider of clear public education material.

INFORMATION ONLY

Jacque Canfield LWVC Local League Coach Coordinator

The below Item Nos. 1, 2, and 3 require action and appear on the Consent Calendar:

1. **Local League Coach Team**
 - **Resignation - Phyllis White-Ayanruoh (Oakland)** - Currently, her schedule does not allow her to participate.
 - **Add Local League Coach – Debra Barger (Butte County)** – She would start in January 2022. Application sent separately.
2. **Dissolving Leagues/MAS Units** – The following League/MAS unit are recommended to be dissolved. If approved, the paperwork will be completed with LWVUS to recognize these changes.
 - **Antelope Valley League**- Has not been operating very actively for a couple of years and had not been paying their dues. No members were listed in January 2021. Recently, they did forward their remaining to the LWVC. Both National and State received about 80% of the funds due to them.
 - **High Desert MAS unit** – Did not respond to multiple attempts. No members listed with the last membership count in January 2021.
3. **Updating Members Around the State (MAS) Policy MS-3** Currently there are three MAS units in California (Davis, Plumas, and Santa Clarita). Recently, the Davis unit requested to hold different events focusing and advocating on voters' rights. Based on the current LWVC policy these advocacy type events needed the LWVC Board approval. Since most MAS units focus on education and voter service activities, this was the first time in six years that such a request was made. However, we realized a review of the policy should be done to see if the process could be streamlined to relieve the LWVC board from the approval process and still ensure the integrity of the League advocacy projects.

Carol Moon Goldberg, Gloria Chun Hoo, Caroline de Llamas and Jacque Canfield reviewed the policy, brainstormed on creating a checklist, and work on a more streamlined approval process. The draft policy is included on the consent agenda for the LWVC board's consideration. As and FYI only, the proposed project proposal form is also included. The form has been reviewed by staff to ensure it will work for them. (See attached Project Proposal Form – no action required).

Local League Coaches Committee Report

LLC Summary Notes for October, November 2021 Meetings – The team continues to work to find additional LLCs, training new LLCs, work on materials to assist local Leagues and LLCs and providing support to local Leagues. Below are brief notes from October and November meetings.

October LLC Meeting – 11 members attending

- **New Local League Coach Training** – Chris Carson, Mary Hanson, Ellen Wheeler and Jacquie Canfield conducted the initial training for our new LLC coaches (Ann Havlik, Deborah Shelfer) and four potential LLC attended the session held September 20.
- **LLC Buddies** – Ellen Wheeler will be Ann Havlik's buddy and Bonnie Hamlin will be Deborah Shelfer's buddy.
- **LLC Charter** - The team discussed the proposed charter for the committee.
- **Challenges Around the State**
 - Susan shared the planning work that was done with Sonoma League.
 - LLCs shared different events local Leagues have done around the State.
 - Jacquie reported out the following
 - State using Basecamp and how local League Treasurer group has been established. LLCs may be moving to this software in the future.
 - List of 34 new local League presidents this year.
 - Working with Stephanie on MyLO to have the ability for local Leagues to share their events.
 - LLC expertise– Caroline will share the last report we have so that it can get updated.

November LLC Meeting – 12 members attending

- **New Local League Coach Training** – Training on LLC Timesheet and reimbursement policy/process was completed.
- **LLC Expertise and Local League Experience** – The LLC team discussed the different expertise option and how each LLCs can update their expertise and local League Leader experience. Tool is for the benefit of the LLC team.
- **LLC Local League Assignments** – The following Local Leagues coach assignment were made due to the recent resignations and additions on the coaching team. Here is a link to the [LLC assignments](#) which is available on the LWVC Members Only site.
 - Ann Havlik - Santa Cruz, San Jose/Santa Clara
 - Deborah Shelfer - Palo Alto, San Luis Obispo
 - Lianne Campodonico - Diablo Valley
 - Susan Morris Wilson - Sonoma
 - Jacquie Canfield - West Contra Costa, Stanislaus, SW Santa Clara
- **Challenges Around the State**
 - **Diablo Valley** – The League could not find one person willing to serve as president for the year. They are having a different person as president each month. The group discussed the challenges of leadership changes and what other Leagues have done when they had this challenge.
 - **Local League President Not Responding** – The group discussed different options when a local League president is not responding to their emails. In addition, the group discussed the importance of reaching out to the leadership at the beginning of each year to remind them of the services we can provide and agree on best ways to serve them.
- **Trainings for Local Leagues** –
 - **LWVUS Membership Database Training**- Discussed having a beginning and advance training on LWVUS membership database tool in early January for local Leagues. Sharon Stone will be heading up this training.
 - **Just In Time Training** – A sub-group of coaches are meeting to work on different topics that we can develop for local Leagues.

MAL/MAS UNIT PROJECT PROPOSAL (GF2)

LWV of: _____ Date: _____

Submitted by: _____
Name Title

Telephone: _____ E-mail: _____

Name of project: _____

Purpose of project:

Event Educational Only? Yes No If no, which Action Priority does it met? _____

How does it address Diversity, Equity, and Inclusion? _____

In-Person or Virtual Question/Answer section planned? Project Audience Size: _____

Co-sponsors _____

Name/Organization of Moderator: _____

Name/Organization of Panelists: _____

Project Details: (Describe your plans for this project, including promotion. Please be specific as possible and attach a separate sheet if necessary.)

ESTIMATED BUDGET FOR PROPOSED PROJECT

Revenue

From MAL/MAS Unit Fund (<i>Amount to be reimbursed</i>)	\$
Fees	
Other Sources	
Total Revenue	\$

Expenses

Supplies	\$
Printing/Copying	
Distribution/Postage	
Promotion	
Administrative or office expenses (rent, utilities, phone, etc.)	
Total Expenses	\$

Please mail or email to LWVC, 921 11th Street, Suite 700, Sacramento, CA 95814 * lwvc@lwvc.org
 Keep a copy for your records.

DO NOT WRITE BELOW THIS LINE ★ FOR LWVC USE ONLY

Approved by: _____ Date: _____ Amount: _____

INFORMATION ONLY

Gloria Chun Hoo & Dora Rose Advocacy Wrap-up 2021

If we've learned anything in 2021, it's that things don't happen with the flip of a switch. We have to fight for what our communities need step by step.

We face this same reality in our advocacy work: we have to fight for every ounce of progress. And that's exactly what we did. We brought back several bills that died in the chaos last year and made sure they were signed into law. We endeavored to improve existing laws and hold our government accountable to the voters. We met new problems head on by crafting sound public policy to remedy them. We have accomplished so much this year, and none of it would have been possible without you.

In this 2021 Advocacy Wrap-Up, you can read highlights of our hard-earned victories, some lamentable delays, and a preview of our goals for next year. As always, detailed letters related to all the bills on which we took positions may be found in our [Bill Status Report](#).

OUR BIGGEST WINS

More Equitable Voter Registration at the DMV

[AB 796 \(Berman\)](#) was our highest priority bill this year because it will improve the voter registration process at the DMV and help more of the 3 million eligible, yet unregistered Californians register and vote. The bill builds on the success of California's Motor Voter program, codifies best practices developed through the LWVC lawsuit and settlement agreement with the DMV, requires greater transparency and training, and removes impediments to equitable voter registration. Thanks to your support, this bill is now law.

Revitalizing the California Dream

Housing policies that restrict building have contributed to a severe shortage of affordable homes in our state. We successfully supported a package of bills that will incentivize the production of more houses, increase the housing supply, open up rental units, expand the availability of affordable housing, and make the dream of homeownership a reality for more Californians.

- [SB 8 \(Skinner\)](#) extends the Housing Crisis Act of 2019 to continue to streamline the development of homes in California by prohibiting local actions that reduce housing capacity.
- [SB 9 \(Atkins\)](#) allows qualifying homeowners to split their property into two lots and build two homes on each lot.
- [SB 10 \(Wiener\)](#) enables communities to ease some of the barriers to building small multifamily developments.
- [SB 478 \(Wiener\)](#) removes barriers that disincentivize the building of multi-family homes in areas that already zone for them.

We will continue working on more solutions to generate affordable housing and provide meaningful solutions to the homelessness crisis, while keeping in mind additional intersectional challenges such as climate change, transportation, mental health services, and more.

Accountability for Safer Communities

California has finally caught up with 46 other states, and will establish a process to decertify law enforcement officers who have committed serious misconduct. The LWVC lobbied hard, in coalition with other organizations, to ensure the passage of [SB 2 \(Bradford\)](#), which makes our communities safer by ensuring peace officers who are convicted of felonies or other serious crimes that violate a person's civil rights are held accountable and prevented from committing further misconduct.

Educational Enrichment

Ethnic Studies will be a graduation requirement in California public and charter high schools starting with the class of 2030. [AB 101 \(Medina\)](#) mandates an ethnic studies course that promotes respect and understanding among races, supports student success, and teaches critical thinking skills. We advocated for this bill because it allows our educational system to move past the Eurocentric lens that is the dominant frame for interpreting United States history and life, a perspective that fails to validate the existence of the majority of California students.

MORE VICTORIES

The following are a few highlights from the nearly 70 pieces of legislation that the League advocated for in 2021. Many bills we supported have been carried over into the second year of the legislative session and we will continue our advocacy to help pass them in 2022.

- **California will count more eligible ballots** after the passage of [SB 503 \(Becker\)](#), written to ensure that mailed and provisional ballots are not improperly rejected during the signature comparison process.
- **Campaign finance transparency was advanced** by the passage of [SB 686 \(Glazer\)](#), requiring limited liability companies engaged in campaign activity to provide information about its members and their capital contributions.
- **Timelines and definitions for local redistricting** were clarified by [SB 594 \(Glazer\)](#), which will help alleviate stress on local officials and ensure there is time for robust community engagement.
- **State protections against foreign interference in state and local elections** have been put in place with [AB 319 \(Valladares\)](#), which prohibits contributions, expenditures, and independent expenditures by foreign governments and foreign principals in connection with state and local candidate elections.
- **Carbon sequestration was advanced by** [SB 27 \(Skinner\)](#), which will help the state meet its objectives by identifying goals and projects to sequester carbon in natural and working lands.
- **Community-based organizations will respond to certain emergencies instead of the police** under a pilot program established by [AB 118 \(Kamlager\)](#), [the CRISES Act](#). The program is designed to fill a void in community-based emergency response services for vulnerable populations, and allow them to safely access culturally appropriate, quality emergency services from trained professionals.
- **Mandatory minimum sentences for certain non-violent drug offenses has been repealed**, and discretion to judges has been restored, with the passage of [SB 73 \(Wiener\)](#). Justice is advanced by promoting sentencing based on the circumstances of individual cases.
- **A Youth Empowerment Commission will be established** pursuant to the passage of [AB 46 \(Luz Rivas\)](#). The Commission will give young Californians the opportunity to engage

directly with policymakers about issues important to California's next generation of leaders. Also relevant to California's youth is [AB 309 \(Gabriel\)](#) which directs the Department of Education to create guidance and resources that schools can use to better address students' mental health concerns, and [AB 469 \(Reyes\)](#) which will connect more students with financial aid by informing them of their eligibility and helping them better understand the application process.

MOVING IN THE RIGHT DIRECTION

You'll Receive Your Ballot in the Mail. Then What?

With [AB 37 \(Berman\)](#), every registered voter in the state will receive a ballot in the mail ahead of each election. While universal mailing of ballots is important to expand voter access, it is not without risks that disproportionately impact underrepresented Californians and those to whom vote-by-mail is unfamiliar or inaccessible. The League maintained a **support if amended** position because a robust voter education and outreach campaign should be required and structured to capitalize on the expertise of community-based and other good government organizations. While some of our requested amendments were included in the bill (e.g. mandatory Dropboxes and making the remote vote-by-mail process available to all voters), it did not include required voter education and outreach. We will continue to advocate for voter education funding in 2022.

Justice Delayed is Justice Denied

Unfortunately, the [Racial Justice Act for All \(AB 256 Kalra\)](#), to make the Racial Justice Act of 2020 retroactive, is stuck in the Senate Appropriations Committee. The League is helping lead the charge to get this co-sponsored bill back on track in January. The legislation will provide relief for currently and formerly incarcerated people who experienced racial discrimination in their court proceedings. While the delay is disappointing, we remain deeply committed to ensuring that no one is left behind and that everyone with unfair convictions and sentences has an opportunity to pursue justice.

BEYOND BILLS

Our work goes beyond legislation. We also work to guide effective implementation of bills that pass, and we advise the work of key state agencies to ensure they meet the needs of Californians.

- **Implementation of Prop 17: Voting Rights for People Who Have Completed Their Prison Term.** Californians made history last year when we voted to restore voting rights to people on parole. However, restoring the right to vote is only half the battle. We also need to ensure people who are leaving prison and are on parole know about their rights and how to register and vote. We will continue our work with the Secretary of State and Governor's office to properly implement Prop 17 to ensure that people on parole have the tools they need to participate in our democracy.
- **Citizens Redistricting Commission.** LWVC Board Director Helen Hutchison and former LWVUS President Chris Carson lead our work with the state's redistricting commission. Most recently the League, along with coalition partners, [filed an amicus letter](#) in support of the California Citizens Redistricting Commission's emergency motion asking the California Supreme Court to extend the Commission's redistricting deadline in light of unprecedented Census delays. The California Supreme Court [did not agree to the extended deadlines requested](#). The first set of draft district maps must be submitted by November 15, 2021, and the final district maps must be delivered to the Secretary of State by December 27, 2021.

- **Fair Political Practices Commission.** Jenny Waggoner (LWV San Francisco) and Katie Zoglin (LWV Los Altos/Mountain View) represented the LWVC on the [FPPC's Digital Transparency Task Force](#) and greatly contributed to its recently-issued [Report & Recommendations](#) to Governor Newsom and the California legislature. Our comment letter can be read [here](#).

LOOKING FORWARD

- The final ballot had not yet been cast in the Recall Election before pundits and state leaders began discussing the possibility of **reforming the recall process**. We will watch carefully as this conversation unfolds, maintain a presence at legislative hearings, and advocate to ensure that reforms benefit California's voters.
- As we enter a statewide election year, we are starting to analyze potential ballot measures. The League is currently supporting the following four constitutional amendments, which if approved by the legislature, would then need to be approved by the voters in June or November.
 - [SCA 1 \(Hertzberg\)](#) would switch the meaning of a "yes" vote and a "no" vote on referendum measures to make the meaning more intuitive for voters.
 - [SCA 2 \(Allen\)](#) would repeal Article 34 of the California Constitution, which prevents the development of certain types of low-income housing unless it is first approved by voters.
 - [ACA 1 \(Aguilar-Curry\)](#) would lower the vote threshold for the approval of local general obligation bonds and certain special taxes from two-thirds to 55 percent.
 - [ACA 4 \(Kiley\)](#) would shift the responsibility for writing titles and summaries and ballot labels for statewide measures from the Attorney General to the Legislative Analyst.