



# LOCAL LEAGUE LEADER HANDBOOK

**May 2026**

**League of Women Voters of Virginia**

1011 East Main Street, Suite 214A

Richmond, VA 23219

804-214-6312

<https://my.lwv.org/virginia>

This handbook is intended to assist local League leaders in performing their invaluable work. Information in this handbook is current as of May 2026.

Consistent with the League's commitment to the environment, the handbook is produced only in electronic format.

### **Questions & Help**

If you have questions or suggestions about this handbook, please contact the President of LWV-VA at [president@lww-va.org](mailto:president@lww-va.org) or Ann Lloyd Breeden, editor, at [annlloyd@lww-va.org](mailto:annlloyd@lww-va.org).

### **Acknowledgments**

LWV-VA is grateful to the League of Women Voters of Michigan for its helpful model that provided the foundation for this handbook.

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## THE LEAGUE OF WOMEN VOTERS OF VIRGINIA

Dear Local League Leader,

Thank you for taking on your important role to ensure the robust presence and impact of the League in your area and your tireless work to advance the League's crucial mission.

This handbook is intended to provide an overview of key leadership roles and responsibilities, including President, Vice President, Secretary, Treasurer, and Directors of Voter Services, Advocacy, Membership, Communications, etc. Many local Leagues have established job descriptions and procedures that serve the League well, and this is not intended to supplant methods that have proved successful. Rather, it is a general guide for emerging Leagues and new leaders of established Leagues to help orient them to their responsibilities.

The document also includes information about records, effective leadership transitions, LWV-VA policies, and other topics. Additional information about LWV-VA and its policies can be found in the [State Board Handbook](#).

If you have any questions, please do not hesitate to reach out to me ([president@lww-va.org](mailto:president@lww-va.org)) or your counterpart on the state Board (see page 28). We are here to help you.

With thanks for all you do,  
Joan Porte  
President  
League of Women Voters of Virginia

## I. LWVUS & LWV-VA Mission, Policies, and Resources

### A. LWVUS & LWV-VA Mission/Vision/Value Statements

**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.

### B. Key Policies

#### **LWV-VA Nonpartisan Policy**

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

#### **DEI Policy**

The LWV-VA, its Board, and local Leagues and their boards adhere to the LWVUS DEI Policy: *Discrimination or harassment of any kind will not be accepted within the League, including but not limited to race, socio-economic status, age, ability status, religion, sexual orientation, national origin, gender, or marital status. The League is committed to fostering, cultivating, and preserving a culture of diversity, equity, inclusion, access, and belonging for all people. The League is an organization that respects and values the richness of our community and our members. The collective sum of our individual differences and life experiences represents not only our culture, but our reputation and the organization's mission/achievements as well.*

### C. LWVUS Resources

The [League Management site](#) has information about the League, communications, operations, and governance and a full library of other resources and tools. The New League Leaders resource page is [here](#).

[League Basics](#) contains essential policy and organizational information for local Leagues. It includes advice, guidelines, and other detailed information to help local leaders.

[League Lingo](#) is a glossary of terms unique to the League of Women Voters.

Meeting Advice: [How to Run a Meeting](#) & [Parliamentary Procedure Guidelines](#).

### D. LWV-VA

[LWV-VA Webpage](#)

[LWV-VA State Board Handbook](#)

[Virginia Voter Monthly Newsletter](#)

[Various LWV-VA Toolkits & Trainings](#) (offered by members of local Leagues)

[LWV-VA New Member Guide](#)

[LWV-VA Event Policy](#)

## II. President (or Co-Presidents\*)

### A. Position Description

1. Preside at local League meetings, including board meetings.
2. Serve as the official spokesperson for the local League orally and in all written communications.
3. Promote and represent the local League.
4. Make plans, set goals, and establish policies for the local League with the board.
5. Oversee local League funds (with Treasurer) and fundraising.
6. Maintain and update all official documents in a shared electronic drive (or other electronic form that can be passed down to successors easily).
7. Administer and update an annual planning calendar/calendar of important dates and deadlines related to the local League and President position, to be stored on an electronic drive (or similar) and provided to successor.
8. Ensure all other officers and members with leadership portfolios understand and execute their responsibilities.
9. Ensure the local League and its leaders understand and abide by the League's nonpartisan policy, DEI policies, and conflict of interest statement. Those in visible leadership positions should not endorse or contribute to partisan political campaigns. It is best to review all of these at the first meeting in July when the new board convenes. (See LWV-VA Board conflict of interest statement in Appendix.)
10. Ensure all minutes and newsletters are saved (ideally electronically) and available to successors.
11. Foster leadership development and succession:
  - a. Work closely with the Vice President (or Co-President) to ensure smooth transition in case of need, emergency;
  - b. Work with the Membership Director to identify and mentor future League leaders.
12. Provide oversight of all communications, including reviewing social media posts on League accounts.
13. Attend monthly meetings of Virginia local League Presidents convened by LWV-VA President or send a board member to attend if you cannot.
14. Maintain a list of vendors used with contact name, phone, and email address.
15. Ensure you receive bi-weekly newsletters from LWVUS (<https://www.lwv.org/league-management/league-update-newsletter-sign>).

*\*Some local Leagues prefer Co-Presidents to lessen the burden on any one person, and that model has worked well for many. It is imperative, of course, to have a clear delineation of responsibility and clear agreement by both parties to that delineation!*

### B. Additional Important Things for Presidents to Know and Do

1. General
  - ✓ Know your board members and their areas of responsibility.
  - ✓ Know how to access your League's email account. If your League doesn't have one, create one.
  - ✓ Know your League's social media accounts and how to access them. If others post to the account, review content before posting. Have all of these passwords held in an online secure website like Bitwarden. Be sure that the Co-President or Vice President and perhaps Treasurer have access to this site. Any password that someone should know if you were incapacitated must be in a secure site and at least one other officer should be able to access it.
  - ✓ Know your League's mailing address. Set up a PO box, if necessary.
2. Financial (note: only some of what is below applies to Leagues-at-Large, whose funds are held and managed by LWV-VA)
  - ✓ If your League has both a 501c(3) and 501c(4), know the difference and related rules, including tax filing requirements for your League. If you have two accounts, you need two boards that are not

identical to each other.

- ✓ Review your League's financial position and budget and its plan for sustainability and carrying out the League's mission.
- ✓ Add your signature to your League's bank account and know how to access the account.
- ✓ Know your League's EIN Number (and secure it in Bitwarden-type website).
- ✓ Obtain Directors & Officers Liability Insurance for your board. If you need assistance, contact the LWV-VA President. Without it, your board can be held personally liable if suit is brought.
- ✓ If your League is incorporated, you must also have liability insurance. Unincorporated Leagues are covered for liability only under the LWV-VA insurance policy.

### 3. Voter Services

- ✓ Have an understanding of local elections, election officials, and election laws.
- ✓ Know what services your League offers for voter registration drives.
- ✓ Know what voter education services your League offers.
- ✓ Know the options, process, and procedures for holding a candidate forum.
- ✓ Be familiar with VOTE 411—know what information your League should collect and publish for voters.
- ✓ Participate in voter service activities whenever possible.
- ✓ Attend monthly voter services meetings held by the LWV-VA Voter Services Chair.

### 4. Membership and Engagement

- ✓ With your League's Membership Director, monitor membership monthly. Ensure a plan for contacting any lapsed members. Do not rely solely on the LWVUS email that goes out to them.
- ✓ Review your League's plan for growing, developing, and retaining membership, including through a DEI lens. Ensure Membership Director reaches out to new groups to seek diverse members.
- ✓ Welcome new members personally. Ensure your League has a New Member Orientation program and a plan to engage new members and sustain involvement.
- ✓ Know the calendar of activities for your League and the level of involvement (Observer Corps activities, Voter Service activities, Issue Groups, informational meetings, etc.)

### 5. Communications

- ✓ Review your League's social media platforms. Know who is responsible for posting and review posts before they are made public. Get posting access for yourself.
- ✓ Review your League's newsletters before they are sent.
- ✓ Review your League's website and know who is responsible for posting on it. Initiate updates as needed.

### 6. Advocacy

- ✓ Be familiar with your local League's positions, LWV-VA positions, and LWVUS positions.
- ✓ Know and follow LWV-VA protocols that local Leagues must follow as it relates to advocacy.
- ✓ Serve as the local League's spokesperson on local League positions (letters to the editor, etc.).
- ✓ If possible, participate in LWV-VA League Day activities and WLRTs and encourage local members to attend.

### III. Vice President

#### A. Position Description

The VP's role can vary from League to League, but examples of responsibilities include:

1. Be prepared to step into the President's job in case of the President's absence or resignation.
2. Communicate weekly with the President to be up to date on actions, projects, personnel.
3. Know and have password access to important League functions, such as Zoom, Eventbrite.

### IV. Treasurer

The Treasurer is responsible for administering the local League's finances and maintaining financial records and funds and should have experience with accounting/bookkeeping, including knowledge of QuickBooks or other appropriate software, and familiarity with other non-profits and non-profit financial issues.

#### A. Position Description

1. Budget and Reporting
  - Lead annual budget development process in consultation with President.
  - Prepare and review monthly budget reports, ensure expenditures remain within budget, and present budget reports at monthly board meetings.
  - Report finances annually to membership.
  - Recommend approval or disapproval of requests for unbudgeted expenditures.
  - Keep a planning calendar to provide to your successor of important dates.
2. Records
  - Maintain all Treasurer files and details in a dedicated electronic local League drive and maintain paper files as needed.
3. Bank Accounts
  - Collect and deposit League funds; disburse payments as needed. All funds of the local League shall be deposited in FDIC protected banks and financial institutions. The President and Treasurer are the authorized signatories on the accounts of the League and may authorize additional signatories for special accounts.
  - If needed, maintain separate accounts and prepare accounting reports for grant monies.
4. Tax/Audit/Regulatory
  - Obtain appropriate legal and accounting advice and professional services to ensure the local League meets all filing and reporting requirements, including:
    - a. IRS Form 990 annual filing
    - b. Incorporation annual reports and fees
    - c. Annual completion of Virginia Office of Charitable and Regulatory Program (OCRP) Form 102 by November 15, including fundraising reporting.
  - File any other state/federal tax forms as needed.
  - Work with the president to assure that books are audited by a non-board member with knowledge of bookkeeping, etc. at least every two years.
5. Reimbursement
  - Distribute vouchers to board members or other members for use in reimbursement; handle reimbursement payments.
6. Transition/Custody
  - Change names on accounts (bank accounts, PayPal, etc.) from departing Treasurer/officers to newly elected officers when transition occurs. Ensure new Treasurer has necessary access/passwords and takes custody of all electronic and paper files. Again, all passwords should be stored in a secure online site such as Bitwarden.

7. Fundraising
  - Notify President to write “thank you” notes for any contributions that exceed a certain threshold, usually \$100.
  - Issue a timely official tax receipt for all contributions. The receipt should contain the amount contributed or description of any property received.
8. Monitor and replenish funds in the Bulk Mailing Permit if applicable.
9. Calendar: Create, update, and maintain a calendar of important dates and deadlines related to the Treasurer position, to be stored on an electronic drive and provided to successor.

**B. Transition Into Treasurer Role**

1. Find out which financial institutions your League uses. Work with the past President and past Treasurer to add your name on all accounts. This usually involves going to the bank in person and filling out a form. Make sure you know the process for obtaining the regular bank statements.
2. Check with the past Treasurer about any policies regarding the responsibilities of the Treasurer (e.g., some Leagues require two signatures for checks over a certain amount).
3. Make sure you understand LWVUS’s ChapterSpot system and how the local League’s share of membership dues will come to the local League.
4. Contact LWV-VA Treasurer to ensure you understand any LWV-VA expectations/requirements and plan to attend monthly meetings of local League Treasurers convened by the LWV-VA Treasurer.
5. Find out the schedule of bills to be paid, and what expenditures require board approval.
6. Check and record the current balance of all accounts as of the date your term begins.
7. Learn whether your local League has a separate organization to receive donations to an education fund, or if your local League uses the LWVUS Education Fund.
8. Determine with the President if the format and frequency of previous Treasurer’s reports at board meetings are sufficient. Prepare reports that meet the needs of the board.
9. Continue to update the calendar you received from your predecessor to ensure you file important documents in a timely manner, including the E-file 990N postcard.

**C. Sample Treasurer Responsibilities by Month**

Monthly	<ul style="list-style-type: none"> <li>• Receive and deposit any income; pay bills that are submitted and approved.</li> <li>• Document revenue and expenses.</li> <li>• Reconcile bank statements.</li> <li>• Prepare and distribute financial reports for board meetings.</li> </ul>
End of Fiscal Year (July)	<ul style="list-style-type: none"> <li>• Close out books for previous fiscal year.</li> <li>• Arrange for a peer financial review of financial records for the year, or at least every two years.</li> </ul>
November	E-file 990-N (postcard) with IRS by Nov. 15 (for fiscal year July 1-June 30).
February	Work with budget committee to develop proposed budget for next year.
March	Present budget to board for approval. Publish to membership.
May	Present financial report and proposed budget at local League’s annual meeting.
June	If your term as Treasurer is concluding, a smooth transition to the next Treasurer is imperative! This will include: meeting with the new Treasurer to transfer and review files and information related to bank accounts, the budget, tax payments, insurance, procedures, etc. The new Treasurer should also PROMPTLY receive (and change!) any and all passwords to financial accounts (banking, PayPal, stripe, etc.). as well as to the local League’s Treasurer email account and electronic drive.

#### D. Sample Procedures

Sound financial policies and procedures increase the likelihood that:

- Financial information is reliable.
- Assets and records are secure/protected and not stolen, misused, or destroyed.
- Laws and regulations are followed.

Internal controls should be in place to address:

- Authorization and approval of transactions. No expenditure should be made with approval of the President or Co-Presidents.
- Proper documentation.
- Physical and electronic security.
- Early detection of problems.

Controls should include:

1. Segregation of Duties

Ideally, the same person should NOT:

- Deposit funds AND record deposits, or
- Write checks AND receive and reconcile bank statements.

2. Income documentation

- Open mail promptly.
- Record, copy, and endorse checks upon receipt.
- Prepare deposit and deliver to bank promptly.
- Deposit all cash received (don't use cash received to pay bills or replenish petty cash).
- Record all gifts received electronically.
- Reconcile income with deposits.

3. Expenditures

- The board authorizes check signers.
- Require more than one signature for checks over a certain amount.
- Obtain approval for each transaction, either through the budget or through the board.
- Provide and maintain documentation for each check written or payment made.

4. Physical and computer security measures

- Checks:
  - Secure blank checks in a locked drawer or safe.
  - Limit access to blank checks to authorized person(s).
- Computer records
  - Limit access and protect with passwords.
  - Back up records on a regular basis.
  - Store backups securely at another location/in the cloud.

5. Periodic financial review—early detection

A financially astute person who is not part of the financial team reviews financial records on an annual basis or every two years. A review could include the following:

- a. Bank Statements
- b. Vouchers
- c. Budget
- d. Education Fund Account with LWVUS (if applicable)

e. Prepare Report/Sign Statement

o “We/I have reviewed the books of the League of Women Voters of \_\_\_\_\_ as of \_\_\_\_\_, examined the records of revenue and expenditures and traced beginning and ending cash balances to bank statements. The books are an accurate reflection of the financial condition of the League of Women Voters of \_\_\_\_\_ as of \_\_\_\_\_ and the results of its operations and cash flows for the year.”

**E. Insurance**

If a local League is incorporated separately from LWV-VA, it must carry its own liability insurance. If there is a financial hardship, contact LWV-VA.

1. General Liability

Liability insurance is required by incorporated Leagues because every League has the risk of a lawsuit in case of an injury or fall at any of its meetings or events. Areas a policy might cover include bodily injury/property damage liability, personal injury or advertising injury, fire damage, medical payments, and litigation costs.

A local League may also be asked by the owner of a facility to provide an insurance rider for an event, or a venue may offer the (normally low-cost) option of purchasing event-specific insurance (TULIP). A rider is different from providing proof of general liability insurance. If a rider is needed, your insurance agent should be able to provide guidance and options. If you are covered under LWV-VA liability contact the President or Treasurer of LWV-VA for a rider.

2. Executive Liability/Directors & Officers Liability Insurance

Directors and Officers (D&O) liability insurance covers decisions made by the local League board. All Leagues must carry D&O.

**F. IRS Status and Obligations**

1. Nonprofit and Tax-Exempt Status

Local Leagues may have 501c3 status or 501c3 *and* 501c4 status. LWV-VA and some local Leagues have consolidated their status into a single 501c3 in recent years.

For local Leagues to maintain their tax-exempt status, each must annually e-file IRS Form 990-N (see below for details). Each Local League has its own EIN (Employer Identification Number).

- 501c3 status is for organizations whose primary purpose is charitable, religious, educational, scientific, or literary. Dues and donations to these organizations are tax deductible on the federal tax return. 501c3s may engage in some lobbying. For organizations with annual expenditures of \$500,000 or less, the lobbying expenditure limit is up to 20% of the organization’s expenditures. Lobbying as defined by the IRS means an organization communicating with government officials or employees—or asking for such communication by members of the organization or the general public—with regard to bills, acts, resolutions, ballot measures or the like.
- 501c4 status is for social welfare organizations and local associations of employees. Neither dues nor donations to these organizations are tax deductible on the federal tax return. A 501c4 may and engage in lobbying to achieve its social welfare purpose.

Note: Local Leagues without a separate 501c3 Education Fund can accept donations that are deductible on donors’ federal tax returns in the following way: LWVUS (National) has an Education Fund that accepts donations on behalf of local Leagues. The LWVUS Education Fund then awards (“grants”) the donated funds to the local League upon request by the specific local League to reimburse qualified expenditures. However, LWVUS has delegated much of this to state Leagues

and may be phasing this out. If you would prefer for LWV-VA to hold this money, please contact the Treasurer.

## 2. Required Filing with the IRS: Form 990-N

Local Leagues are required to e-file IRS Form 990-N annually by November 15. This form is for tax-exempt organizations whose gross receipts are normally \$50,000 or less.

### *About Filing*

- The Form 990-N electronic-filing system is at IRS.gov. All filers must register at IRS.gov prior to filing their next Form 990-N. This is a one-time registration.
- Form 990-N must be completed and filed electronically. There is no paper form.
- Use the Form 990-N Electronic Filing System (e-Postcard) [User Guide](#) while registering and filing.
- For filing system and website issues, see [How to File: Frequently Asked Questions](#). If site issues are unresolved, call TE/GE Customer Accounts Services at 877-829-5500. A representative will file your Form 990-N information.
- Organizations should continue efforts to file, even if late.

### *Ready to file?*

After you have read the information above and the User Guide, use the [Form 990-N Electronic Filing System \(e-Postcard\)](#) page to start the process.

### *Due Date*

Form 990-N is due every year by the 15th day of the 5th month after the close of your tax year. You cannot file the *e-Postcard* until after your tax year ends. If your tax year ended on June 30, the *e-Postcard* is due November 15 of the same year. If the due date falls on a Saturday, Sunday, or legal holiday, the due date is likely the next business day but should be confirmed. If your 990-N is late, the IRS will send a reminder notice to the last address on file.

### *Penalty*

Organizations that fail to file required Forms 990, 990-EZ, or 990-N for three consecutive years will automatically lose their tax-exempt status. Revocation of the organization's tax-exempt status will happen on the filing due date of the third consecutively-missed year.

### *Information Needed for Form 990-N*

1. Employer identification number (EIN), also known as a Taxpayer Identification Number (TIN).
2. Tax year
3. Legal name and mailing address
4. Any other names the organization uses
5. Name and address of a principal officer
6. Website address if applicable
7. Confirmation that the organization's annual gross receipts are \$50,000 or less.

## V. Secretary

### A. Position Description

1. Attend and record minutes at board meetings and membership meetings, including the annual meeting, program meeting, etc.
2. Ensure minutes are archived on a shared electronic drive and accessible to League members.
3. May, at direction of President, act as archivist to ensure all agendas, materials, minutes, newsletters, etc. are properly and accessibly stored (with paper copies) and also stored at a library (public, university) in the area. These should be given to these facilities at least once a year.
4. Maintain accurate records of all official local League actions.
5. Create, update, and maintain a calendar of important dates and deadlines related to the Secretary position, to be stored on the Secretary's electronic drive and provided to successor.

## VI. Voter Service Director

### A. Position Description

1. Lead the local League effort to provide excellent voter services to constituents, including:
  - a. VOTE411
  - b. High school voter registration
  - c. Returning citizens registration
  - d. New citizen registration
  - e. National Voter Registration Day activities.
2. Attend monthly Voter Services calls convened by State Voter Services Director for all voter service leaders of local Leagues to alert them to upcoming developments and to encourage sharing of information.
3. Create, update, and maintain a calendar of important dates and deadlines related to the Voter Services Director position, to be stored on the Voter Services Director's google/electronic drive and provided to successor.
4. Plan voter registration outreach to groups in your area—look for new ways to register people.

### B. What to Know

The Voter Services Director should be familiar with:

- ✓ Virginia Election Law.
- ✓ How elections are conducted in your community.
- ✓ The key players in local elections (e.g., clerks, city councils, mayors).
- ✓ How high school voter registration drives are conducted in your area.
- ✓ What steps are needed to hold local candidate forums. Know the role of the organizer, the moderator, and any other leadership positions.
- ✓ The basics of how Vote411 works, even if your League has a Vote411 Administrator. Info at [www.vote411.org](http://www.vote411.org).
- ✓ Vote411 messaging resources on social media. (See <https://www.lwv.org/vote411messaging>)

LWV-VA Resources:

1. Toolkits and How-Tos:
  - [Candidate Forum Toolkit](#)
  - [Organizing a "Candi-dating" with Candidates Event Toolkit](#)
  - [GOTV Postcard Party Toolkit](#)
  - [GOTV Toolkit](#)
  - [Planning a Voter Registration Drive](#)
  - [LWV High School Voter Registration Toolkit](#)
  - [Toolkit for Voting in Jail Registration Drives](#)

## 2. LWV-VA Trainings

- [Voter Registration League Specific Training Recording](#) (LWV-VA, July 2025)
- [Senior Residence Voter Registration Training Recording](#) (LWV-Fairfax Area, July 2025)
- High School Voter Registration Training (*LWV-VA, July 2025*)  
[Recording](#)  
[Slides](#)  
[Fairfax Area League "Go Vote Card"](#)
- [New Citizen Voter Registration Training Recording](#) (LWV-VA, July 2025)

## 3. [LWV-VA State Board Handbook](#)

See the **Voter Education** section of the state handbook (pp. 31-37) for additional information about: Vote 411, voter guides, and candidate debates and forums

## VII. Membership Director

### A. Position Description

1. Provide a welcoming face to new members and support the needs of individual members. Oversee new member orientation. With other members, ensure outreach and sustained engagement plan for new members.
2. Maintain membership roster and report to the board monthly on membership numbers. (Note: Leagues may also designate a separate roster manager.)
3. Follow up with any lapsed members to encourage them to renew or to hear why they have not done so and how they might wish to be engaged going forward. Do not rely on emails from LWVUS alone.
4. Keep up to date on LWVUS Transformation Plan, in coordination with State Board Transformation Chair, unless your local League has a Transformation manager.
5. Provide recognition certificates for Life Members.
6. Participate in meeting of local League Membership Directors (Membership Huddle) convened by State Membership Director.
7. Create, update, and maintain a calendar of important dates and deadlines related to the Membership Director position, to be stored on the Membership Director's electronic drive and provided to successor.
8. Work to develop new members and new partnerships.

### B. Things to Know and Do

#### 1. Basics

- ✓ Know what information is included in ChapterSpot and get access to it.
- ✓ Know and be able to explain to members how the League's dues structure works (e.g., the share received by local Leagues).
- ✓ Know what your role is in your League's membership renewal process. This includes knowing when dues must be paid to maintain membership.
- ✓ Know your League's DEI policy and make your League's board familiar with it. Promote using the DEI lens when planning League activities.

#### 2. New Members

- ✓ Contact new members as soon as possible, preferably by making a phone call. Follow up with a welcome letter with additional information and a New Member Guide or other information about the League (recent newsletters, ways to get involved, etc.). Make sure the President also contacts new members to welcome them, either by phone or email.
- ✓ Inquire about their interests and skills.
- ✓ Ask if you can connect them with others who have similar interests.
- ✓ Know what volunteer opportunities there are and who is in charge.
- ✓ Welcome new members by name in each newsletter your League sends.

### 3. Member Engagement, Retention, and Recognition

- ✓ Get involved in planning your League’s programs and activities so you can promote these activities with the membership.
- ✓ Keep track of which members attend which events. A list might be helpful if you are looking for active members or members with specific interests.
- ✓ Periodically check to make sure members are receiving League communications. This may involve making personal calls (it is good to recruit help!) or sending emails.
- ✓ Put something about membership in each newsletter your League sends out.
- ✓ Recognize members for important contributions to specific projects.

### 4. Membership Resources from LWVUS & LWV-VA

[Membership Guide](#)

[Membership Recruitment Toolkit](#)

[High School Student Opportunities](#)

[Opportunities for College Students](#)

## VIII. Communications Director

While the League President is the official spokesperson for the state League, it is important to have a designated person or persons responsible for ensuring robust League communications—both with membership and with external audiences to publicize the League’s important work. Obviously, many League members may have interests and talents in communications and the Communications Director should absolutely engage them to distribute the workload.

### A. Position Description

1. Coordinate content for and publish on a regular schedule a local League electronic newsletter for all local League members.
2. Manage all local League social media accounts. Have the passwords and share them with the President (who puts them in a secure site like Bitwarden—all passwords should be in one secure site). Consult President on all posts before they are made. Develop and implement a social media calendar and strategy, outlining content and messages you will distribute at specific times. Watch the social media accounts of other local and state Leagues and LWVUS for compelling strategies and content. Build a repository of both evergreen and specific content that you can post on a rolling basis so you do not have to develop new content every day/week. There will still, of course, be time-sensitive things to post, and that absolutely should be done as well. Encourage all members to follow your League’s social media and engage with posts (likes, reposts, etc.).
3. Maintain and regularly update the local League’s website.
4. Recruit, coordinate, and convene a Communications Committee, if applicable.
5. Assist in development of presentations and publications as needed (e.g., branded PowerPoint template for local League presentations, New Member Guide).
6. Provide account passwords, content calendar, and any content repository to your successor when that person is named and engage them in discussion to ensure a smooth transition.

### B. Things to Know

#### 1. League Spokesperson

As noted above, the local League President is the official spokesperson for the local League. The state Board President is the official spokesperson for the state League. Presidents may also authorize a designated League member as a spokesperson.

## 2. Review Process

The President should review draft newsletters and major communications before they are sent. The President should also review social media posts prior to posting.

## 3. Brand Standards/Use of Logo

All Leagues must adhere to [LWVUS brand standards](#) and ensure that the LWV brand is represented correctly, consistently, and professionally whenever it appears in print or online.

## 4. Gender-Neutral Language

Use gender-neutral language whenever possible in League communications.

## 5. Photography, Video, and Audio Recordings

### a. Use of Footage of League Events by Other Entities

For in-person, virtual, or hybrid events, LWVUS recommends that debate or forum moderators issue a verbal statement at the beginning of the event to this effect:

“Recordings of this event, whether in-person or on a digital device, may not be used without the express written approval of the League. The League will only allow audio/video of this event to be broadcast in its entirety, except by the media reporting on the event. No portion of the forum may be used in a political advertisement.” This statement should also be written in the description of the virtual event and candidates should be asked to agree in writing prior to the event that they will not use any footage/images of the program in political advertisements.

### b. Waiver/Notice Templates (for those who may be captured in a recording)

Use the LWVUS waiver/notice templates when conducting photo shoots and video/audio recordings of League events. It is important to use these forms in order to protect the League’s right to photos and audio/videos recorded for organic and promotional use, such as website, social media, print, etc. Share your League event photos with LWV-VA at [Communications@lww-va.org](mailto:Communications@lww-va.org).

### c. Use of Images/Compliance with Copyright Laws

- Your own images: You have ownership of photos you take. If you are photographing or filming non-League individuals at events or in public, use our photo release forms to get written permission and keep them on file as long as you keep the photographs.
- Images from the LWVUS Flickr site: All of these images are owned by the League of Women Voters and licensed for use by local and state Leagues. The historical images that LWV owns are in a separate historical images album on that Flickr site and Leagues may use these for League content. <https://www.flickr.com/photos/lwv/>
- Free stock photos from legitimate websites that are licensed for public use: It is important to adhere to any usage/credit/permissions requirements associated with these images. Some images require an image credit to the website or photographer.

## 6. Social Media: Guidelines and Resources

[LWVUS: Social Media Guide](#) is a valuable resource.

State and local League accounts should:

- ✓ Use the full name of the League (i.e., League of Women Voters of \_\_\_\_\_) and be as consistent as possible across social media channels.
- ✓ Use your League’s official email addresses (not a member's personal email address) to set up social media accounts. Know the phone number for recovery of all of these sites and change them as people transition. LWV-VA uses google phone that allows for text messages—it is best to use that kind of centralized account.
- ✓ Use the official logo in avatar and postings and follow LWVUS brand standards and VOTE411.org brand standards.
- ✓ Ensure that the LWV brand is represented correctly, consistently, and professionally whenever it appears.

- ✓ Use consistent hashtags (e.g., #LWV, #LWVVA, #LWV (LOCAL LEAGUE).
- ✓ Heed copyrights and fair use regulations.
- ✓ Post frequently providing valid, relevant, and useful content.
- ✓ Only facts can be posted on Facebook or Twitter.
- ✓ Follow and share LWVUS, LWV-VA, and other local League's posts.
- ✓ Ensure posts reflect support for or do not oppose League issue positions.
- ✓ Be nonpartisan.

### C. Additional Resources

[LWV-US Nonpartisanship on Social Media Guidance](#)

[LWV-US Nonpartisan Messaging Guidance](#)

## IX. DEI Director

Leagues should try to have a DEI Director/Chair to attend DEI meetings with the State DEI Director. The person in the role should look for ways to interact with diverse groups and bring suggestions to the board, including suggestions related to member recruitment. The DEI Chair should also look for community outreach programs, such as food banks and other charities that could use teams to help.

## X. Advocacy

### A. Speaking with One Voice

When the League speaks or acts publicly, it is important that the League “speak with one voice.” This means that action at any level of League must not contradict positions or action of other [higher] levels of League (i.e., local positions cannot contradict regional, state, or national positions) and that the President or someone they officially designate are the only ones who can speak for the League in an official capacity. This includes testimony, letters to the editor, speeches at events—basically any official statement or presentation.

Of course, any member may express her/his opinion as an individual, and members are encouraged to do so. When speaking at a public meeting, addressing a public official, or writing to or in the media (newspaper/blog/social media), they must do so as an individual, not as a member of the League of Women Voters unless the President of that respective League has authorized it.

#### 1. Action at the State Government Level

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

**Responsibility for Action and Advocacy: All action at the state governmental level in the name of the LWV-VA is the responsibility of the LWV-VA Board.** Only the LWV-VA President, a director, or other League member designated by the President may speak for, or act on behalf of, the LWV-VA. Note: If LWV-VA has a lobbyist or paid field worker, they may act on issues agreed upon annually by the Board as “Action/Legislative Priorities” with approval of the President.

**Local Leagues and Leagues-at-Large may act on state governmental issues only when authorized** to do so by the state President and only in conformity with, not contrary to, the position taken by the LWV-VA. Individual members may act in the name of the League only when authorized to do so by the state Board.

Each local League and League-at-Large may send a communication from the local League or League-at-Large, or take whatever other official action is requested, in response to League Advocacy Alerts (an official communication originated by the League that asks members to act about a specific issue covered by LWV positions). The LWV-VA may also request that local Leagues and Leagues-at-Large ask their members to contact Commonwealth officials and speak as individual citizens, but not as League members, on issues of concern to the LWV-VA. The LWV-VA may send League Advocacy Alerts directly to League members throughout Virginia.

**Advocacy on LWV-VA positions: On some occasions, local Leagues and Leagues-at-Large may be asked to engage in advocacy activities to implement LWV-VA positions at the local level** such as surveying or researching whether certain aspects of the position that are supported by Virginia legislation are being carried out in local agencies.

**The Basis for LWV-VA Action: Action at the state level must be based on LWV-VA or LWVUS positions and/or principles.** If there is some question about whether a contemplated action is authorized under an LWV-VA or LWVUS position, clearance and clarification will be sought from the LWVUS.

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

- a. Does the issue or legislation relate to other local League or Leagues-at-Large and other cities, towns, or counties in the state?
- b. Is there a conflict in position between local Leagues within the Commonwealth?
- c. Would such action be in conflict with current LWV-VA or LWVUS positions?
- d. Is a local League studying the issue with an eye toward state member agreement?
- e. Is the issue divisive within the state?

If all the answers to the above questions are negative, they will probably grant permission, particularly if the legislation is clearly local. If the issue or legislation applies across the state, the Board may also grant approval in some cases.

**Guidelines for Acting at the Commonwealth Government Level Based on Local Positions:** If the Board grants permission to a local League, Leagues-at-Large, or ILO to contact Commonwealth government officials to promote a local League or (in the case of Leagues-at-Large) LWV-VA position, the following applies:

- a. The local League, League-at-Large, or ILO may share with its legislators the research and results of the LWV-VA or local League study on the issue and request that they submit it to the appropriate legislative committees;
- b. The local League, League-at-Large, or ILO may testify to the standing committees of the legislature if the bill applies only to its respective city or cities, town(s), or county or counties. The local League, League-at-Large, or ILO should send a copy of its testimony to the LWV-VA office before the hearing(s) and report to LWV-VA on responses by the legislators. With specific LWV-VA Board approval, a local League or League-at-Large may also testify on bills that apply statewide. Knowing that testimony is frequently changed during the hearing before delivery of the testimony, a final copy must be provided to LWV-VA together with the report on responses by legislators. All testimony will be posted on the LWV-VA website in a timely fashion.

c. The LWV-VA will maintain an action e-mail list that will consist of members of local Leagues, Leagues-at-Large, and MALs to be used for distribution of Advocacy Alerts and pertinent information on a timely basis. LWV-VA's formal Advocacy Alerts to local Leagues and Leagues-at-Large generally pertain to proposed legislation related to the adopted priority issues, but they can include issues that arise during the legislative session or in the interim.

## 2. Action at the Federal Government Level

In response to Action Alerts issued by LWVUS (the LWVUS term for Advocacy Alerts), the LWV-VA has primary responsibility for contacting U.S. Senators and all members of the House of Representatives from Virginia. Local League presidents and Leagues-at-Large Chairs should also contact Virginia's U.S. Senators and their respective members of the U.S. House of Representatives in response to LWVUS Action Alerts whenever possible.

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

Advocacy/Action Alerts on Federal Government Level Initiated by LWV-VA, Local Leagues, or Leagues-at-Large: With LWVUS approval, the LWV-VA, local Leagues, and Leagues-at-Large may contact federal officials about proposed federal legislation that directly affects the Commonwealth or a local area.

Local and State Presidents should use this form to communicate with LWVUS to request this action. Local Presidents need to inform the State President if they are sending a request to LWVUS (<https://www.lwv.org/federal-action-request-form>).

### Action and Advocacy If No Position

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

## 3. Legislative Priorities

Each year in July the LWV-VA Advocacy Director canvasses local Leagues, MALs, and Leagues-at-Large and Issue Groups for suggestions on legislative priorities for the next General Assembly session. The Board selects the priority issues based on input from the local Leagues, Leagues-at-Large, and state Board members by the September meeting. The priorities establish the framework for LWV-VA action on legislation throughout the year.

Local Leagues will be notified no later than March of every year to complete the legislative request form (see Section D below). Leagues may discuss these issues at their annual meetings if desired. The completed forms must be returned to the state President no later than the following July. Issue Group Leaders will present their legislative priorities to the Advocacy Director no later than July 15 of every year. The State Board will approve all legislative priorities no later than the September Board meeting.

## 4. Contacting Legislators

LWV-VA will send Advocacy Alerts to members, which will include contact information for their members of the General Assembly. Members of the Leagues should be prepared to respond as quickly as possible by contacting their legislators. The League members lobby their legislators as individuals.

## 5. Candidate Forums/Events

Local Leagues, MALs, and Leagues-at-Large may hold candidate forums for all official candidates for

office in their areas. They may also hold pre- and post-legislative sessions with members of the General Assembly. LWV-VA will host any candidate forums for members of the Virginia Senate or Governor, Lt. Governor, or Attorney General.

For other events with members of the General Assembly or the Virginia Executive department please refer to the [Event Policy](#). It is also important to have a system for invitations and RSVP/attendance tracking for events and keep records of attendance.

## 6. Key Activities and Timeline

### a. Program Planning

Local Leagues have program planning meetings in January for local issues and to recommend program changes for the state. In years that the state has a Convention, all recommendations from local Leagues regarding new program studies must be given to the State Board Program Chair by the February Board meeting.

### b. Legislative Priorities (approved by state Board in August annually)

These are priorities based on LWV-VA and LWVUS policies for which the League will advocate during the General Assembly Session. See above for the dates local Leagues and Issue Groups must provide input to the State Advocacy Director.

c. Pre-Session is held the first Wednesday in December. It has been a virtual event since 2020. The state Advocacy Director works with Issue Group leaders to identify, no later than October 15, partners they wish to invite. All invitations are managed by the Events Coordinator. Speakers have 10 minutes to explain their legislative agenda. Speakers may also email their agendas, which are placed in a shared drive to which attendees have access. The recording and agenda for Pre-Session is placed on the website and the LWV-VA YouTube page. This is a one-day program in which LWV-VA partners are invited to share their legislative priorities. It is open to the public. LWV-VA priorities are also presented. The State Events Coordinator will work with the Issue Group and State Advocacy Director to develop a list of invitees. All invitations are issued by the State Events Coordinator.

d. Women's Legislative Roundtable (WLRT) (January-March—held every Wednesday during the General Assembly session, virtually from 8:30-9:30 a.m.).

e. League Day (our day of Advocacy normally held at the mid-point of each General Assembly session).

During League Day, attendees will be given talking points created by the Issue Groups as well as "leave behinds" to give to legislators. This will be coordinated by the Issue Group coordinators (if any) at the direction of the State Advocacy Director. The State may assist local Leagues who need help coordinating meetings with their members of the General Assembly. The State Advocacy Director will arrange for the League to be recognized on the floors of the House and Senate of the General Assembly at the opening of the Session that day. The State Advocacy Director, Events Coordinator, and President arrange speakers and agenda for the day. League Day is always held in person.

Since 2026 there is a pre-League Day session to review talking points:

- Issue Group leaders must have their talking points finalized and to the State Advocacy Director at least two weeks before League Day.
- Leave behinds must be received from the Issue Groups by the State Advocacy Director at least two weeks before League Day.
- The State Advocacy Director arranges for the printing and distribution of the packets with talking points and leave behinds.
- The State Advocacy Director and President identify and approve speakers for League Day and the Events Coordinator invites them to speak.
- There may be a reception the night before League Day if the Board approves.

- f. Testimony (During General Assembly): Coordinated by Issue Group Coordinator and Advocacy Director and approved by the President.
- g. Advocacy Alerts (During General Assembly): Coordinated by Issue Group Coordinator, Advocacy Director and approved by the President. The Advocacy Director must check daily calendars for hearings and floor activities to assure that these are done as far in advance as possible.

**B. LWV-VA Local League Legislative Priority Request Form**

*Local Leagues are encouraged to notify the LWV-VA President annually (by July 1) of priorities they recommend for LWV-VA Advocacy in the coming year. Please send a completed copy of this form to [President@lww-va.org](mailto:President@lww-va.org).*

Local League Name \_\_\_\_\_

Contact \_\_\_\_\_

Email \_\_\_\_\_

If your League wants to make suggestions for our advocacy for 2027 please complete this form and return it to me. Remember, there must be a LWV-VA or LWV US position to support advocacy.

Ranked Choice Voting Time – rank the priorities that you wish the State League to advocate on in the 2027 Session – 1 being most important to you. It isn’t necessary to complete all of them but be sure to rank your highest choice with 1– and then down from there.

- Affordable Housing \_\_\_\_\_
- Behavioral Health and Criminal Justice \_\_\_\_\_
- Child Care \_\_\_\_\_
- Domestic Violence \_\_\_\_\_
- Education (public) \_\_\_\_\_
- Environment \_\_\_\_\_
- Gun Violence Prevention \_\_\_\_\_
- Physical Health Care \_\_\_\_\_
- Reproductive Health \_\_\_\_\_
- Voting & Elections (includes Elections Security, Money in Politics, and Voter Access) \_\_\_\_\_

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Do you have other suggestions on issues you feel we should be advocating on? (These issues must have LWV-VA or LWVUS positions already in place.)

Do you have issues for which there are no positions, but your League would like to advance as a possible study?

## XI. Communications and Recordkeeping

- Local League board members/leaders should communicate about League-related business via their LWV email account and use a shared local League electronic/google drive associated with that email account for board-related documents. The email and document archive will be made accessible to future boards/leaders to assist in transitions.
- To preserve the long history of the local League, all newsletters, minutes, and other important documents should also be saved in an electronic or physical repository. As noted above, the Secretary may be best positioned to maintain this archive. Records should also be deposited annually in an appropriate local library or institution.
- All email addresses must be turned over to new officers.
- Zoom: LWV-VA has a Zoom account which local Leagues can use for \$100 a year. If your League does not have an account—which includes webinars—contact the LWV-VA President.
- Event Tracking Data: It is important to LWVUS annual surveys and fundraising to **track data on events, the number of people who attended, and the number of people who volunteered**. Sample tracking sheet: <https://docs.google.com/spreadsheets/d/1RR4mUo8bP44NYEHmBgIjbYU6Fzq9WA2v/edit?gid=1165366468#gid=1165366468>

## XII. Committees, etc.

### A. Nominating Committee

This is the only committee on which the President does not sit as a member. The President should have no direct meetings with this committee; however, the President and the entire board should recommend members to the nominating committee.

The committee needs to get to work soon after the Annual Meeting. They should reach out to members to introduce themselves in the newsletter and via emails and encourage people to run for board positions.

Committee members should have a working knowledge of the most active members in the League—and have access to information to know who is most active.

### B. Budget Committee

A budget committee needs to be established early in the year to prepare a budget for the annual meeting in accordance with your by-laws.

### C. Observer Corps

Members of the Observer Corps attend local Board of Elections meetings and City/County Council meetings and report back to the board in the form of brief notes addressing anything discussed that has relevance to the local League.

A League can also have an Observer Corps trained in poll watching. This is usually handled via LWV-VA through the Virginia Civic Engagement Table during major elections. Information will be communicated to local leagues via the LWV-VA President or Voter Services Chair.

### **XIII. Fundraising**

#### **A. Types of Fundraising and Related Organizational Capacity**

Local Leagues should consider and implement at least a few basic fundraising tactics. These can include:

- A GIVE or DONATE button on the League's homepage (which will require a basic giving form and a mechanism to collect gifts electronically, such as Stripe or PayPal). A mailing address for checks should also be included on the giving page. For an example, see LWV-VA's giving page here: <https://my.lwv.org/virginia/donate>.
- Email solicitations a few times a year to members, friends, established donors, and any new prospects. These can be timed in advance of year-end donation decision-making as well as around specific milestones or events ranging from the League's founding anniversary to Giving Tuesday (November, prior to Thanksgiving) to a particular current events occurrence that creates an opportunity to rally support for the League's crucial work. Such solicitations should be brief but also include specifics about concrete actions and results of the League's work. If your League has not done a broad e-mail solicitation before, contact the LWV-VA President for guidance and tools.
- Social media should be used to amplify giving opportunities. In the case of Giving Tuesday, nearly all solicitation/promotional activity is conducted via social media.
- Leagues may also wish to pursue more targeted (and in some cases, complex) fundraising vehicles. For example, retired members/donors with IRAs may consider meeting their required minimum distribution (RMD) in part by making a qualified charitable distribution (QCD), allowing them to donate to the League without incurring tax on that amount. These gifts (often made at year-end) require lead time to arrange. Others may consider leaving a bequest to the League through their estates. Educating members about these options is important, and a League pursuing gifts at this level should have a Fundraising Chair or committee to develop a multi-year fundraising plan, goals, strategy, and calendar to ensure sustained attention to both achieving the plan objectives and sustaining communication with and attention to key donors.

#### **B. Records and Procedures**

- All gifts should be processed expeditiously and used in accordance with any valid donor restriction or designation.
- Records of all gifts received should be kept (donor name, date, amount, designation, and particular solicitation that prompted the gift—with each new gift from an individual donor added to that person's record so cumulative giving can be tracked).
- A tax receipt (where applicable) and gift acknowledgment should be sent within a week of receiving a gift. Many online gift processing systems can generate an immediate record, but you should ensure that is adequate for tax documentation purposes and also send a personal note for gifts over a specific amount (e.g., \$100).
- Electronic copies of all fundraising solicitations should be kept. Records should include the text, the medium (mail vs email), recipient list, open and response rates, and total number of gifts, amounts, and average gift raised. This will help the League understand over time which methods are most efficacious. In addition, it will help identify larger donors and consistent donors whose support may play an important long-term role in the League's work.

## XIV. Leadership Transitions

Smooth, efficient, and collegial leadership transitions are crucial to the health of the League, and **it is imperative that anyone holding a leadership position, upon the identification of their successor:**

- a. Contact the successor and arrange a time to discuss transition issues (the scope of the role, key information, any ongoing projects, files, etc.).
- b. Transfer access to all files (preferably electronic, but also any paper files). Through your service in a leadership role, always be thinking about how you will transfer information; keep all electronic drives up to date and organized, so that you can hand over access to them quickly and efficiently. If there is an email account assigned to your position (e.g., President@LWV-XYZ.org), maintain any relevant information in that inbox/folders and provide the password when your term concludes. (The password will presumably then be changed by your successor.)
- c. All passwords and relevant phone numbers must be stored in a secure cloud service like Bitwarden and the new President must be provided with access.
- d. Be available to answer questions, while giving your successor the space to fulfill their responsibilities.

In short, provide your successor with what you would want to have to step easily into the role!

## XV. Suggestions for Newly Developing Leagues<sup>1</sup>

### Ideas to help your League to grow and prosper.

1. Track Progress
  - a. Start a progress report right away.
  - b. Note each time your League does a new thing. Include most everything (later you will begin to see the trends and importance).
  - c. Include a monthly tally of your membership numbers.
  - d. Save samples of things (paper and/or electronic).
  - e. Take photos of your steps and your events. This helps acknowledge and celebrate each success and gives potential new members a sense of the League's work. Photos can also be used in newsletters and fundraising.
2. Get Noticed
  - a. Establish social media and a website as soon as feasible.
  - b. Purchase a nice League sign early to post at all meetings and events.
  - c. Get some basic League t-shirts to wear when you are at community events.
  - d. Hold membership meetings in a public place and allow walk-ins.
  - e. Send media releases about the new League and advertise meetings on community calendars.
  - f. Hold informational sessions on your new League/ what you are up to at libraries or restaurants.
  - g. Start an email list of people who express any interest in the League and find reasons to send personalized emails.
  - h. Establish VOTE411 asap; print bookmarks and give them to your members to hand out.
  - i. Organize a small team of members to educate on voter registration and begin voter registration events (and send members to other events with League information and registration material). The latter does not lead to lots of registrations but creates awareness.
  - j. Find compatible community groups and ask for 5 minutes to talk about the League.

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<sup>1</sup> This list was created by Darlene T. Allen, League of Women Voters of Marquette County 3/2/2023.

### 3. Keep the Focus on Voter Services

- a. It's the League's core work.
- b. It's why most people join.
- c. It's obviously non-partisan.

### 4. Start an Observer Corps

- a. Your government officials will get to know you and will (mostly) appreciate your interest.
- b. Helps connect you to more parts of your service area (helps with recruiting volunteers and finding area venues for League programs).
- c. Helps members learn about local government.
- d. Helps inform your voter service activities.
- e. Provides a nice entry to the League for new volunteers (who can report on their observations at board or membership meetings).
- f. If there is not a "know your community" resource, start one (good new member project).

### 5. Learn League Basics

- a. Explore and encourage members to explore [LWVUS](#) and [LWV-VA](#) websites. Especially the "League Management" pages.
- b. Distribute the League Basics manual [link](#). Also use the [League Fundamentals page](#) for new leaders.
- c. Make nonpartisanship a part of your meeting culture and educate regularly about it.
- d. Learn and educate about League positions:  
[LWVUS Positions](#)  
[LWV-VA Positions](#).
- e. Educate about the League speaking with one voice. This is very important for new Leagues.
- f. Find members comfortable researching League topics and/or positions and then ask them to share what they learned at a membership meeting.
- g. Use current League resources to create simple Voter Registration/Voter Education packets and share and educate at membership meetings.

### 6. Include Fun/Easy Bonding Activities

- a. Movie or Book Clubs—Select (or invite member suggestions for) books or movies on topics directly related to the League's work.
- b. Walk in community parades together as League (make sure you are not positioned next to partisan groups). Get together to make signs beforehand.
- c. Hold occasional happy hours or a gathering in a member's home.

### 7. Begin Identifying Leaders Right Away

- a. Create a leadership team/committee as soon as you are able. Even they are not an official board, present the names and ask members to approve of your list.
- b. Pay attention to who attends meetings regularly and observe their participation. Look for members with organizational skills, who can easily engage others and might make a good Membership Director, etc. You do not want to ask new members to do too much too quickly, but at the same time, it is useful to take note of skills in new members that might be developed and deployed in the future.
- c. Hold both leadership and membership meetings but include plenty of business at early membership meetings so all members have a good idea of what is being decided (that helps engage members in the process and helps you spot new leaders). Later you can add more program topics to membership meetings (that attracts guests—and hopefully new members).

8. Be Cautious with Projects But Open to Member Interests and Strengths
  - a. Initially focus on one or a very small number of projects (e.g., Voter Registration). Make sure you have the necessary volunteers, resources, and clear goals to be successful.
  - b. As you are able to take on more, a Project Event Proposal Form (and guidelines) can be helpful in getting members to think through a project idea they wish to suggest and gives your leadership/board a tool to assess new ideas.
  - c. Have an enthusiastic “cheerleader” on your team to give you the “we can do this” nudge when you need it.

#### 9. Take Advantage of LWV-VA Mentor

- a. Call/Zoom regularly with local League mentor. Have lots of questions—don’t just view it as a check in. It is fine to place League/board decisions on hold briefly and say: “I’ll have to check with my mentors on that” or “Our mentors suggest that we start with a voter services focus before branching out.” Mentors can also help on all kinds of issues—if you cannot find information you need, need to be connected with an expert from another local League or the state board, or are struggling with a strong-willed member.
- b. Have local League leaders attend the regular monthly meetings convened by the LWV-VA President, Treasurer, and directors of Advocacy, Membership, Voter Service, etc.
- c. Ask to attend meetings of other established local Leagues so you can see how they do things.

#### 10. Advocacy—Take it Slow

- a. Even in the 2nd and 3rd full years of a local League, action priorities can simply be to participate in LWV-VA alerts and participating in [League Day](#), rather than generating local advocacy priorities.
- b. When you do establish priorities or an Issue Group, they should always be a “League group first” and secondarily an environmental, gun safety, education, etc. group. LWV-VA positions are available [here](#). A list of LWV-VA Issue Groups is available [here](#). Any new committee should start by learning about current League positions on the topic. A good idea is to have the group educate themselves and then have them educate membership.

#### 11. Priorities

- a. Get in the practice of setting annual priorities. Keep it very short and simple at first.
- b. Invite input from membership, then ask them to adopt the priorities for the year.
- c. Track and report on progress.

#### 12. Establish a Calendar

A planning calendar is essential to a well-functioning leadership team and organization. Create a calendar with recurring weekly/monthly/annual events, activities, and deadlines. It also serves as a useful tool for leadership transitions. Each area (budget, membership, voter services, etc.) may have its own calendar.

The President’s calendar should encompass all due dates from all calendars held by the Treasurer and the Voter Services, Advocacy, and Membership Chairs. These can be used to remind them, as needed. Other officers/board members with special portfolios should keep and update a calendar for themselves and their successors.

Below are some annual and monthly items that should be included in the calendar:

- January/February: start planning for Annual Meetings.
- January: Program meetings held.
- During Session: WLRTs/League Day

- February: Once delegate count is received, promote LWV-VA Convention (odd years) and LWVUS Convention (even years).
- June: Convention/Council
- In July, review stored passwords and phone numbers; review League procedures, Nonpartisan Policy, and DEI Policy with new board members; obtain completed conflict of interest statement from new board members. Change names on checking accounts—and other bank forms if President or Treasurer change.
- August: Legislative priorities are due to LWV-VA by August 15.
- October: Start Program meetings planning for January.
- Promote LWV-VA issue groups in later part of the year to be ready for the General Assembly.
- October: Promote Pre-Session
- December/January: Promote League Day
- Other
  - When is your League’s birthday? Do you want to plan a celebration
  - When do you deliver materials to the library or institution holding your records? This should be done once a year.
  - Other annual or recurring events
  - What trainings are required? Make sure they are in the appropriate month and start planning 2 months before.

#### *Voter Services*

- Most candidate forums are held in September/October. Start planning in August.
- When does your League do voter registration in high schools? Start planning at least 2 months out.
- Did you sign up for National Voter Registration Day, Election Hero Day, Poll Worker recruitment Day and Early Voting Day? Start planning at least 2 months in advance for each. League sign up links for each come in the President’s message from LWVUS.
- Work with LWV-VA Voter Services Chair to populate vote411.org before elections.

#### *Financial*

- Budget Committee needs to be arranged by at least January for the Annual Meeting budget to be produced.
- 990N filing date and other tax due dates.
- Subscription/insurance/lease renewals and other recurring payments.
- Any MOUs or contracts that need reviewing?

#### *Membership*

- Remind Membership Chair to review renewals.
- New member orientation.

#### *Fundraising*

- Annual appeals (e.g., year-end) or fundraising efforts in conjunction with established dates (League founding date, Giving Day).
- Yearly report to members on fundraising (if applicable).

#### *Communications*

- Do you need to upload new members to your email system every month?
- Important dates and “weeks” such as National Voter Registration Day that require social media content and action by various committees.

## XVI. LWV-VA Counterparts & Contacts

*List as of May 2026*

<b>Role</b>	<b>Name</b>	<b>Email</b>
President	Joan Porte	<a href="mailto:president@lww-va.org">president@lww-va.org</a>
1st Vice President	Anu Sahai	<a href="mailto:firstvp@lww-va.org">firstvp@lww-va.org</a>
2nd Vice President	Erni Bridges	<a href="mailto:secondvp@lww-va.org">secondvp@lww-va.org</a>
Secretary	Kathleen Montgomery	<a href="mailto:secretary@lww-va.org">secretary@lww-va.org</a>
Treasurer	Andrienne Konstas-Salvette	<a href="mailto:treasurer@lww-va.org">treasurer@lww-va.org</a>
Advocacy	Barbara Boardman	<a href="mailto:advocacy@lww-va.org">advocacy@lww-va.org</a>
Voter Services	Janet Boyd	<a href="mailto:voterservices@lww-va.org">voterservices@lww-va.org</a>
DEI	Evette Barton	<a href="mailto:dei@lww-va.org">dei@lww-va.org</a>
Membership	Donnie Carson	<a href="mailto:membership@lww-va.org">membership@lww-va.org</a>
Program	Alice Tousignant	<a href="mailto:program@lww-va.org">program@lww-va.org</a>
Liaison Transformation	Jane Newell	<a href="mailto:janen@lww-va.org">janen@lww-va.org</a>
Event Planning	Fran Eckenrode	<a href="mailto:events@lww-va.org">events@lww-va.org</a>
Communications	Nancy Priddy	<a href="mailto:communication@lww-va.org">communication@lww-va.org</a>
Policy/Training	Ann Lloyd Breeden	<a href="mailto:annlloyd@lww-va.org">annlloyd@lww-va.org</a>

## Appendix

### LWV-VA Board Conflict of Interest Statement and Disclosure Form

*The following pertains to members of the state Board and is for use by local League boards as appropriate:*

#### **CONFLICT OF INTEREST STATEMENT**

*Adopted August 14, 2023*

The standard of behavior for the League of Women Voters of Virginia (LWV-VA ) is that all Board members and volunteers scrupulously avoid conflicts of interest between the interests of LWV-VA on the one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

Each Board member has a duty to place the interest of LWV-VA foremost in any dealings with LWV-VA and has a continuing responsibility to comply with the requirements of this policy.

No member of LWV-VA Board of Directors, or any of its committees, shall derive any personal profit or gain, directly or indirectly, by reason of their participation with LWV-VA.

Each individual shall disclose to LWV-VA any personal interest that they may have in any matter pending before LWV-VA and shall refrain from participation in any decision on such matter.

No board member may obtain for themselves, or for members of their immediate family, or for other organizations of which they are also a board member or a key staff member, a material interest of any kind from their association with LWV-VA.

The materials, products, designs, plans, ideas, and data of LWV-VA are the property of LWV- VA and may not be given to an outside firm or individual except through normal channels and with appropriate authorization.

If conflicts of interest arise from the employment, business interests, or other activities, interests, or obligations of a Board member, they must be brought to the attention of LWV- VA board for discussion and resolution. The Board member shall not be present for any discussion or vote in connection with the matter. The minutes of the meeting shall reflect that the conflict of interest was disclosed and that the interested person was not present during the discussion and decision on the matter.

Board members may not serve on the boards of partisan organizations. While the LWV-VA Board may encourage and assist LWV-VA members to secure appointments to nonpartisan, public government boards, commission, and committees, unless clearly designated, appointees are not official representatives of LWV-VA.

LWV-VA Board members who are employed by, or who serve on the boards of other organizations, may find it necessary to lobby legislators on a variety of issues. Board members shall not lobby for a position in opposition to or in conflict with an LWV-VA position. On issues where LWV-VA has no position, they must be scrupulous in avoiding the impression that they represent or have the support of LWV-VA.

Board members may not accept stipends, grants, or fees for service for any LWV-VA projects because they sit on the policy-making board that is responsible for administering the grant.

#### **DISCLOSURE**

Each Board member will receive a copy of the policy at the beginning of their term of office at the first meeting of the duly elected Board of Directors. The policy shall be reviewed annually at the first meeting of the duly elected Board of Directors.

Each LWV-VA Board member shall, upon their appointment to the Board of Directors, submit a Disclosure of Interest Statement using the attached form. The LWV-VA President shall be responsible for collecting such statements. In the event that there is a material change in the information given in an individual's disclosure statement, they shall report the change promptly to the LWV-VA President, and file a new form with the LWV-VA President.

**VIOLATIONS**

If the LWV-VA Board of Directors has reasonable cause to believe that a Board member has failed to disclose actual or possible conflicts of interest, it shall inform the Board member of the basis for such belief and afford the Board member an opportunity to explain the alleged failure to disclose. If, after hearing the Board member's response and after making further investigation as warranted by the circumstances, the Board of Directors determines that the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Disclosure of Interest Statement

I understand that the purposes of this policy are to protect the integrity of the decision-making process of the League of Women Voters of VA (LWV-VA), to enable our constituencies to have confidence in our integrity, and to protect the reputations of volunteers and Board members.

This written disclosure will be kept on file, and I will update it as appropriate. During the course of meetings or activities, I will disclose interests in any transaction or decision where I, any member of my family, my employer, or close associates (including my business or other nonprofit affiliations) may receive a benefit or gain.

I am not aware of any relationship, interest, or situation that might result in, or give the appearance of, having an interest that could be construed as being in conflict with the interests LWV-VA, except possibly the following:

For-profit corporate directorships, positions, and employment: \_\_\_\_\_

Non-profit positions: \_\_\_\_\_

Memberships in the following organizations: \_\_\_\_\_

Contracts, business activities, and investments with or in the following organizations:  
\_\_\_\_\_

Other relationships and activities: \_\_\_\_\_

I acknowledge receipt of the LWV-VA Conflict of Interest Policy and agree to be bound by it. I will promptly inform the LWV-VA President of any material change in the information provided in this statement.

Name (please print)  
\_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_