

League of Women Voters of California
and
League of Women Voters of California Education Fund

POLICIES & PROCEDURES

LEAGUE OF WOMEN VOTERS OF CALIFORNIA



500 Capitol Mall, Suite 2350-#5001
Sacramento, CA 95814 - 916-442-7215
www.lwvc.org ▪ lwvc@lwvc.org

Revised December 2022

**League of Women Voters of California
and
League of Women Voters of California Education Fund**

TABLE OF CONTENTS

TITLE	POLICY	PAGE
GOVERNANCE		
Nonpartisan Policy	G-1	1
Diversity Policy	G-2	2
Conflict of Interest and Conflict of Interest Form	G-3	3
Roles and Responsibilities of LWVC/LWVCEF Boards of Directors	G-4	6
Roles and Responsibilities of Individual Board Members	G-5	7
Meetings of the Boards of Directors	G-6	8
Executive Director: Duties and Evaluation Procedures	G-7	11
Committees	G-8	13
Roles, Responsibilities and Duties of Officers	G-9	15
MANAGEMENT		
Fiscal Management	M-1	19
LWVC/EF Audit Committee	M-2	21
Expenses and Reimbursements	M-3	23
Investment Policies	M-4	25
Staff and Board Relations	M-5	29
Insurance	M-6	30
Procurement Policies	M-7	31
Petty Cash	M-8	33
Year-End Procedures	M-9	35
Grant Project Proposals	M-10	36
Policy on Operating Reserves	M-11	38
Financial Administration – Reporting Requirements	M-12	40
Finance Committee: Purpose and Responsibilities	M-13	41
PROGRAM		
Legislation Committee	P-1	43
Off-Board Directors	P-2	44
Criteria for Approving Requests for Action	P-3	45
Policies for Action on Ballot Measures	P-4	47
Joining a Coalition	P-5	49
Guidelines for Cosponsoring Conferences/Forums	P-6	50
Guidelines for Joining Other Boards	P-7	51
Guidelines for Resolution of Conflicting Interpretations of LWVC Positions	P-8	52
Guidelines for Entering Lawsuits	P-9	53
Project Proposals	P-10	54
Endorsement of Appointments to Boards and Commissions	P-11	56
Concurrence	P-12	57
Study Process	P-13	58

TITLE	POLICY	PAGE
FUNDRAISING		
Fundraising Policy	D-1	63
Finance Development	D-2	64
Utilizing Elected Officials to Solicit Donations	D-3	66
MEMBER SERVICES		
Local Leagues	MS-1	67
Local League Crisis Management Policy	MS-2	68
Members-Around-The-State (MAS) / Members-At-Large (MAL)	MS-3	69
Termination of Membership	MS-4	73
CONVENTION / COUNCIL		
Policy on Conventions	CC-1	74
Campaign Policies for Candidates for LWVC Office	CC-2	76
Fair Campaign Practices Principles	CC-3	79
Rules for Conduct of Convention	CC-4	80
National Convention and Council	CC-5	81
Conferences and Area Meetings	CC-6	82
COMMUNICATIONS		
Communications	C-1	83
Communications Principles	C-2	86
Publications and Mailings	C-3	88
Publishing Policies	C-4	89
Members Only Website	C-5	91
VOTER SERVICE		
Voter Service and Citizen Education (VS/CE) Policies	VS-1	92
LWVCEF Candidate Participation Policy or Statewide Debates or Forums	VS-2	93
Smart Voter Website	VS-3	94
Guide to Government Website	VS-4	100
PROCEDURES		
The State Board Meeting	PR-1	101
UPDATEs – State Board Meetings	PR-2	104
Preparing Copy for Publication	PR-3	106
Publications / Distribution	PR-4	107
Editing and Producing the LWVC Voter	PR-5	109
League Easy Web (LEW)	PR-6	110
Convention / Council Procedures	PR-7	112
Closed Session Procedures	PR-8	116
Nonprofit Law Checklist Policy and Procedure	PR-9	118

LWVC/LWVCEF

Adopted: July 2005

Reaffirmed: July 16, 2006

Amended: September 21, 2015

Reaffirmed: July 30, 2017; October 20, 2019

Reaffirmed: July 18, 2021

Governance

G-1

NONPARTISAN POLICY

The League of Women Voters of California encourages the political involvement of its members, but the boards of the League of Women Voters of California and the League of Women Voters of California Education Fund recognize the necessity that a few basic limitations must be imposed on the activities of its board members during their term to preserve the nonpartisan reputation of the LWVC/LWVCEF.

The League of Women Voters of California and the League of Women Voters of California Education Fund shall not support or oppose any political party or any candidate. The boards and each board member have the responsibility to maintain the nonpartisanship of the organization.

POLITICAL ACTIVITY

- The president is the League's principal spokesperson, has a strong League identity, and shall not lobby for another organization.
- The president, the chair of the Education Fund, if any, the executive director, the legislative director and the voter service director shall not serve in any position in a political party.
- The president, the chair of the Education Fund, if any, the executive director, the legislative director and the voter service director shall not take an active, visible role in, or make a financial contribution to, any statewide political candidate's campaign.
- Other board members may participate in or make donations to the campaigns of candidates running for local or national office. No state board member may use the League's name in their support.
- Participation in ballot measure campaigns:
 - Measures on which the LWVC has a position: Board members and the executive director may take a visible and/or leadership role in the campaign consistent with the League's position.
 - Measures on which the LWVC has no position: Board members and the executive director shall not take a visible and/or leadership role in the campaign.
 - Board members and the executive director shall not participate in campaigns for propositions and measures in opposition to League positions.
- Board members and the executive director shall not work in any visible way on the campaign of a candidate for state office. Board members' activities must be limited to preserve the League's good government image.
- An LWVC/LWVCEF board member or the executive director may not run for or hold a state-elective office.
- The political activities of a spouse or relative of a board member are to be considered as separate and distinct from the activities of the board member.
- The LWVC/LWVCEF shall maintain its nonpartisan principles by refraining from publication of any communication that uses League positions to evaluate any specific elected office.
- Board members who question whether an activity violates the League's nonpartisan policy should bring the issue to the board for a decision.

DIVERSITY POLICY

The LWVC/LWVCEF in both its values and practices, affirms its belief and commitment to diversity and pluralism, which means there shall be no barriers to participation in any activity of the LWVC/LWVCEF on the basis of gender, race, creed, age, sexual orientation, national origin or disability.

The LWVC/LWVCEF recognizes that diverse perspectives are important and necessary for responsible and representative decision making. The LWVC/LWVCEF subscribes to the belief that diversity and pluralism are fundamental to the values it upholds and that this inclusiveness enhances the organization's ability to respond more effectively to changing conditions and needs.

The LWVC/LWVCEF affirms its commitment to reflecting the diversity of California in its board, staff and programs.

CONFLICT OF INTEREST

The standard of behavior for the League of Women Voters of California and the League of Women Voters of California Education Fund is that all board members, staff and volunteers scrupulously avoid conflicts of interest between the interests of the LWVC/LWVCEF 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 the League foremost in any dealings with the League and has a continuing responsibility to comply with the requirements of this policy.

No member of the LWVC/LWVCEF board of directors, or any of its committees, shall derive any personal profit or gain, directly or indirectly, by reason of his or her participation with the LWVC/LWVCEF.

Each individual shall disclose to the LWVC/LWVCEF any personal interest which he or she may have in any matter pending before the LWVC/LWVCEF and shall refrain from participation in any decision on such matter.

No board member may obtain for her/himself, or for members of her/his immediate family, or for other organizations of which she/he is also a board member or a key staff member, a material interest of any kind from her/his association with the League.

The materials, products, designs, plans, ideas, and data of the LWVC/LWVCEF are the property of the League 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, they must be brought to the attention of the LWVC/LWVCEF 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 serve on other political boards. While the LWVC/LWVCEF boards may encourage and assist League members to secure appointments to nonpartisan public government boards, commissions, and committees, unless clearly designated, appointees are not official representatives of the League.

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

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

Board members may accept gifts and honoraria on behalf of the League.

Board members who are employed by businesses or organizations which receive government contracts may not be involved in the LWVC/LWVCEF work or stands in that issue area.

DISCLOSURE

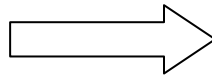
A copy of this policy shall be given to each board member at the beginning of her/his term of office. The policy shall be reviewed at the first meeting of the duly elected board of directors.

Each LWVC/LWVCEF board member shall submit a Disclosure of Interest Statement using the attached form, at the beginning of each term or upon appointment to the board of directors.

The LWVC/LWVCEF first vice president shall be responsible for collecting the statements.

In the event that there is a material change in the information given in an individual's disclosure statement, she/he shall report the change promptly to the LWVC/LWVCEF president. A new form shall be filed with the first vice president.

See Conflict of Interest Form



**LEAGUE OF WOMEN VOTERS OF CALIFORNIA
LEAGUE OF WOMEN VOTERS OF CALIFORNIA EDUCATION FUND**

Disclosure of Interest Statement

I understand that the purposes of this policy are to protect the integrity of the LWVC/LWVCEF decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the reputations of volunteers, staff 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 or 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 of the LWVC/LWVCEF, except possibly the following:

For-profit corporate directorships, positions and employment with: _____

Nonprofit 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 LWVC/LWVCEF Conflict of Interest Policy and agree to be bound by it. I will promptly inform the LWVC/LWVCEF president of any material change in the information provided in this statement.

Name (please print)

Signature _____ Date _____

File Statement(s) with LWVC Office at lwvc@lwvc.org

LWVC/LWVCEF
Adopted: July 16, 2006
Amended: July 30, 2017
Amended: February 3, 2021

Governance
G-4

ROLES AND RESPONSIBILITIES OF THE LWVC/LWVCEF BOARDS OF DIRECTORS

The LWVC board of directors is the governing board of the League of Women Voters of California, a 501 (c)(4) organization. As such, it represents the membership and provides leadership for the organization.

The LWVCEF board of directors is the governing board of the League of Women Voters of California Education Fund, a 501 (c)(3) organization. As such, it provides leadership for the direction and activities of the LWVCEF. The LWVCEF has no members.

Both boards employ the same executive director, who oversees the day-to-day management of the organizations and directs the activities of the professional staff.

TOTAL BOARD RESPONSIBILITY

As the leadership of both organizations, the first responsibility of all board members is to the total board and not to the workings of specific portfolios. All board members should participate in all board decisions and view each portfolio in the light of total League program and operation.

ORGANIZATIONAL DUTIES OF THE BOARDS OF DIRECTORS

- Determining the mission and purposes of the organization
- Setting policy
- Selecting and evaluating the performance of the CEO/executive director
- Strategic and organizational planning
- Ensuring strong fiduciary oversight and financial management
- Fundraising and resource development
- Approving and monitoring the League of Women Voters of California and LWVC Education Fund programs and services
- Enhancing LWVC's public image
- Speaking with "one voice" and supporting the decisions of the Board
- Assessing its own performance as the governing body
- Responsive and supportive of local Leagues.

ROLES AND RESPONSIBILITIES OF INDIVIDUAL BOARD MEMBERS

Board members have no special privileges, prerogatives, or authority; they must meet in formal session to make organizational decisions. However, board members have certain responsibilities as individuals.

GENERAL EXPECTATIONS

- Develop fluency with the LWVC's mission, policies, bylaws, programs, and needs
- Comply with all policies/procedures, including the non-partisan policy
- Advocate for LWVC policy and practices on diversity, equity, and inclusion
- Participate fully in one or more committees, task forces and/or projects
- Faithfully read and learn to understand the organization's financial statements
- Serve as active advocates and ambassadors for the organization and fully engage in identifying and securing the financial resources and partnerships necessary for LWVC and the LWVC Education Fund to advance its mission
- Bring perspectives and input from the constituencies served by LWVC and serve as liaisons to the wider LWVC community
- Give a meaningful, personal financial donation
- Identify and leverage personal connections, networks, affiliations that can benefit the organizations' fundraising, reputational standing and influence public policy
- Prepare for, attend, and conscientiously participate in board meetings
- Sign an annual conflict-of-interest disclosure and update it during the year as necessary
- Maintain confidentiality about all internal or personnel matters relating to the League of Women Voters of California.

LWVC/LWVCEF
Adopted: July 16, 2006
Amended: July 19, 2009
Amended: July 30, 2017

Governance
G-6

MEETINGS OF THE BOARDS OF DIRECTORS

Business Meetings

Regular Meetings

The LWVC and LWVCEF boards of directors generally meet in person five (5) times during the year to conduct the business of the League. The regular meetings are held on specific dates and at locations determined at the beginning of each League year. Generally, they are held in July, September, December/January, March, and May/June (at LWVC Convention).

Notice of the time and place of regular meetings of the boards shall be provided to all directors not less than one (1) week before the date of the meeting. Notice of a meeting need not be given to any director who signs a waiver of notice or a written consent to holding the meeting or the approval of the minutes thereof, whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to such director. All such waivers, consents and approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

Quorum

A majority of the directors currently in office shall constitute a quorum; and a majority of the members in attendance at any board meeting shall, in the presence of a quorum, decide its action.

Rules for Conduct of Meetings

The board will adopt rules for the conduct of board meetings. The rules will govern the LWVC/EF in all cases to which they are applicable and are not inconsistent with their respective bylaws.

Adjourned Meetings

Adjourned meetings are regular or special meetings that have been adjourned to a specific time and place to complete the agenda business of that specific meeting. A majority of the board of directors present at a LWVC/EF meeting whether or not a quorum is present, may adjourn any meeting of the directors' to another time and place.

If a meeting is adjourned for more than 24 hours, notice of any adjournment to another time and place shall be given to the directors who were not present at the time the meeting was adjourned. The notice shall be given prior to the time set for the adjourned meeting.

Making Decisions in Between Board Meetings

To address League concerns that may arise outside of the regular meeting dates and to be mindful of expenses, any regular or special meeting may be held by conference telephone, electronic video screen communication, or other communication equipment. The types of meetings and methodologies are highlighted below.

Executive Committee Meetings

The LWVC executive committee is composed of five (5) members of the board of directors: the president, the first vice president, the second vice president, the secretary, and the treasurer.

The LWVCEF executive committee is composed of five (5) members of the board of directors: the president, the first vice president, the second vice president, the secretary, and the treasurer.

Since the board meets infrequently, the executive committee shall transact emergency business between board meetings. At the discretion of the president, the board may be polled.

Any board member may initiate a request to the executive committee by sending a request to the president or to all members of the executive committee. The request must include background, the question to be answered, and the deadline for an answer. The procedure is as follows:

- Executive committee decisions should be used primarily for in-house League business.
- The president, or a committee member designated by the president, shall send the request to all members of the executive committee and receive and collate the responses.
- Once an executive committee decision has been made, notice should be given by email to all board members. The notice will include the date of the decision and the vote of the committee (number voting aye, nay, or not voting).
- Board members who have a concern about the decision should submit comments to the committee as soon as possible—before the decision is implemented.
- Decisions of the executive committee are brought to the next board meeting for ratification.

Special Meetings

Special meetings of the boards may be called for any purpose at any time by the president or any five (5) directors. Members of the board shall be notified in writing of the time and place of special meetings at least three (3) days prior to such meeting. A quorum must be present to conduct business,

Meetings by Other Means

Any communication equipment may be used for regular or special meetings if all of the following are met:

- Each director participating in the meeting can communicate with all the other directors concurrently or serially.
- A quorum of the directors is present.
- Each director is provided the means of participating in all matters before the board.
- The LWVC/EF has means of verifying (1) that all persons participating in the meeting are directors of the LWVC/EF or are otherwise entitled to participate in the meeting, and (2) that all actions of, or votes by, the board are taken and cast only by directors and not by persons who are not directors.
- Minutes of the special meeting shall be prepared by the secretary of the board, or one designated as secretary for the meeting, and reported back at the next regular meeting of the board or boards.

Email Meetings – See email meeting template on next page

Any special meeting may be held by email if all of the following are met:

- All board members are informed by email of the day voting opens
- The time for voting is at least four (4) days or until every board member has voted
- A quorum for email meetings is 100 percent (100%) participation
- All votes must be answered “reply all” so that all participants see the votes
- The action proposed must pass by unanimous vote
- The final email in the thread closes the meeting and announces the result of the vote
- Minutes of the special meeting shall be prepared by the secretary of the board, or one designated as secretary for the meeting, and reported back at the next regular meeting of the board or boards.

The following template shall be used to call an email meeting:

**TEMPLATE
FOR CALLING AN E-MAIL MEETING**

TO: LWVC and/or LWVCEF Board Members

FROM: President or Board Member calling the meeting

SUBJECT: Reply Needed: Email Meeting of LWVC/EF Board: _____No. of motion(s);
Due date and time

DATE: Date meeting starts (date of initial email notice)

DATE/TIME and TYPE OF MEETING: The meeting will be open from today until _____pm on the day of the week, month, date, whichever comes first. All board members must vote, and the vote must be unanimous. You must reply “reply all” in order for your vote to be valid.

REASON FOR MEETING: The board is asked to_____.

LIST MOTION(S) and SECOND(S): I move that....

BACKGROUND:

ATTACHMENTS: (note any attachments)

EXECUTIVE DIRECTOR: DUTIES AND EVALUATION PROCEDURES

The LWVC/LWVCEF board of directors has the right to employ an executive director and such other persons as may be necessary to carry on the work of the LWVC/LWVCEF, prescribe the powers and duties for them consistent with the law, the articles of incorporation, and the bylaws, fix their compensation and require from them security for faithful service.

The executive director shall serve at the pleasure of the board of directors.

DUTIES

The executive director is responsible for day-to-day administration and management of the LWVC/LWVCEF pursuant to the current job description and the policies established by the LWVC/LWVCEF board of directors; for carrying out the directions given by the LWVC/LWVCEF boards of directors; and for working diligently to ensure that the League meets its organizational objectives and carries out its mission as effectively as possible within the limits of available resources.

The executive director is responsible for assisting the boards in 1) assessing the organization's performance and effectiveness and 2) determining future actions required to achieve its mission. This is to be accomplished through regular reporting to the board and through participation in the annual board retreat. The executive director shall provide a biennial report to the membership.

PERFORMANCE EVALUATION

The LWVC/LWVCEF boards of directors shall conduct an annual evaluation of the executive director to accomplish the following goals:

- Maintain a harmonious working relationship between the executive director and the boards.
- Assure that the boards' policies are being effectively administered.
- Confirm that the boards and the executive director have a common understanding of the LWVC and the LWVCEF goals, priorities, and directions.
- Relate individual performance to organizational goals.
- Help the executive director know what the boards and the membership need from the state office.
- Provide a mechanism for the executive director to inform the boards about what is needed to do her/his job effectively.

The president, in consultation with the executive committee, is responsible for performing the evaluation, making use of personal knowledge and comments solicited from the full LWVC/LWVCEF executive director's self-evaluation, measured against previously established performance objectives, and the comments of board members.

After approval by the executive committee, the president shall transmit the evaluation to the executive director and discuss it with her/him. Negotiations for any changes in salary or benefits will proceed following the acceptance of the evaluation by the executive director.

SETTING COMPENSATION OF THE EXECUTIVE DIRECTOR

In compliance with current legislation governing nonprofit corporations, the executive committee must document the basis for its compensation determination. To make a material change in the executive director's salary or benefits, the committee must obtain compensation comparability data for the position. The data may be based on industry surveys, documented comparison with persons holding similar positions in similar organizations, expert compensation studies, or other comparability data. Data may be obtained by any means, including documented phone calls.

The executive committee must discuss and approve the compensation without participation in that discussion by the executive director or any other member with a conflict of interest. However, the executive director may answer questions and provide information that will help the committee in its deliberations.

The executive committee must document the basis compensation determination concurrently with the approval. The documentation must include:

- the terms of the approved transaction and the date approved.
- the members of the decision-making body who were present during the discussion of the transaction that was approved and those who voted on it.
- the comparability data that was relied on by the committee and how the data was obtained; and
- any actions by a member of the committee having a conflict of interest.

The executive committee will present a recommendation to the boards of directors of the LWVC/LWVCEF for final approval.

Annual cost-of-living increases, based on government cost-of-living figures or that apply substantially to all employees do not require gathering and documenting of comparability data.

COMMITTEES

The board may appoint one or more committees, each consisting of two or more directors, and delegate to such committees any of the authority of the board except with respect to:

- (a) The approval of any action for which the California Nonprofit Public Benefit Corporation Law also requires approval of the members or approval of a majority of all members.
- (b) The filling of vacancies on the board or on the executive and legislation committees.
- (c) The fixing of compensation of the directors for serving on the board or any committee.
- (d) The amendment or repeal of bylaws or the adoption of new bylaws.
- (e) The amendment or repeal of any resolution of the board which by its express terms is not to be amended or repealed.
- (f) The appointment of other committees of the board or the members thereof.
- (g) The expenditure of corporate funds to support a nominee for director after there are more people nominated for director than can be elected; or
- (h) The approval of any self-dealing transaction, as such transactions are defined in Section 5233(a) of the California Nonprofit Public Benefit Corporation Law.

Any such committee must be created, and the members thereof appointed, by resolution adopted by a majority of the authorized number of directors then in office, provided a quorum is present, and any such committee may be designated an executive committee or by such other name as the board shall specify. The board may appoint, in the same manner, alternate members of any committee who may replace any absent member at any meeting of the committee. The board shall have the power to prescribe the manner in which proceedings of any such committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless the board or such committee shall otherwise provide, the regular and special meetings and other actions of any such committee shall be governed by the provisions of the LWVC/EF Policies and Procedures applicable to meetings and actions of the board. Minutes shall be kept of each meeting of the committee.

All committees, task forces, and other groups using the League of Women Voters of California (LWVC) name are governed by the LWVC/LWVCEF board of directors and its policies and procedures.

Examples of types of groups:

Board Committee: Made up of members of the board to do board business.

Off-Board Committee: May include board members along with off-board members to assist in doing League work.

Study committee: Created when a study is adopted by delegates to a Convention.

Standing Committee: Committee created by the LWVC/LWVCEF bylaws.

Task Force: A group created to do a specific task; may be ongoing or time limited.

Ad hoc Committee: A committee created to do a single task with a specific time limit.

Other groups may be created or authorized as needed by the board.

A *standing committee* is created by and receives its authority from the LWVC/LWVCEF bylaws. Any other committee or group:

- receives its authority from the LWVC/LWVCEF board
- has members and chairs appointed by the board
- receives its charge from the board.

Its work is reviewed by the LWVC/LWVCEF board at least annually; it reports to the board through the responsible board member on its activities periodically, no less than once per year. The budget for each group, including standing committees, is set through the LWVC/LWVCEF budget process.

ROLES, RESPONSIBILITIES AND DUTIES OF OFFICERS

The general roles, responsibilities and duties of officers of the LWVC are described in this section. The specific roles, the division of duties and responsibilities may be revised by the Board of Directors by resolution within the limits of nonprofit law.

PRESIDENT

Board Management

- Develop board meeting agendas in partnership with the Executive Director
- Facilitate board meetings and encourage strategic discussion
- Engage the board in strategic planning and program evaluation
- Ensure that every member carries out the roles and responsibilities of board service within the context of their legal and ethical obligations (duties of care, loyalty, and obedience)
- Help to lead and facilitate fundraising efforts including interfacing with Advance Committee; ensure all members support the organization financially
- Serve as the contact for board members on board issues; ensure ongoing communication with the board.

Relationship with Executive Director

- Cultivate a strong working relationship with the Executive Director
- Understand and reinforce the key differences between the governance role of the Board and the management role of the Executive Director
- Oversee the hiring, support, and evaluation of the chief executive.

Additional Responsibilities

- Serve as ex-officio member of all committees, except the nominating and audit committees
- Preside over meetings of the organization or designate another person to preside over such meetings
- Cultivate relationships with individual donors, funders, and other key community stakeholders
- Groom and help develop the next board chair (president)
- Speak for the Board in the ordinary course of business or in the event of a controversy/crisis to local Leagues, members, media, and the public.

Qualifications

- Strong knowledge of the League's work
- Demonstrated commitment to exceptional board practices
- Experience in group facilitation, encouraging open communication and in-depth discussion
- Ability to devote adequate time for Board responsibilities.

FIRST VICE PRESIDENT

Board Participation

- Attend all board meetings and encourage all board members to actively participate in strategic planning and program evaluation
- Facilitate boards meetings in the absence of the President
- Ensure that every member carried out the roles and responsibilities of board service within the context of their legal and ethical obligations (duties of care, loyalty, and obedience)

- Promote and foster the growth of board members in their roles; ensure all board members' ideas are fairly considered before board decisions
- As appropriate be the board liaison for committees where there is no board member participation
- Serve as Chair or member of the Governance Committee and oversee year-round management of Board governance and leadership development
- Serve as Liaison to the Nominating Committee in the event no other Board member is appointed to the Committee.

Additional Responsibilities

- Perform the duties and role of the President in the absence, disability, or death of the President
- Support the President as needed participating in strategic discussions, helping plan board meetings, etc.
- Serve on the Executive Committee
- Support President and Vice President in ensuring that every member carries out the roles and responsibilities of board service within the context of their legal and ethical obligations (duties of care, loyalty, and obedience).

Qualifications

- Understanding of the League's mission and board's governance role
- Willingness to assume leadership position when necessary
- Time to devote to assisting President as necessary.

SECOND VICE PRESIDENT

Board Participation

- Attend all board meetings and encourage all board members to actively participate in strategic planning and program evaluation
- Facilitate board meetings in the absence of the President and First Vice President. Promote and foster the growth of board members in their roles; ensure all board members' ideas are fairly considered before board decisions.

Additional Responsibilities

- Serve on the Executive Committee
- Perform the duties and role of the President in the absence of the President and First Vice President
- Support the President as needed by participating in strategic discussion, helping plan board meetings, etc.
- Oversee state advocacy and program, as described in Article XI of the Bylaws and Section P of Policies and Procedures
- Support President and First Vice President in ensuring that every member carries out the roles and responsibilities of board service within the context of their legal and ethical obligations (duties of care, loyalty, and obedience).

Qualifications

- Prefer experience with governmental relations, particularly with the CA Legislature
- Understanding of the League's mission and board's governance role
- Willingness to assume leadership position when necessary
- Time to devote to assisting the President as necessary.

SECRETARY

Board Participation

- Attend all board meetings and encourage all board members to actively participate in strategic planning and program evaluation
- Facilitate board meetings in the absence of the President and Vice Presidents
- Support President and Vice Presidents in ensuring that every member carries out the roles and responsibilities of board service within the context of their legal and ethical obligations (duties of care, loyalty, and obedience)
- Promote and foster the growth of board members in their roles, ensure all board members' ideas are fairly considered before board decisions.

Additional Responsibilities

- Serve on the Executive Committee
- Keep, or cause to be kept, safely and accurately, at the principal office in the State of California a record of minutes of all meetings of the board and its committees, with the time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given, the names of those present at board and committee meetings, and the proceedings thereof
- Keep, or cause to be kept, safely and accurately, at the principal office in the State of California a record of the convention and council and shall sign with the president all contracts and such instruments when so authorized by the board
- Keep or cause to be kept, safely and accurately, at the principal office in the State of California the original or a copy of the LWVC's articles and bylaws, as amended to date
- Give, or cause to be given, notice of all meetings of the board and any committees thereof required by the policies and procedures or bylaws to be given
- Keep the seal of the LWVC in safe custody
- Have such other powers and perform such other duties as may be prescribed by the board.

Qualifications

- Understanding of the League's mission and board's governance role
- Have or develop awareness and understanding of open meeting concepts and parliamentary procedures
- Willingness to assume leadership position when necessary
- Time to devote to assisting President as necessary.

TREASURER

Board Participation

- Chair and oversee the Finance Committee which meets on a monthly basis
- Work with Executive Director for creation of the budget for review by Finance Committee
- Stay in communication with Executive Director on major financial matters.

Additional Responsibilities

- Serve on the Executive Committee
- Review monthly financial reports prepared by staff for Finance Committee and Board
- Review and prepare written analysis of the financial position for Finance Committee and Board
- Work with Executive Director on cash needs, oversee and recommend investing League funds to Finance Committee for their approval
- Work with Executive Director to ensure required yearly financial reporting to governmental agencies are completed
- Present budget and financial reports to the Board and at Conventions
- Research financial compliance of local Leagues with government agencies
- Update Treasurer publications for local Leagues
- Assist local Leagues with financial questions.

Qualifications

- Knowledge and experience of fiscal responsibilities of a nonprofit organization
- Understanding of the League's mission and board's governance role
- Willingness to assume leadership position when necessary
- Time to devote to assisting the President as necessary.

LWVC/LWVCEF

Adopted: May 8, 2006

Amended: July 15, 2006

Amended: May 17, 2009

Amended: November 14, 2009

Amended: March 14, 2010

Amended: May 17, 2010

Amended: May 16, 2011

Amended: September 11, 2011

Amended: January 30, 2012

Amended: May 18, 2012

**Management
M-1**

FISCAL MANAGEMENT

All funds of the LWVC and the LWVCEF shall be deposited to the credit of the LWVC or the LWVCEF in banks and financial institutions designated according to the investment policy adopted by the board of directors.

At the beginning of each term the president, first vice president, and the treasurer shall be designated by the board of directors as the authorized signatories on the transactional accounts of the LWVC/LWVCEF. The board may authorize additional signatories as required. As required, the board of directors shall designate who will be the signatories on investment accounts.

Disbursements of more than \$2,000 shall require authorization by two signatories, except for recurring expenses such as rent and insurance. Such authorization may be given by email or fax, provided that prior to such authorization the second signatory receives copies of the appropriate documentation supporting the disbursements, and the confirmation by the second signatory must be delivered by return email or fax. The second signatory shall subsequently be provided with the originals of such documentation upon request.

The exceptions to the \$2,000 for recurring disbursements shall be approved by the president, first vice president or treasurer, subject to authorization by the board of directors. There is no limit for the amount of disbursements or other transfers between League bank or investment accounts which can be made by the executive director, treasurer, or first vice president.

The executive director has authority to authorize disbursements for recurring or ordinary expenses up to \$2,000. The executive director may not authorize disbursements to self or for projects/costs initiated by the executive director.

All disbursements related to projects must be authorized in accordance with the separate policy on projects.

The board will determine on an annual basis if there should be an internal audit or review or professional audit or review conducted by an independent CPA firm.

The treasurer shall provide the LWVC/LWVCEF with a bimonthly finance report, including a balance sheet and income statement comparing actual income and expenses with budgeted income and expenses.

The executive director, in consultation with the first vice president and the treasurer, shall maintain a set of internal financial controls that is regularly updated as staff responsibilities and board members change. The system of controls must provide a segregation of duties so that no financial transaction is handled by only one person from beginning to end. (See *Internal Financial Controls* document)

A written document retention and periodic destruction policy, in accordance with good business practices and compliance with applicable law, shall be established and maintained by the executive director. The president and the first vice president shall review and approve the document. The executive director will ensure that all office personnel are informed of the length of time that records must be maintained.

The Western Urban Consumer Price Index shall be used as the index for cost-of-living adjustments (COLAs) for employee payroll.

All bequests and planned gifts left to LWVC and LWVCEF shall be set aside in each organization's "Strategic Initiatives Fund" unless otherwise specified by the donor. Investment returns generated by these assets in each fund are to be credited to that fund.

The LWVC/EF "Strategic Initiatives Funds" were established as part of LWVC/EF's Planned Giving Program to support strategies for, and development of, services and programs to ensure that the League remains accessible, nimble and able to respond in a lively political community for decades to come. The purpose and use of the Strategic Initiatives Funds shall be determined by the LWVC/EF boards of directors.

Examples of the LWVC/EF services and programs that might be supported with funds from the Strategic Initiatives Fund include, but are not limited to: responding to opportunities to have the League participate in important policy debates; development of current and future League leadership; building infrastructure for smart growth; implementing innovations that ensure the League's work and mission remain relevant; or providing funding for day-to-day operations in times of great financial need.

LWVC/LWVCEF
Adopted: March 13, 2005
Amended: July 16, 2006
Amended: May 16, 2011
Amended: September 11, 2011
Amended: July 30, 2017

Management
M-2

LWVC/EF AUDIT COMMITTEE

The LWVC/LWVCEF will establish an audit committee, to be appointed by the board of directors, and to be a separate entity from the finance committee.

The president, education fund chair, if any, treasurer, executive director, and other staff members shall not be eligible to serve on the audit committee.

The audit committee may include members of the finance committee if less than 50 percent are finance committee members and the chair is not a member of the finance committee.

The audit committee shall be responsible for considering all appropriate matters related to:

- (a) the financial statements of the organization and other official financial information provided to the public;
- (b) the system of internal controls, policies and procedures, which is the responsibility of management to design and implement, while the committee shall consider the adequacy of such controls, policies and procedures, and shall undertake to verify the compliance with such by management on a periodic basis; and
- (c) the annual independent audit/review process, including:
 - recommending to the board of directors the retention and termination of the independent auditor;
 - negotiating the compensation of the auditor;
 - conferring with the auditor to satisfy the committee members that the financial affairs of the organization are in order;
 - reviewing and determining whether to accept the audit/review;
 - approving the hiring of the auditing firm for any non-audit services; and
 - reviewing and monitoring internal controls and procedures.

The audit committee shall have such other authority and perform such other duties as may be delegated to it by the board of directors.

At least annually, based on a schedule agreed to by the board of directors and the audit committee, the committee shall report to the board of directors regarding its planned activities, its completed activities since its last report, and any findings which need to be addressed to the board or any of its committees.

The following related policies are recommended by Independent Sector as "good practices" consistent with the Sarbanes-Oxley Act (which does not yet apply to nonprofit organizations):

- The audit committee should be composed of board members who are not compensated for their service on this committee and do not have a financial interest in or any other conflict of interest with any entity doing business with the organization.
- Although no members of the staff serve on the audit committee, the organization's executive director may be asked to provide staff support to the audit committee.
- At least one member of the audit committee should have adequate financial experience to understand, analyze, and reasonably assess the financial statements of the organization and the competency of the auditing firm.
- The LWVC/LWVCEF should ensure that the auditor or auditing firm, or at least the lead and reviewing partners, are rotated every five years.
- The auditing firm will be required to disclose to the audit committee all critical accounting policies and practices used within the organization as well as share with the committee any discussions with management about such policies and practices, including recommendations for improvement.
- The executive director, president, and treasurer should review the Form 990 before it is submitted to ensure it is accurate, complete, and filed on time.
- The chair of the audit committee should also review the Form 990 before it is submitted.

EXPENSES AND REIMBURSEMENTS

BOARD MEMBERS

The LWVC and the LWVCEF are separate corporations and their books are maintained separately. Expenses which are charged to the LWVC must be reported on the green LWVC voucher form. Expenses which may lawfully be charged to the LWVCEF must be reported on a yellow LWVCEF expense voucher.

Board meeting expenses will be reported on the green LWVC voucher form but will be allocated to the two corporations according to the percentages determined in the budget.

Forms for reporting expenses and requesting reimbursement should be filed monthly with the state office. Board members will be reimbursed for expenses only when vouchers have been submitted within 45 days of incurring the expense.

Expenses incurred for attendance at board meetings should be reported immediately after the board meeting. Board members who request single room occupancy will deduct half of the room rate from expenses incurred for board meeting; the net amount will be paid by responsible party.

Board members who need advances may submit an expenditure request to be approved by the president and first vice president.

Special budget categories have been assigned to some board portfolios. The director in each case is responsible for monitoring expenditures and for judicious use of those funds. Some portfolios are not assigned to specific budget categories—any large expenditure anticipated for a specific proposal must have board approval.

Expenses for authorized meetings will be reimbursed as follows:

- *Hotel*—one-half of the double occupancy rate (for meetings of two days or longer, including board meetings). The single occupancy rate may be reimbursed when a board member travels alone, or over board meeting weekends when a board member is not assigned a roommate and has not requested single occupancy.
- *Meals*—\$25.00 per diem
- *Transportation*—Transportation by auto will be reimbursed based on actual mileage. The rate for payment will be based on rates established by the IRS. Transportation by air or train will be reimbursed based on receipt at actual cost. Transportation will be reimbursed at the lesser cost of travel by air or automobile. (Effective July 1, 2008.)
- *Parking, bridge tolls, etc.*— Reimbursed as travel expenses at actual cost.

Expenses for postage, telephone, and fax may be reimbursed. It is suggested that board members purchase a roll of stamps to be used exclusively for League business. Obtain a receipt and attach it to the expense

voucher. Itemize all telephone calls. Combine calls into totals for various budget categories, e.g., action, field service, program, etc., and attach phone bill or copy to expense voucher.

Reimbursement for e-mail services is excluded, unless these are incurred as part of required travel by a board member.

Board members will be reimbursed the usual and customary rate, not to exceed actual expense, for dependent care.

State board members who attend a workshop in their area as a participant or another authorized meeting will be reimbursed for their travel expenses by the LWVC.

CONFERENCE EXPENSES

The LWVC/LWVCEF directors or their designees need no approval for reimbursement for attendance at conferences if the total cost is within the budget of their portfolios. If conference reimbursement is not requested from the LWVC/LWVCEF, the director should list the expenses on a voucher form as a contribution.

Requests for reimbursement require that the participant be a board member or designee. The following should be considered:

- is the conference valuable to the director, portfolio or the League?
- will the LWVC/LWVCEF representative be an active and visible participant?
- is there someone who can attend at a lesser cost?
- is there a reduced fee or waiver of fee available?
- can the information gained be shared?
- can the director stay with a League member rather than at a hotel?
- is it possible to attend the same or similar conference closer to the attendee's home?

OFF-BOARD DIRECTORS, CONSULTANTS, COMMITTEE AND TASK FORCE MEMBERS, AND STAFF

Officers and on-board directors are responsible for approving attendance at meetings and conferences by the off-board directors, consultants or committee members who work under their direction. These members will be reimbursed under the same policies as those for on-board directors. All expense vouchers must be approved by the on-board director who has oversight for that area.

Staff members will be reimbursed in full for expenses incurred on approved LWVC/LWVCEF assignments. (Also see *Personnel Policies*.)

When a task force is formed for inter-League program/actions, only the expenses of the designated state board members or their representatives will be paid for by the LWVC/LWVCEF.

INVESTMENT POLICIES

All funds of the League of Women Voters of California ("LWVC") and the League of Women Voters of California Education Fund ("LWVCEF") are held by the LWVC/LWVCEF boards of directors (collectively, the "board") as a fiduciary. Both legally unrestricted and restricted funds are held for the purpose of carrying out each organization's mission, and the following investment objectives and directions are to be judged and understood in light of this overall sense of stewardship. These policies are to be applied separately to the funds of the LWVC and the funds of the LWVCEF.

Delegation

The board has delegated day-to-day supervisory authority over the investment of its financial assets to the finance committee, which shall be responsible for reporting on a regular basis on LWVC and LWVCEF investments to the board. In carrying out its responsibilities, the finance committee and its agents (if any) shall act in accordance with these investment policies and all applicable laws and regulations. The board reserves to itself the exclusive right to revise these policies or to allow exceptions to these policies. The board and the finance committee are authorized to retain one or more investment counselors to assume the management of funds and assets owned and administered by LWVC and/or LWVCEF.

Objectives

The primary investment objectives of each organization are to preserve, protect and increase its assets by earning a total return for each fund (e.g., cash accounts, short-term reserves, and long-term reserves) appropriate to each fund's goals, time horizons, liquidity needs, and risk tolerances.

Cash Accounts

Investment Goals. The primary investment objectives are capital preservation and liquidity.

Purpose. The purpose is to provide funds for the normal operations of the LWVC and/or the LWVCEF and additional investment activities.

Management Practices

- Funds should be held primarily in cash and/or equivalent investments.
- Unrestricted funds above amounts needed for budgeted operations shall be transferred to the short-term reserve fund. Amounts to be transferred shall be determined by the finance committee.
- Estimated interest to be earned on the cash accounts may be included as income in the operating budgets.
- Any restricted funds in these accounts shall be used for the purposes for which they were designated.

Manager. The finance committee shall from time to time designate one or more individuals to be responsible for the management of these investments on a day-to-day basis, subject to these policies, and shall provide the executive director, the finance committee and the board with accountings for the amounts and types of investments as frequently as shall be requested by any of them.

SHORT-TERM RESERVE FUND

Composition. The short-term reserve fund consists of unrestricted and temporarily restricted assets that it is anticipated may be needed for current operations and/or unforeseen contingencies within the next 12-18 months.

Investment Goals. The primary investment objectives are capital preservation and liquidity.

Management Practices

Unrestricted Assets. Annual withdrawals are limited to amounts needed to fund current operations and unforeseen contingencies, as determined under (d) below.

Temporarily Restricted Assets. Assets may be withdrawn for the purposes for which they were designated, as needed

These funds should be managed on a 12-to-18-month basis and should remain invested within the ranges shown in Exhibit A.

Amounts to be transferred to/from the long-term reserve fund shall be determined by the finance committee.

Manager. The finance committee shall from time to time designate one or more individuals to be responsible for the management of these investments on a day-to-day basis, subject to these policies, and shall provide the executive director, the finance committee and the board with accountings for the amounts and types of investments as frequently as shall be requested by any of them. Such individual(s) and the investment counselor (if any) are authorized to have full discretion, subject to these policies, in managing the short-term reserve fund.

EXHIBIT A ACCEPTABLE RANGES OF INVESTMENTS FOR THE SHORT-TERM RESERVE FUND

EQUITY	FIXED INCOME	CASH AND EQUIVALENTS
Common stock and Convertible Bonds	certificate of deposit and U.S. & corporate notes and bonds with maturities between 6 months and 5 years)	U.S. and corporate money market instruments and short-term notes of less than 6 months)
0-20%	20-60%	0-75%

LONG-TERM RESERVE FUND

Composition. The long-term reserve fund consists of unrestricted and temporarily restricted assets not anticipated to be needed for at least eighteen months, as well as any permanently restricted, board-designated endowment fund.

Investment Goal. The primary investment objective is capital appreciation with above average returns over a full market cycle.

Management Practices

Unrestricted Assets. Amounts to be transferred to/from the short-term reserve fund shall be determined by the finance committee.

Temporarily Restricted Assets. Assets may be withdrawn for the purposes for which they were designated. Amounts to be transferred to the short-term reserve fund shall be determined by the finance committee.

Endowment Assets. Contributions to the principal of an endowment fund may not be withdrawn. Annual withdrawals for current operations are limited to the lesser of (i) that year's income from such assets or (ii) a sum equal to 5 percent of the average of the past three years' market value of these assets, as calculated at the end of the fiscal year. The budget committee shall annually budget an amount to be withdrawn.

These funds are to be managed on a five-to-ten-year basis and should remain within the ranges shown in Exhibit B.

Manager. The finance committee shall from time to time designate one or more individuals to be responsible for the management of these investments on a day-to-day basis, subject to these policies, and shall provide the executive director, the finance committee and the board with accountings for the amounts and types of investments as frequently as shall be requested by any of them. Such individual(s) and the investment counselor (if any) are authorized to have full discretion, subject to these policies, in managing the short-term reserve fund.

EXHIBIT B ACCEPTABLE RANGES OF INVESTMENTS FOR THE LONG-TERM RESERVE FUND

ASSET CLASSES		
Equity	Fixed Income	Cash and Equivalents
(Common stock and Convertible bonds)	(Certificates of deposit and U.S. & corporate notes and bonds with maturities between 6 months and 10 years)	(U.S. & corporate money market instruments and short-term notes of less than 6 months)
20-80%	20-60%	0-20%

RESPONSIBILITIES OF THE FINANCE COMMITTEE

Asset Quality

Subject to advice received from its investment advisor (if any) from time to time, the LWVC/LWVCEF funds will be invested at all times utilizing the following criteria:

- **Common Stock:** Investments shall be made, on a diversified basis, only in high quality stocks issued by large, capitalized companies, or in mutual funds investing in such stocks. The Finance Committee shall have the discretion to make specific investments, depending on its view of market conditions as they may exist from time to time.

- Corporate Bonds: Investments shall be made, on a diversified basis, only in short or intermediate term investment grade corporate bonds of large, capitalized companies, or in mutual funds investing in such bonds.
- Options: LWVC/LWVCEF will not engage in any option trading except to the extent that it may invest in mutual funds that employ options as a hedge.
- Other:
 - Except in connection with any investments in mutual funds or unless part of its investment manager's investment strategy, there shall be no investments in mortgage or asset backed securities, gold, commodities, financial futures or other futures contracts.
 - No investment will be made in the securities of any one issuer in excess of ten percent (10%) of a particular fund.
 - No investment will be made in any company in which, as a result of its investment, the LWVC/LWVCEF will hold more than one percent (1%) of the issued and outstanding common stock of the company or in which, as a result of its investment, the LWVC/LWVCEF would acquire a majority or controlling interest in any company.

STAFF AND BOARD RELATIONS

LWVC/LWVCEF board members are welcome to use the LWVC office for board work or for meetings. Office hours are 8:30 a.m. to 5:00 p.m., Monday through Friday. To reserve space, a board member should call the office administrator in advance.

If a board member has a problem or complaint involving a staff member (other than the executive director), she/he should discuss and resolve the matter with the executive director. When the problem or complaint involves the executive director, the board member should discuss and resolve the matter with the president. If the problem complaint remains unresolved, the matter should be referred to the executive committee.

If the executive committee is unable to resolve the problem or complaint, the matter should be referred to the full board of directors.

The executive director and the program director/advocate are requested to attend all meetings of the LWVC/LWVCEF boards of directors. The president will assign staff members to attend board committee meetings, as appropriate. The president will authorize other staff members to attend board meetings, as required.

LWVC/LWVCEF
Adopted: July 15, 2006
Amended: May 16, 2011

Management
M-6

INSURANCE

The LWVC/LWVCEF shall obtain insurance policies to cover the operations of the state office, activities of the LWVC/LWVCEF, and local Leagues and inter-League organizations (ILOs).

General and umbrella liability premiums will be assigned to local Leagues on a per member basis.

Leagues with offices will be allocated an additional premium to be adjusted yearly to reflect premium and fees assessed by the broker and insurers.

Media insurance will be allocated to each media project based on use by the public.

PROCUREMENT POLICIES

Three or more bids are required for all jobs, except for individual consultants, as described below. Every attempt shall be made to solicit bids from minority and woman-owned businesses and union shops. All bids shall be reviewed by the president, the treasurer, or the appropriate board member, if applicable, before final approval by the executive director.

Even when a contracted service is an approved budget item, the president, the first vice president, and the appropriate board member should review and approve in advance any specific plans, draft agreements or contracts.

The executive director is authorized to sign contracts not exceeding \$5,000 after review by the president and/or first vice president. Two signatures are required on a contract in excess of \$5,000.

Contracts in excess of \$5,000 shall be reviewed by the president and first vice president prior to signing by designated individuals. Authorized signatories are any two (2) members of the executive committee, or any one (1) member of the executive committee and the executive director. The board of directors shall approve contracts in excess of \$50,000 before they are signed.

No officer, board member, or employee may sign a contract involving his/her compensation or if there is a potential conflict of interest.

Competitive Bids

Competitive bidding shall be obtained through the use of oral price quotations, written price quotations and/or the formal competitive bid procedure.

All purchases estimated to cost between \$2,000 to \$4,000 must have at least three oral quotations.

All purchases estimated to cost over \$4,000 shall be based on at least three written quotations.

Bids are required for one-time service jobs such as printing (typesetting and related services) and mail services (labeling, stuffing and metering).

Bids are required annually for:

- repetitive work such as VOTER printing and mailing,
- direct mail activities
- equipment maintenance.

Contracts shall be awarded based on price, quality of work, experience and the qualifications of the vendor.

Professional Services (Individual Consultants/Independent Contractors)

All professional services shall be procured by formal written contract. At least two bids will be obtained for anticipated costs greater than \$3,000. The League shall pay a competitive rate for an individual consultant based on recent rates paid to the individual in question and on current market rates. Any additional out-of-pocket expenses that may need to be paid to the consultant shall be described in detail, including a limit for each type of expense.

Professional service contracts shall include limits of time and fees. All contracts must include a clause or paragraph describing the evaluation mechanism or product to be delivered, with a clear timetable for completion.

Service/Contract Agreements

All service/contract agreements shall be subject to the bidding process and shall be by formal written contract. Existing contracts may be renewed if service has been satisfactory and the only changes are that of price or new periods of coverage.

Exceptions

The bidding process may be suspended on a case-by-case basis with the advance approval of the at least two (2) of the following officers: president, first vice president, or treasurer.

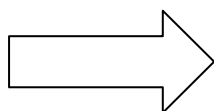
PETTY CASH

Petty cash allows the organization to make small purchases or reimbursements in cash for such items as stamps, office supplies, parking, etc. The board establishes the amount of money available in cash and establishes the maximum expenditure which can be paid with cash.

The petty cash fund will be kept in a locked box or drawer. The custodian of the fund is the executive director. The custodian will have access to the cash and will be responsible for the petty cash activity. Petty cash activity will be tracked with petty cash vouchers (include date, amount, reason for expenditure, recipient) support with actual receipts.

- Checks will be made to the current executive director, Petty Cash Custodian.
- Checks will be cashed by the executive director (ED) and put into the locked box/drawer for safe-keeping.
- All expenses will be tracked with petty cash vouchers supported by appropriate receipts. The information on the petty cash voucher will include but is not limited to the following: date, amount, reason for expenditure, recipient of funds. All vouchers will be signed and dated by the Petty Cash Custodian.
- The maximum expenditure from the petty cash fund is limited to \$50.00. Any expenditure above this amount should be negotiated through the ED as a regular expenditure.
- In the case of an advance from petty cash, the estimated amount will be authorized from petty cash according to the procedure above. Subsequent to the purchase, the appropriate receipts and change will be returned to the Petty Cash Custodian and a new voucher will be issued reflecting the appropriate amount. The previous petty cash voucher will be labeled as “VOID” and attached to the new voucher with appropriate receipts.
- The balance in the petty cash account will be reviewed at least monthly to assure that the total of receipts plus cash available equals \$100.00, and will be replenished anytime the balance falls below \$25.00.
- The Petty Cash Custodian will assign the expenditures to the appropriate category (e.g. postage, printing, copying, office supplies, etc.) for the bookkeeper to make entries to the general ledger.
- The treasurer will provide oversight of the Petty Cash Custodian and the petty cash fund. Oversight will include unannounced counts of petty cash.

Sample voucher:



PETTY CASH VOUCHER

Date: _____

Amount: _____

_____ **dollars**

For:

YEAR-END PROCEDURES

Within two (2) months of fiscal year-end, final allocations of shared expenses should be made among both General Fund and Education Fund programs.

Personnel costs will be distributed using a loaded cost basis which adds occupancy, IT support, and such costs to the staff's salary, taxes and benefits. Loaded personnel cost allocations will be based upon time spent supporting each program. Other indirect costs such as outside accounting services, insurance, board travel, shared telecom services, etc. will be allocated on a similar basis.

As a part of year-end procedures, for any program for which funds were specifically raised or donor designated, that the excess of income over expenses be reclassified to "temporarily restricted reserves" for that program as long as it is a viable on-going program. The board will always have to authorize the use of these restricted reserves either as part of the budget process or by special request.

GRANT PROJECT PROPOSALS

A “grant project” is any League activity that is financed by one or more grants or restricted donations. The following provisions apply to all LWVC/LWVCEF grant projects, except that new studies or updates of position are governed by their own separate rules even if funded through grants or restricted donations. It is important to understand that accepting grants and restricted funds creates an obligation to a third party and requires the same serious consideration that any contractual arrangement should receive.

GRANT PROJECT PROPOSAL FORMAT

The review and approval process shall be based on a written project proposal incorporating a fundraising plan, staffing plan, and expenditure budget. Questions set forth below under “Considerations for Evaluating Proposed Projects” should be appropriately addressed in the written proposal. In all cases the executive director and the responsible member of the board (if any) shall prepare the proposal and recommend it for approval as defined below. The board member or the executive director may delegate their work (for example, a director responsible for voter service may delegate preparation and review to the SmartVoter.org staff or volunteer fundraising leader for that team), but the executive director and relevant board member will be held accountable for the grant project proposal.

AUTHORIZATION

A grant project proposal must be carefully considered and approved prior to the time that (a) any commitment is made to proceed with the project, or (b) any kind of specific funding for the project is applied for or formally solicited.

\$10,000 or Less; Under 80 Hours of Staff Time

As a general rule, the executive director and the responsible member of the board of directors (if any) may approve a grant project proposal for \$10,000 or less, provided that it does not require more than 80 hours of internal staff time.

\$10,001-\$35,000; 81-300 Hours of Staff Time

The Executive Committee must also approve grant project proposals over \$10,000 up to \$35,000, or ones requiring 80-300 hours of internal staff time.

>\$35,000; >300 Hours of Staff Time

Proposals above those levels shall require the approval of the board of directors instead of the Executive Committee.

These dollar amounts are based on the entire project, not just the portion which may reimburse LWVC/EF’s internal expenses. If a grant project is a phase or module in a larger project, the dollar value of the entire project is the basis for applying these rules.

ACCEPTANCE OF GRANT PROJECT PROPOSALS

All written grant requests, funding applications, contracts or agreements in connection with such grant projects must be signed by the appropriate officers as determined under normal LWVC/LWVCEF policies and procedures.

IMPLEMENTATION OF A GRANT PROJECT

The expenditures under the grant project proposal may only be incurred after receipt of the related funding, receipt of binding commitments for such funding or upon the approving parties for the grant project being satisfied that such funding is realistically available.

One or more individuals, which might include the executive director or the responsible board member, shall be designated as project manager(s), responsible for actual implementation of the project. The project manager shall regularly prepare progress reports of significant project activity, including grant funding and authorized expenditures, and distribute these reports to the project's approving parties.

All costs directly attributable to a project shall be charged to the project's expenses, including appropriate allocations of all direct and indirect expenses borne by LWVC/EF.

Basic information about all grant projects continuing into the term of a new board shall be made available by the appropriate project managers to new members of the incoming board no later than the initial meeting of the new board.

CONSIDERATIONS FOR EVALUATING PROPOSED PROJECTS

Recognizing that the LWVC/EF has limited volunteer and staff resources, overall priorities must be carefully considered when reviewing and approving a grant project proposal. While the goals of a proposed project may be within the vision or mission of LWVC/EF, other material factors must be taken into account before proceeding.

The following list provides examples of the kinds of questions which must be considered and addressed regarding a grant project proposal prior to approval:

- What is the primary purpose of this project, and is it appropriate to the mission and goals of the League?
- Is the subject a priority for the League, short or long-term?
- Can we identify and designate one or more qualified project managers to supervise implementation of the project?
- Are there sufficient volunteer and paid staff resources to accomplish the project within an appropriate time frame without interrupting or interfering with other League priorities?
- Are there other projects or work which may have to be delayed or eliminated in order to make volunteer or staff resources available for this grant project?
- What are the fiscal implications of the project?
- Is the League's current or prospective relationship with the funder of the project an important factor in the decision-making process?
- Will the League's involvement make an impact? Does the project increase the League's visibility and standing as a state body?
- Is there adequate member interest? Does the project provide a service to local Leagues?
- Will the project stimulate needed public awareness?
- Will the project positive or adversely affect the League's credibility and status in the community?
- What are the risks (execution, reputation, financial) associated with the project? What are the implications for the League of hiccups or failures?

POLICY ON OPERATING RESERVES

PURPOSE

The purpose of this policy is to ensure the financial stability of the League of Women Voters of California and the League of Women Voters of California Education Fund. Financial stability is important to ensure fulfillment of mission, programs, and ongoing operations of these organizations.

The Operating Reserve is intended to be a source of unrestricted funds to temporarily offset an unanticipated increase in ongoing expenses, or an unanticipated loss in ongoing funding while ongoing financial solutions are being identified and implemented to restore ongoing financial stability for both of these organizations.

The Operating Reserve is not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is also not intended to be used to finance one-time expenses. One-time expenses are to be financed with one-time revenues or from other reserves established specifically for the one-time expenses. It is also the intention that any use of the Operating Reserve be replenished within twenty-four months of use.

DEFINITIONS AND GOALS

An Operating Reserve is defined as designated funds set aside by action of the Board of Directors for the purpose set forth above. The minimum amount to be designated as an Operating Reserve will be an amount sufficient to maintain ongoing normally financed operations and programs for three (3) months. The minimum Operating Reserve amount may be adjusted by a two-thirds vote of the Board of Directors.

- The calculation of ongoing normally financed monthly operation and program expenses shall include all recurring, predictable expenses such as salaries and benefits, occupancy, office, travel, program, and ongoing professional services.
- Depreciation, in-kind, and other non-cash expenses are not included in the calculation.
- The calculation of ongoing normally financed monthly operation and program expenses shall exclude expenses financed from grants and other one-time specific expense reserves established by action of the Board of Directors.
- The calculation of average monthly operating costs should take into account expenses for the previous four (4) years. In addition, this must take into account the appropriate use of funds for the LWVCEF Budget.
- The amount of the LWVC Operating Reserve and LWVCEF Operating Reserve minimum amount will be calculated by the Executive Director and aligned to the budget timeline of every two (2) years; reviewed by the Finance Committee and presented to the Board of Directors for approval in conjunction with presentation to the Board of Directors of the proposed annual budget for the organizations.

ACCOUNTING FOR OPERATING RESERVE

The Operating Reserve will be recorded in the financial records as a “Board-Designated Operating Reserve” on each organization’s financials. The Operating Reserve will be funded in cash or cash equivalent funds. The cash of the Operating Reserve may be commingled with the general cash of the organizations for the purpose of investment.

FUNDING OF OPERATING RESERVE

The Operating Reserve will be funded from any available unrestricted funds by a two-thirds vote of the LWVC and/or LWVCEF Board of Directors.

The LWVC and/or LWVCEF Board of Directors may, from time to time, by a two-thirds vote direct that a specific source of unrestricted revenue be set aside for the Operating Reserve. Examples may include one-time gifts or bequests, special unrestricted grants, or special appeals.

USE OF THE OPERATING RESERVE

Use of the LWVC and/or LWVCEF Operating Reserve requires three steps:

1. Identification of Appropriate Use of the Operating Reserve

The Executive Director and staff will identify the need for access to the Operating Reserve and confirm that the use is consistent with this Policy. This step requires analysis of the reason for the need, the availability of any other sources of funds before using the Operating Reserve, and evaluation of the time period that will be required to replenish the Operating Reserve to its minimum amount.

2. Authority to Use Operating Reserve

The Executive Director will submit a request to use the Operating Reserve to the Finance Committee of the LWVC and/or LWVCEF Board of Directors for their review and recommendation. The request will include the analysis and determination of the need to use the Operating Reserve and plans for replenishment to the minimum amount. The organizations' goal is to replenish the Operating Reserve to its minimum amount within twenty-four months. If the use of Operating Reserves will take longer than 12 months to replenish, the request will be scrutinized more carefully. The Finance Committee will submit its recommendation to LWVC and/or LWVCEF Board of Directors.

3. Reporting and Monitoring.

Upon approval by the Board of Directors for use of the Operating Reserve, the Executive Director will maintain records of the use of funds and plan for replenishment. He/she will provide regular reports to the Finance Committee of progress to restore the Operating Reserve to the minimum funding amount. The Finance Committee and Executive Director will include this information in their regular financial reports to the LWVC and/or LWVCEF Board of Directors.

REVIEW OF POLICY

This Policy will be reviewed every even-numbered year, at minimum, by the Finance Committee. More frequent review may be done as necessary. Changes to this Policy will be recommended by the Finance Committee to the LWVC and LWVCEF Boards of Directors.

FINANCIAL ADMINISTRATION - REPORTING REQUIREMENTS

FISCAL REPORTS

The board of directors shall publish on a biennial basis to delegate members and local and ILO presidents, and on an annual basis to directors and any delegate member or local League or ILO president who requests such in writing, a fiscal report containing the following information. Such report shall be sent not later than 120 days following the end of the LWVC's fiscal year.

- (a) The assets and liabilities, including the trust funds of the LWVC as of the end of the fiscal year.
- (b) The principal changes in assets and liabilities, including trust funds, during the fiscal year.
- (c) The revenue or receipts of the LWVC, both unrestricted and restricted to particular purposes, for the fiscal year.
- (d) The expenses or disbursements of the LWVC, for both general and restricted purposes, during the fiscal year.
- (e) A copy of any report of independent accountants or, if there is no such report, the certificate of an authorized officer of the LWVC that such statements were prepared without audit from the books and records of the LWVC.

REPORT ON TRANSACTIONS WITH INTERESTED PERSONS

- (a) Within 120 days of the end of the LWVC's fiscal year, the board of directors shall publish to delegate members, local League presidents, and directors a report on any transaction in which the LWVC, its parent or subsidiary was a party and which either of the following had a direct or indirect material financial interest:
 - (1) any director or officer of the LWVC, or its parent or subsidiary; or
 - (2) any holder of more than ten percent of the voting power of the LWVC or its parent or subsidiary.
- (b) The report shall briefly describe:
 - (1) Any covered transaction during the previous fiscal year involving more than \$40,000, or which was one of a number of covered transactions in which the same interested person had a direct or indirect material financial interest, and which transactions in the aggregate involved more than \$40,000; and
 - (2) The names of the interested persons involved in such transactions, stating such person's relationship to the LWVC, the nature of such person's interest in the transaction, and, where practicable, the amount of such interest, provided that in the case of a transaction with a partnership of which such person is a partner, only the interest of the partnership need be stated.
- (c) No such report need be sent if no transactions of the type occurred during the fiscal year.

FINANCE COMMITTEE: PURPOSE & RESPONSIBILITIES

I. Purpose and Overview

The Finance Committee will assist the LWVC/LWVCEF Board of Directors in its oversight responsibilities relating to fiscal management. The Committee will consist of Board Members, The Treasurer will chair the committee; the committee will comprise both Board members and off-Board League members all to be selected as deemed necessary:

Primary functions:

- a. Review and recommend approval of a biannual operating budget;
- b. Regularly review financial results;
- c. Oversee the management of financial assets;
- d. Review and evaluate internal controls and make recommendations.

II. Composition of Committee and Length of Service on Committee

The Finance Committee shall consist of no fewer than three League members not on the LWVC or LWVCEF Board of directors, and at least two members of the Board of directors. Members shall serve on the committee at the discretion of the Board. Non-Board members can serve up to six years on the committee. It is desirable to stagger the terms so that there are a few experienced members each term.

III. Key Responsibilities

To fulfill its purposes, the Committee shall:

a. Review and Approve an Operating Budget for the League of Women Voters of California and the League of Women Voters of California Education Fund.

Biannually, the Committee will review the proposed two-year operating budget for the ensuing fiscal years. After review and amendment, if necessary, the Committee will recommend a final proposed two-year operating budget to the full Board of Directors for approval.

The review will include:

- Consider the appropriateness of revenue and expenditure assumptions used to construct the proposed two-year operating budget;
- Consider projection methodologies used;
- Consider policy decisions and/or other factors which may have been used to modify projections;
- Consider whether the proposed two-year operating budget will achieve the two-year strategic objectives;
- Determine if the proposed two-year operating budget is balanced and if the proposed two-year operating budget is not balanced, recommend changes to achieve budget balance.

b. Periodically review of the Financial Results the League of Women Voters of California and the League of Women Voters of California Education Fund

Members of the Committee will receive and review financial statements consisting of the then current year-to-date: **1)** statement of financial position, **2)** operating statements, **3)** cash flows; and **4)** key financial performance benchmarks that the Committee deems relevant. These financial

statements will be accompanied by a narrative from management highlighting any financial issues and, where necessary, management actions related thereto.

At the regularly scheduled finance meetings, the Committee will review the status of the LWVC/LWVCEF financial condition and discuss issues that emerge from the review.

The review will include:

- Examining a ‘rolling’ 12 months or longer time period of selected financial data as selected by the committee to determine trend patterns and what those patterns mean;
- Examining in appropriate detail any specific financial data as determined by the committee;
- Request explanation from staff for any financial data exceeding the variance limit (i.e. between the budget and actual result or between estimated actual year to date results and the budget) established by the committee;
- Considering the appropriateness and methodologies used for revenue and/or expenditure projections for the fiscal year (Projections will be completed utilizing second quarter and third quarter actuals);
- Examine any financial data to determine the sustainability of both organizations as reflected in its financial position and/or financial condition.

c. Oversee the Management of Financial Assets

The Committee will consider the management of financial assets, their protection and sufficiency in order to determine the sustainability of the LWVC/LWVCEF.

d. Review, Evaluate and Recommend Change to Finance-related Bylaws, Finance-related Policies and Procedures and Internal Controls

The Committee will periodically review and recommend changes/updates to ensure compliance for the finance-related bylaws, finance-related policies and procedures and the LWVC/LWVCEF accounting manual and determine the sufficiency of controls in order to protect the LWVC/LWVCEF from fraud or abuse. The committee will make recommendations for improvements to the Board of Directors.

IV. Timely/Accurate Financial Information

The Committee will continually review and advise management regarding the form, content and frequency of financial information necessary for it to fulfill its responsibilities described herein. Further, to the extent necessary to inform decision-makers, the Committee may advise management regarding key financial information and performance indicators necessary to evaluate the various internal business units throughout the organization.

V. Governance Procedures

- a. The Finance Committee shall meet at times deemed advisable by the chair, but no less than five times a year. The committee shall meet prior to any regularly scheduled LWVC/LWVCEF Board meeting.
- b. Meeting agendas shall be prepared prior to every meeting and provided to finance committee members along with backup materials at least three (3) days before the scheduled finance committee meeting.

A Committee Report shall be prepared and presented to the Board at its next scheduled meeting following the finance committee meeting.

LWVC/LWVCEF

Adopted: July 16, 2006

Amended: March 8, 2007

Amended: March 24, 2013

Amended: June 27, 2014

Amended: March 17, 2019

Amended: December 3, 2022

Program

P-1

LEGISLATION COMMITTEE

The legislation committee is responsible for recommending and implementing action on legislative measures, and for recommending to the board of directors positions on initiatives and legislative measures which qualify for the ballot.

The legislation committee will be guided by the overall legislative priorities and the priorities within individual program areas which are adopted annually by the board. These priorities are based on the recommendations of the program directors and consultants.

The LWVC may act on legislation which affects its purposes and/or self-interest as a nonprofit organization.

The legislation committee will have up to 15 members. At least three members will be members of the LWVC board; they will include the board legislation director or equivalent and the president. At least two members will be off board. Off-board members are appointed for a two-year term at the beginning of each legislative session. The nominee for president shall serve on the legislation committee, beginning in January before the state convention, and the current president shall continue to serve until June 30. Nominees for legislation director and program directors may be invited to attend meetings occurring before the LWVC convention but do not vote.

The staff program director/advocate serves as advisor to the committee.

The staff program director/advocate will work with the board legislation and program directors and the legislation committee to identify appropriate measures to be analyzed. In its deliberations the committee refers to the Guidelines for Legislation Committee printed in the *Legislative Handbook*.

The LWVC board appoints legislative program consultants at the beginning of each legislative session for a term to include the two-year session. Consultants are selected in consultation with the legislation director. (See the *Legislative Handbook*.)

On request, the legislation director, consulting with the appropriate program director, can renew the LWVC position on a bill that is reintroduced in substantially the same form as a bill on which the League has taken a position previously. If there is no such request, the LWVC will not automatically take a position on a bill which is not within the current legislative priorities.

Legislation Committee Meetings

The legislation committee may meet in person, electronically, or via email. A majority of the current members constitutes a quorum for any meeting. Decision making will be by consensus when possible, or by vote of the committee if there is no clear consensus.

Other Action

At times, the League takes action beyond legislation and ballot measures. Examples include, but are not limited to, testimony at state agencies and opinion pieces in the media. The board legislation director and Staff program director/advocate, working with the president and executive director, approve such action.

As with legislative action, they are guided by the overall legislative priorities and the priorities within Individual program areas which are adopted annually by the board.

OFF-BOARD DIRECTORS

An off-board director oversees a portfolio area and receives funding to attend state board meetings when requested to participate by the president. However, the off-board director is welcome to attend any other state board meeting at that director's own expense. The off-board director may request agenda time but does not have voting privileges.

The LWVC/LWVCEF will provide the off-board director with selected mailings that are received by the state board. (See the LWVC/LWVCEF Mailing List.)

The LWVC/LWVCEF will pay for the off-board director's expenses directly related to managing the portfolio.

The LWVC/LWVCEF will assign a state board director to act as a liaison with the off-board director.

The off-board director will:

- keep the state board apprised of portfolio activities by preparing a report for the state board liaison.
- keep local Leagues informed about portfolio activities through UPDATES.
- perform the necessary functions to oversee the portfolio.

CRITERIA FOR APPROVING REQUESTS FOR ACTION

The LWVC board adopts annually a set of legislative priorities to guide its advocacy work in the legislature. The goals are:

- to enhance the League's effectiveness by concentrating resources on priority issues.
- to build the League's credibility and visibility by projecting a focused and consistent image.
- to ensure that the League has sufficient issue and political expertise to act knowledgeably.
- to enable the League to manage resources effectively.

In setting legislative priorities, the board considers the following:

- Opportunities for the League to make an impact.
- Program decisions made at convention and/or council.
- Member interest.
- Resources available to manage effectively.

The board regularly reviews the legislative priorities and is prepared to make adjustments should new opportunities for effective action emerge.

REQUESTS FROM LOCAL LEAGUES FOR PERMISSION TO ACT AT THE STATE LEVEL

All action at the state level must be authorized by the LWVC board. This includes any effort aimed at influencing the decision on a state issue, such as communicating with an elected or appointed official, joining a coalition, taking part in a press conference or rally, or writing a letter-to-the-editor. A local League wishing to work in this way on an issue that is not an LWVC legislative priority must consult with the LWVC about the intended action.

As part of this consultation process, the local League is asked to provide the following information in writing:

- the proposed action and the message to be conveyed.
- the LWVC position on which the action is based.
- evidence that the issue is a priority for that local League.

If a local League is requesting permission to contact its U.S. Senator(s), it must contact the LWVUS and must provide evidence that the action has been authorized by the LWVC. The consultation process is designed to help make League action as effective as possible, to ensure that the League speaks with one voice, and to coordinate and reinforce the League's advocacy messages. The appropriate LWVC board members and staff will review the action request to determine that it is consistent with League positions and that it will not interfere with LWVC action on a priority issue.

REQUESTS FROM LOCAL LEAGUES FOR LWVC ACTION ON NON-PRIORITY ISSUES

When a priority issue of a local League requires action at the state level that goes beyond contacting its own member(s) of the legislature, the League may request permission to lobby and assistance from the LWVC. The request will be evaluated using the following criteria:

- The issue is a high priority for the requesting League.
- The requesting League is very knowledgeable about the issue.
- The requesting League has worked on the issue for sometime.
- There is no objection to the action from any affected League(s).
- The proposed action is consistent with LWVC positions.
- There is adequate lead time for LWVC staff to determine the most appropriate opportunities for action and for the LWVC board to make necessary policy decisions.
- The proposed action will not interfere with LWVC action on legislative priorities or work on other organizational priorities.
- The proposed action is limited in scope and in its demands on LWVC resources.

REQUESTS FOR PERMISSION TO URGE OTHER LEAGUES/MEMBERS TO ACT ON A STATE ISSUE

The LWVC has sole responsibility for contacting local Leagues and League members about state issues.

REQUESTS FOR ENDORSEMENT OF INITIATIVES SPONSORED BY OTHER ORGANIZATIONS

If the issue is statewide in scope, the LWVC is the appropriate level to endorse the initiative. If the LWVC declines to endorse the initiative, endorsement by a local League will not be appropriate.

The LWVC will endorse such an initiative if:

- the action will further a current LWVC advocacy priority and/or
- LWVC endorsement would enhance an important relationship with the organization making the request, and
- resource demands associated with the endorsement are compatible with efforts to achieve current LWVC advocacy goals.

(In evaluating the impact of the endorsement on League resources, the LWVC will consider implications for the LWVC office, the LWVC board and local Leagues.)

POLICIES FOR ACTION ON BALLOT MEASURES

BASIS OF SUPPORT

Support for a ballot measure should be based clearly on one or more LWVC or LWVUS positions. Consultants' analyses must be provided to substantiate a recommendation. See criteria for action in *How To ...Take Action*.

TIME CONSTRAINTS AND WORKLOAD

Local Leagues and state board members have multiple time commitments that need to be weighed carefully before deciding to embark on political campaigns.

Decisions for either a primary or general election require a lead time of approximately four months to allow opportunity for the LWVC to sign the argument which appears in the official *California Voter Information Guide*. Attempts to organize campaigns within shorter time spans are both difficult and unlikely to be effective.

INFORMATION GATHERING AND ANALYSIS

Program area consultants and off-board program directors provide initial analyses of ballot measures and are expected to substantiate a recommendation to the legislation committee and/or the program/action committee of the board. These analyses are coordinated by the appropriate program director and are included in the *State Board Kit* to allow review by all directors. The program committee presents a recommendation to the board for discussion and final approval.

ADEQUACY OF INFORMATION

While a decision to act on a ballot measure is based on whether it falls within an LWVC or LWVUS position, there are other factors to consider. Given the heavy reliance on the initiative process in California, and the overwhelming role of money in seeking to influence the outcome of ballot measure campaigns, these factors also require consideration.

In addition, since the LWVC must work with organized ballot measure campaign committees in order to be effective, it is important that information about the parties involved and the sources of their campaign financing be taken into account. This information is essential to prevent the League from being associated with negative campaign ads, "independent expenditure issue" ads, or with the use of excessive campaign expenditures. While this information is often difficult to obtain early in a campaign, a reliable estimate is necessary to help the board make an informed decision about its position.

BOARD APPROVAL

The LWVC board of directors has final approval. In all cases, the board requires comprehensive information for its decision that summarizes:

- The ballot measure language, and the names and interests of its sponsors;

- Analyses and recommendations from consultants, off-board directors, and directors following review by the legislative committee and/or the program/action committee; and
- Recommendations from the program/action committee based on assessment of the adequacy of information, the timeline needed for effective action, potential workload commitments and likely assignments of duties to the board of directors and local Leagues.

LEVELS OF INVOLVEMENT

The board of directors determines the level of League involvement, taking into consideration time and money, and recognizing that high and medium levels of support require a strong commitment at the state level. Local Leagues are informed only of the position, not the level of support. Major changes in the level of support that affect the kinds of action taken need prior approval by the board. In general,

High: Involves signing the ballot argument; serving as sponsor or co-sponsor of a statewide campaign committee; conducting public relations at a high level, including press conferences and use of available media, designating statewide spokespersons from among selected board members; strongly encouraging local League participation; and serving as resource for local action.

Medium: Involves comparable action but as a coalition partner, not co-sponsor of a statewide campaign committee.

Low: Minimal involvement and assistance only as requested at a statewide level; permission to local Leagues to involve themselves.

ORGANIZING A CAMPAIGN

It is recommended that tentative plans for the campaign be made before the final decision date. Contacts may be made with other groups or people who are likely to be involved. Discussions of campaign style, coalitions, and activities are appropriate provided that no commitment is given or implied on behalf of the LWVC. This information will be helpful to the board when making its decision.

The LWVC may become involved in initiative signature drives only after the issue has been considered in the legislature. The LWVC engages in a form of "quid pro quo" when it takes part in the signature gathering process in return for a certain amount of control over content. Although legislation is primarily the job of the legislature, the initiative process acts as a system of checks and balances.

The LWVC criteria for taking a stand on initiatives:

- content and how it relates to the LWVC program
- corporate or individual gain versus the public good.

JOINING A COALITION

Additional information on joining a coalition is available in *Action on Issues, Action Guidelines*.

The LWVC or LWVCEF joins coalitions in order to strengthen and magnify our voice. Most coalitions are formed for particular advocacy goals, but these guidelines also pertain to coalitions formed for community education purposes.

The final decision to join a coalition is made by the LWVC or LWVCEF board of directors.

This policy outlines the questions that should be asked during the process of deciding whether or not to join a coalition.

- What is the goal of this coalition? Is it clearly stated, and is there agreement on the goal?
- Does joining in the coalition help move towards a League goal?
- Is this a League priority?
- Does working in this coalition make better progress toward our goal than working alone?
- Is the coalition the right mix of organizations to achieve our goal?
- What is the structure of the coalition?
- How are decisions made?
- What role will the League play in the coalition?
- Is there a formal memorandum of understanding for the coalition?
- Who will the League representative(s) to the coalition be? Is there a backup person?
- What financial obligation does the League have to the coalition?
- What other League resources will be required to support the work?

GUIDELINES FOR COSPONSORING CONFERENCES/FORUMS

The activity should promote the objectives of the LWVC/LWVCEF.

The association with the principal sponsor(s) must maintain the nonpartisan reputation of the LWVC/LWVCEF.

The LWVC/LWVCEF must have the resources to participate with consideration of the time and financial commitments.

Cosponsoring does not have to be limited to the current priority areas but should promote our goals and objectives.

GUIDELINES FOR JOINING OTHER BOARDS

Based on the following criteria, the LWVC/LWVCEF may consider joining the boards of directors of other organizations working on governmental issues:

- The organization should be:
 - well organized
 - dependable
 - legally recognized
 - easily identifiable
- The organization should have:
 - a proven track record
 - a good financial base (financially stable).
- Any financial obligation must be determined and evaluated in relationship to the LWVC/LWVCEF bylaws and governing documents. (See Bylaws Article VII, Section 1)
- The relationship should make the LWVC/LWVCEF more effective than the League would be if acting alone.
- The relationship should advance the objectives of the LWVC/LWVCEF.
- The common issue must be clearly defined and stated in writing.
- The issue must have been of long-standing concern to the LWVC/LWVCEF.
- There should be no conflict between our bylaws, principles, or positions and those of the organization.
- The cost to the LWVC/LWVCEF must be considered, including:
 - board member expenses
 - dues or assessments to/by the other organization
 - liability.

**GUIDELINES FOR RESOLUTION OF
CONFLICTING INTERPRETATIONS OF LWVC POSITIONS**

When local Leagues are in conflict as to interpretation of a state position, each case should be reviewed by the LWVC board, which, if it determines that an inherent conflict does in fact exist, will resolve the matter.

Decisions will reflect overall League principles as well as the priorities for that program area for that year.

The resolution process shall seek to achieve a reasonable balancing of positions by consideration of the following:

- League intent when positions were put in place
- past action taken on issues and anticipation of the impact of any decision on future issues of similar nature.

The LWVC board will document the rationale for its final decision.

GUIDELINES FOR ENTERING LAWSUITS

The LWVC/LWVCEF may consider lawsuits based on the following guidelines:

- The subject of the lawsuit should come within the LWVC principles or positions.
- The lawsuit brief must be reviewed by a legal consultant.
- There should be member interest in, and understanding of, the subject.
- The costs to the LWVC/LWVCEF must be determined in terms of:
 - board member expenses
 - legal fees
 - time commitment of individual LWVC/LWVCEF directors.
- The LWVC/LWVCEF involvement should not result in conflict either between local Leagues and the LWVC/LWVCEF, or among local Leagues.
- The LWVC/LWVCEF involvement should make a difference.
- The LWVC/LWVCEF's involvement should enhance, not jeopardize, public understanding of the League.
- The LWVC/LWVCEF's involvement should increase the League's visibility and effectiveness.
- The law firm should have a good reputation within the legal community.

PROJECT PROPOSALS

A project is any League activity that has a defined scope and time frame and that requires raising funds outside of the approved organization budget. The following rules apply to all LWVC/LWVCEF projects:

The project proposal shall be brought to the board of directors for consideration. Executive committee approval may be obtained only in extraordinary circumstances.

The executive director, appropriate board director(s), and project manager(s) will prepare and review the budget.

The finance/development committee will consider the proposal and submit its recommendation to the board of directors for approval.

The board must approve implementation of the project before funds are raised.

All accounting procedures must be approved by the treasurer.

A designated member of the board of directors shall review and approve expenditures for the project. Copies of the report of authorized expenditures shall be distributed to the president, project manager, treasurer, and other appropriate members of the board of directors.

The treasurer or designated representative shall prepare a monthly report of income and expenditures for each project. The report shall be distributed to the president, appropriate project managers, appropriate board directors, and chairs of the development committee.

The project manager shall prepare a monthly progress report of significant project activity. to be distributed to the president, appropriate board director, and chair of the finance/development committee.

The appropriate board directors shall present project reports. At each board meeting the designated member of the board of directors, the treasurer and the project manager shall submit a report

State board members involved in board-approved projects for the LWVC/LWVCEF or for the LWVUS will receive no compensation for their work except for expenses.

Administrative and overhead costs directly attributable to a project shall be charged to the project. Overhead fees will be charged at the current rate.

All projects continuing beyond the term of the board which approved the project(s) shall be reviewed by the incoming board at its first meeting. Briefing information shall be provided by the director responsible for the project.

Note: For local League project instructions see *How to...Manage the Money in the 21st Century*.

CONSIDERATIONS FOR EVALUATING PROPOSED PROJECTS

Recognizing that the League cannot do it all, priorities must be established. While the goals of a proposed project may be noble, there are numerous things to consider before proceeding. Projects often take more time and resources than originally anticipated. In addition, projects funded by foundation grants generally have stringent and sometimes extensive reporting requirements.

The following list of questions must be answered before the LWVC or the LWVCEF board approves a project.

- What is the primary purpose of this project?
- Is another group already doing it? Would another group do it if the League does not?
- Does the project apply at the state level?
- Will the League's involvement make an impact?
- Does the project increase the League's visibility and effect as a state body?
- Is it timely?
- Is the project appropriate to the goals of the League?
- Is the subject a priority for the League, short or long-term?
- How does this project interrelate with other aspects of the League's program?
- Is the government interested in the subject matter? If not, should government be interested in the subject matter? Will the project serve to attract that interest?
- Is the project educational to decision-makers and the public?
- Does the service provide a service to local Leagues?
- Will the project stimulate needed public awareness?
- What are the fiscal implications of the project?
- Would we do the project whether or not we had outside funding?
- Will the money be sufficient, or can we raise sufficient money?
- How does it fit with our other fundraising efforts?
- Is there adequate member interest?
- Will a significant amount of member involvement be required?
- What administrative time is involved with the project?
- Can it be accomplished within an appropriate time frame?
- Can we locate a project manager?
- If the League does the project, will it prevent the LWVC, ILOs, or local Leagues from taking action?
- Will it enhance the League's status?
- Will it enhance the public's understanding of the League?
- Will it adversely affect the League's credibility?

ENDORSEMENT OF APPOINTMENTS TO BOARDS AND COMMISSIONS

When the LWVC/LWVCEF receives a request to endorse the appointment of a member to a government board, commission, committee, or federal district position, the following procedure will apply:

- The appointment must be for a state board, commission, or committee, or a federal district position within California.
- The League's nonpartisan policy shall be considered in determining whether the appointment is appropriate.
- The individual must be a League member in good standing with a local League.
- The individual must submit a resume.
- The LWVC/LWVCEF letter will enumerate the League member's qualifications and urge consideration of the member for appointment.
- The president will have the discretion to make the recommendation and communicate the decision to the board.
- The nominating committee may provide the president with names to fill appointments to state and regional boards, commissions, and committees, or a federal district position.

CONCURRENCE

The definition of concurrence in *In League* is:

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

As a general rule, background materials presenting the pros and cons on the issue being considered are provided to Leagues and members in the concurrence process.

To ensure that all delegates to LWVC conventions are given adequate notice that they will be asked to consider adoption of a position by concurrence and that they will feel they are casting an informed vote, the following procedure will be followed:

- Local League(s) must submit as one of their recommended issues for state program planning the adoption of a new position by concurrence. It could be something such as “adopt a new state position on xxxx by concurring with another League existing position.” This is the method by which the issue will be on the list of non-recommended items, and at the time of the convention will be eligible to be moved for consideration.
- The local League or individual members who plan to move for adoption of a new position by concurring with a current position of another League or ILO must notify all local League presidents of this not later than 30 days prior to the start of the convention. If requested in time, the LWVC office will provide mailing labels or email addresses for the presidents, but it is the responsibility of the individuals or local Leagues to send the notice recommending concurrence.
- The notice to local League presidents will contain the following information:
 - the position the delegates will be asked to adopt
 - the name of the League or Leagues whose position it is; when the study was done; a succinct but complete description of the extent of the study; and instances of application of the position. If the position is not from a League, then this should be a description of the process used to develop the position
 - any other local Leagues or ILOs that have a similar position, in order to indicate the present extent of member understanding of the issue.
- The League or members who plan to move consideration of the concurrence should come to convention prepared to give a copy of the notice with the above information to all delegates.
- The Convention *Workbook* should be consulted for instructions on moving a not-recommended item for consideration. Passage of a not-recommended item requires an affirmative vote by three-fifths of the delegates.
- Any needed assistance may be requested from the LWVC expert in whose portfolio the concurrence position would fall.

LWVCEF Study Process: Study Committee Responsibilities

[Note: Throughout this document, the word "study" may be taken to indicate either a full study to create a new position or an update of an existing position.]

1. Normally, only one state study should be adopted at any convention.
2. Ideally, a state study will be a three-year process to avoid education and consensus activity interference with local Leagues' work during the federal election cycle. Any request for a shorter or longer timeline must be reviewed and approved by the LWVCEF board. The time frame may not be changed once the study is in process without express permission of the LWVCEF board.
3. An exploratory study committee that wishes to have its topic considered for recommendation by the LWVCEF board at convention must submit the following items as part of the program planning process. These should be distributed to all local Leagues, along with any other background material helpful to promoting the study in time for each local League to consider the study aspartof its own program planning meeting.
 - Rationale for the study
 - Outline of the study's proposed scope
 - Names of local Leagues that back the study and pledge to participate in the consensus.
4. When a study is adopted at a convention (for either a recommended or not-recommended item), with a completed study rationale and preliminary scope, the LWVCEF board will conduct a process to appoint the study committee members, including appointing the committee chair.
5. Once a study committee has been appointed, the following items must be completed within six months and approved by the LWVCEF board. If these items are not completed on time, it will be up to the discretion of the LWVCEF board whether to allow the study to proceed.
 - Attendance by the official study committee at a training session conducted by the LWVCEF board and/or staff detailing the fiscal and organizational responsibilities of all parties involved in the study. Consensus question framing will also be covered.
 - Development by the study committee of a more detailed scope of the study.
 - Development by the study committee of the proposed schedule for the study, including deliverables.
6. Development by the study committee of the proposed budget and funding sources for the study.
[Study budget and fundraising strategies must be developed with the executive director and follow LWVCEF procedures.]

7. Acquisition of funds for a not-recommended study. *[Recognizing that a not-recommended study is not included in the budget as proposed at a convention, a nominal amount of “seed money” will be provided in the LWVCEF budget to allow for startup costs for a not-recommended item. Study fundraising strategies must be developed with the executive director and follow LWVCEF policies.]*
8. The study committee should send regular updates to each local League beginning early in the study process – even while the study kit is still under development. These updates can include suggested readings, short articles, and ideas for meeting. Study committee members are encouraged to meet with local Leagues to help promote the study and to be available to answer questions from local League members.
9. The study kit must go out to local Leagues a minimum of nine months prior to the consensus due date to allow for local League scheduling.

***Sample Timeline for a
Three Year State Study Adopted May 2013***

[This schedule is intended to be very rough and allows a lot of leeway. It tries to take into account the “down” time that most local Leagues experience over the summer and around the holidays. Most importantly, it avoids the ongoing conflict between the study's education and consensus process and local League responsibilities relating to the Federal election cycle.]

May 2013: Study is adopted at convention

May 2013—October 2013: Study committee is selected and trained; study scope, schedule, and budget are developed, board approves funding source and application, and funding is obtained

November 2013: The LWVCEF board gives go-ahead for study to begin

November 2013—June 2014: Study committee conducts research and develops consensus questions and study kit; sends out a reading list to local Leagues, along with suggested resources and/or activities; local Leagues form their own study committees

July 2014: The LWVCEF board approves study kit and consensus questions

August 2014—February 2015: Study committee distributes study kit to local Leagues and begins the process of educating local Leagues through other means—e.g., LWVC Web site articles; local Leagues form their own study committees

March—May and October—November 2015: Local Leagues educate their members and conduct consensus meetings

January 2016—February 2016: Study committee crafts draft position based on local League Consensus Reports

March 2016: Study committee presents draft position to the LWVC board for review/editing

March 2016—April 2016: Study committee revises position based on the LWVC board input

May 2016: Position is adopted at LWVC board meeting so that action may begin

May 2017: Position is formally ratified by members at convention along with the rest of the LWVC program

***Sample Timeline for a
Two Year State Study Adopted May 2013***

[A two-year study is one that is either a very limited study, or else a limited update study of an existing position. This schedule is intended to be rough and allows some leeway. It tries to take into account the “down” time that most local Leagues experience over the summer and around the holidays. Most importantly, it avoids the ongoing conflict between the study's education and consensus process and local League responsibilities relating to the Federal election cycle.]

May 2013: Study is adopted at convention

May 2013—September 2013: Study committee is selected and trained; study scope, schedule, and budget are developed, board approves funding source and application, and funding is obtained

September 2013: The LWVCEF board gives go-ahead for study to begin

September 2013—July 2014: Study committee conducts research and develops consensus questions and study kit; sends out a reading list to local Leagues, along with suggested resources and/or activities; local Leagues form their own study committees

March 2014: The LWVCEF board has a first discussion of the proposed consensus questions

May 2014: The LWVCEF board approves consensus questions

Summer 2014: Study committee distributes study kit and leader's guide to local Leagues. Local Leagues form their own study committees.

Fall 2014: Break for General Election

November 2014 - March 2015: Local Leagues educate their members and conduct consensus meetings

April 2015 – May 2015: Study committee presents crafts draft position based on local League Consensus Reports

May 2015: Position is adopted at LWVC board meeting so that action may begin

May 2017: Position is formally ratified by members at convention along with the rest of the LWVC program

LWVCEF Study Process: Board/Staff Responsibilities

1. Create a budget that includes the necessary board-approved funding sources for a board-recommended study or, alternatively, seed money for a possible not-recommended study, for the fiscal year following each convention. The process must follow LWVCEF policies.
2. Create and moderate a program planning list-serve for use by local League members.
3. Create an application form and "vetting" process for the members of any study committee—especially the chair. Qualifications will include:
 - League experience
 - Expertise in the area of the study
 - Project management experience, including writing skills
 - Time availability over the life of the study
 - Lack of bias toward a desired outcome.
4. Exercise final approval over the creation of the study committee, which ideally would consist of at least nine qualified members plus its chair.
5. Provide historical data to the study committee to allow for realistic budgetary and scheduling activity.
6. Present recommendations for hiring of part-time, temporary staff to support the study committee so that ongoing LWVC operations will not be jeopardized. *[These recommendations will assist the study committee in budgeting and in planning their fundraising strategy, which must follow LWVCEF policies.]*
7. Develop and conduct a training session for study committee members that covers, in great detail, the roles and responsibilities of all participants in the study process. Also, ensure that the study committee has copies of and has reviewed relevant League publications such as *Writing for League*.
8. Commit the necessary LWVC Program Committee time and effort to provide ongoing supervision of, documentation of, and punctual reporting on the study committee and its work, especially:
 - Completion of “deliverables” by the scheduled dates
 - Adherence to budget and to financial reporting procedures
 - Issues of attrition or non-participation by study committeemembers. Emphasis should be on early detection and resolution of problems.
9. Resolve to be willing to “pull the plug” on a study if ongoing problems are not addressed—e.g., schedules are not met, quality of research and analysis are not acceptable, study committee is non-functional, or too much staff time is being used to the detriment of the LWVC ongoing work.
10. Provide continual, repeated education of local Leagues about these procedures.

FUNDRAISING EVENTS

The League of Women Voters of California often finds itself in need of raising funds. These are the terms of agreement to be used when the LWVC/LWVCEF works with local Leagues to raise funds through events in California.

LWVC/LWVCEF

- Will consult with all local Leagues in the impacted area
- Will not conflict with local League fundraising activity within a two-month time period
- Will not interfere with local League donors if there is a perceived conflict
- Will invite local League participation and provide a memorandum of understanding
- Will provide leadership and direction for the event
- Will maintain active regular communication with the local Leagues in the impacted area, whether or not they have decided to partner with the LWVC/LWVCEF in the event
- Will offer events in both northern and southern California equitably
- Will pay all expenses and split any profits with the local League at a predetermined rate
- Will provide speaker and theme for the event.

PARTICIPATING LOCAL LEAGUES

- Will provide the LWVC/LWVCEF with timely response to the invitation to participate
- Will provide advice and specifics regarding possible event sponsors
- Will provide list of invitees, send invitations, and receive responses, if asked to do so by the LWVC/LWVCEF
- Will provide members to help with the event
- Will act as planning committee members, including support with venues, arrangements, vendors, sponsors and registration, if asked to do so by the LWVC/LWVCEF.

FUND DEVELOPMENT

The LWVC/LWVCEF executive director and development/marketing directors, if any, shall canvass the state community for funds. The state community includes individuals, corporations, foundations, and government grants. The board of directors of the LWVC/LWVCEF shall also attempt to set up long-range funding sources such as bequests and other deferred-giving programs.

Requests for funding shall be based on current work of the LWVC/LWVCEF and current need as reflected in the budget.

The fund development program of the LWVC/LWVCEF will in no way conflict with a local League's desire to make a contact itself.

PURPOSES OF LWVC/LWVCEF FUND DEVELOPMENT

To keep the per member payment (PMP) as low as possible by seeking contributions from corporations, individuals, foundations, and government agencies.

To provide services to local Leagues at the lowest possible cost—for example, funding for the research and development costs of all voter service materials.

To provide board-approved additional services to the public and to League members through contributions and special project funding—for example, gubernatorial and senatorial debates.

To provide local Leagues with opportunities to explore program areas or to produce revenue that would only be available because of special projects.

To fund studies, election-related material and other educational activities for members and the public.

REVENUE SHARING

If a corporation, foundation, or government agency asks the LWVC/LWVCEF to consider a statewide project or contract, no revenue-sharing is necessary.

On special LWVC/LWVC projects, the LWVC/LWVCEF will participate in revenue-sharing with local Leagues commensurate with efforts expended by the local Leagues to ensure the success of the projects.

When a local League hosts a statewide event for the LWVC/LWVCEF, the profits from the event will be split with the local League at a rate of 20 percent, unless otherwise agreed.

There will be a 10 percent split of net proceeds from vehicle donations made in a local League's area if that League is promoting the LWVCEF vehicle donation program.

A major component of the fund development plan is major gift solicitation. The net proceeds of major gifts raised with the involvement of local Leagues will adhere to the following gift-sharing policy, unless otherwise directed by the donor:

- 5 percent to the local League for providing information about the major gift prospect to the LWVC/LWVCEF
- 10 percent split to a local League for identifying a major gift prospect.
- 25 percent split to a local League for helping the LWVC/LWVCEF to solicit a major gift from a prospect.

SPECIFIC TO MARKETING

The LWVC/LWVCEF will communicate and cooperate with local Leagues before making marketing calls to corporations, foundations, and individuals within a local League's jurisdiction.

If a local League originates a contact for the LWVC/LWVCEF marketing within its jurisdiction, supplies a contact name, and the contact is successful, 10 percent of net profit but not more than \$1,000 will be given as a "finder's fee" to the local League, even if the local League does not participate in the call, unless otherwise agreed.

COOPERATION AMONG LOCAL LEAGUES

The LWVC/LWVCEF asks that local Leagues cooperate with each other on finance work.

If a firm with headquarters in a local League's jurisdiction asks a local League to do a project that goes beyond its boundaries, it must consult with the other local Leagues involved before accepting the project.

Funding for the project should be shared by the Leagues involved in proportion to the amount of work needed.

If a local League seeks a contribution from a firm in another League's jurisdiction, it must first request permission from that local League.

A portion of any contribution received from outside a local League's jurisdiction should be shared with the local League granting permission using the LWVC/LWVCEF guidelines.

UTILIZING ELECTED OFFICIALS TO SOLICIT DONATIONS

- The LWVC and LWVCEF boards authorize utilizing opportunities and resources available through elected officials or former elected officials for specific fundraising purposes:
 - Some examples for LWVC include: Trudy Schafer Fellowship, or special events such as celebrating League Centennial and for LWVCEF Voters Edge, or funding of a study.
- Efforts would be made to have a representative from different major parties and document efforts if not successful in getting a representative from the different major parties.
- Advancement committee will approve the individual fundraising drive and will keep the League Board informed.
- Fundraising campaigns will not be conducted during an election period in which the participating elected officials are standing for reelection.

LOCAL LEAGUES

Local Leagues may invite statewide candidates to local events unless the LWVC/LWVCEF is planning to sponsor an event with those candidates. The local League must contact the LWVC/LWVCEF for permission before proceeding.

Media outlets are the responsibility of local Leagues for county, state, and national position action. Where many Leagues share the same media outlets, the inter-League organization (ILO) shall coordinate, or, where no ILO exists, local Leagues shall coordinate among themselves.

All League members are encouraged to observe state board meetings. Nonmembers may attend by invitation of the state board. Observers may not participate in discussion unless granted permission by the chair and may not vote.

LOCAL LEAGUE CRISIS MANAGEMENT POLICY

Three months delinquent in PMP:

- Funds raised by the LWVC in the territory of the delinquent League that would normally be revenue-shared are to be applied to the PMP
- The LWVUS is to be notified that contact has been made with the local League for the purpose of providing support.

Six months delinquent in PMP:

- On the recommendation of the LWVC member services director, a crisis management team of four, with the majority being LWVC board members, is to be appointed by the LWVC board:
 - the LWVC member services director
 - the LWVC treasurer
 - the balance from within and without the board
 - LWVC board members who are members of the delinquent League in question are precluded from serving on the crisis management team.

Nine months delinquent in PMP:

- request report from the local League regarding progress made in resolving problems
- report results to the LWVC and the LWVUS.

Twelve months delinquent in PMP:

- The LWVC board determines if delinquency should be reported to the LWVUS for possible disbandment.

The funds of disbanded Leagues shall be sent to the LWVC/LWVCEF. Exception: When the total membership is transferred to a neighboring local League, the funds shall be transferred to that local League.

CHARGE OF CRISIS MANAGEMENT TEAM

- obtain factual information
- analyze basic problems
- request that local League members be notified by the local board of the current problems
- negotiate solutions mutually acceptable to both parties
- allow for a maximum of two meetings with the delinquent League.

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. The 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 LWWUS policy.

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

MAS/MAL Unit Chairs receive:

- LWVC and LWWUS leaders' communications that include: Leaders UPDATES from the LWVC and the LWWUS, Calls to Action and Action Alerts.
- 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.

Public Relations

The MAS/MAL unit is encouraged to use the local media for announcing unit activities. The MAS/MAL may share press releases from the LWVC/LWVCEF or the LWVUS or reporting state or national news.

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 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.

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.

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 Program/Advocacy Director in consultation with the staff program director/advocate.

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.

TERMINATION OF MEMBERSHIP

The Board of Directors may terminate or suspend a membership, or expel or suspend such a member, for:

- a) nonpayment of dues or
- b) for conduct which the board shall deem inimical to the best interests of the LWVC, including, without limitation, flagrant violation of any provision of bylaws or failure to satisfy such membership qualifications.

The board shall hold a formal meeting and vote to approve notice of the proposed action. The notice must include:

- the proposed expulsion, suspension, or termination;
- the reasons for the proposed action;
- the deadline for response is 10 days after this notice; and
- the date of the board's determination meeting is 15 days after this notice.

A suspended member shall not be entitled to exercise any of the voting rights set forth in the LWVC bylaws.

LWVC/LWVCEF
Adopted: July 16, 2006
Amended: March 8, 2007
Amended: July 13, 2008
Amended: November 16, 2008
Amended: December 4, 2016
Amended: July 30, 2017

Convention/Council
CC-1

POLICY ON CONVENTIONS

BIENNIAL CONVENTION

According to Article IX of the League of Women Voters of California (LWVC) bylaws, in the section on Convention and Voting Rights, the LWVC shall hold a meeting of all members by representation through elected delegates. The meeting will be held in April, May or June in odd-numbered years. The time and place of the convention shall be determined by the board.

Biennial conventions are to be held in a community which has a local League willing and able to serve as host to the event.

Convention budgets will be included in the LWVC budget and will be managed by the LWVC board and staff. The registration fees for delegates, non-delegates and visitors/guests should be set to cover the cost of the event including the expenses of state board members, speakers and other invited guests. Registration fees may be inclusive, a daily attendance fee, and/or separate fees for individual meals and events. The convention host committee will receive the net income from hospitality events that it sponsors.

Both delegates and registered non-delegates may attend the meetings and organized meals. However, only delegates may vote on items being considered. A non-League member may attend convention as an observer and will pay daily attendance fees and fees for individual meals and events, as appropriate.

If a local League will not use its entire delegate allotment at convention, a member from another local League may register as a delegate from that League. The transfer of funds for delegate expenses shall be arranged between the Leagues involved

LWVC Board Members

LWVC Board Members will be reimbursed for registration, hotel, and travel expenses, with the expectation that they have an active leadership role at convention. Parking fees, food and internet charges are not reimbursable.

LWVC Board Nominees

League members nominated to serve on the state board are requested to attend the convention and the joint board meeting immediately following the convention. It is appropriate for the LWVC to fund expenses incurred by the members complying with this request. It is further appropriate that those members whose attendance is paid for by the LWVC be available for volunteer work if requested.

LWVC/LWVCEF Budget Committee

Budget committee members may be invited to attend the convention. It is appropriate for the LWVC to fund expenses incurred by members complying with this request. It is further appropriate that those members whose attendance is paid for by the LWVC be available for volunteer work if requested.

LWVC Nominating Committee

Nominating committee members may be invited to attend the convention. It is appropriate for the LWVC to fund expenses incurred by member complying with this request. It is further appropriate that those members whose attendance is paid for by the LWVC be available for volunteer work if requested.

Invited Members

Invited members' expenses (i.e., nominating committee, slate nominees, budget committee) at convention will be paid by the LWVC as follows:

Members who are not local League delegates:

- Full transportation expenses
- Half of hotel expenses if not sharing a room with another League member
- Registration fee waived for day(s) of meeting(s) attended
- Saturday banquet (if not included in the registration fee)

Members who are also local League delegates:

- Registration fee is not waived
- Compensation will include the balance of the travel, hotel and food expenses not covered by the local League as a local League delegate.

Speakers/Workshop Presenters

Plenary, luncheon or banquet speakers and the parliamentarian will have registration fees waived and their meal and hotel expenses for day(s) of participation will be an expense of the convention.

Workshop speakers/presenters from local Leagues who would otherwise attend convention are asked to register and pay the full registration fee. Those who are attending only because they are presenting at a workshop can receive complimentary registration with lunch for the day of the workshop.

Volunteers

Volunteers to the convention may attend one workshop for every three hours of donated time at the convention.

Annual Meeting for MTAs

In lieu of convention, travel and food expenses for MTAs will be reimbursed for attendance at a full day MTA annual meeting at a date/place to be determined.

CAMPAIGN POLICIES FOR CANDIDATES FOR LWVC OFFICE

Excerpt from the LWVC Bylaws adopted June 4, 2017

ARTICLE VII - COMMITTEES

Section 2(a)(3). The Nominating Committee. The report of the nominating committee of its nominations for officers, directors, and the chair and two members of the succeeding nominating committee shall be sent to local Leagues and ILOs one month before the biennial convention. The report of the nominating committee shall be presented to the convention on the first day of the convention. Immediately following the presentation of this report, nominations may be made from the floor by any member of the convention, provided that the consent of the nominee shall have been secured.

ARTICLE XI – CONVENTION AND VOTING RIGHTS

Section 7. Election Committee. The election committee appointed by the president on the first day of the convention shall be in charge of the election. The election shall be by ballot, except that if there is but one nominee for each office, it shall be by voice vote. A majority vote of those present and qualified to vote and voting shall constitute an election.

CAMPAIGN POLICIES

Candidates for LWVC office, as defined in No. 1, below, are subject to the provisions of the following *Campaign Policies for Candidates for LWVC Office*.

1. The term “candidates for LWVC office,” as used in these policies, shall be understood to include candidates nominated by the LWVC nominating committee and any alternate slate or individual candidates standing for election to LWVC office (i.e., officers, directors and/or nominating committee).
2. A slate is defined as more than one person running or working together for election to LWVC office.
3. The convention parliamentarian will act as the LWVC liaison for candidates for LWVC office.
4. Individuals not nominated by the nominating committee may declare their candidacy prior to convention by submitting a letter to the convention parliamentarian signed by two local League members. Those who sign letters of nomination are limited to one per office.
5. A candidate may not stand for election to more than one office simultaneously in one election.
6. All mailing will be at the expense of candidates for LWVC office, except for official pre-convention information regarding nominations issued at the request of the LWVC nominating committee.
7. Candidates for LWVC office may purchase a mailing list, labels or e-mail distribution list of local League presidents at a cost determined by the LWVC executive director, according to current policy.

8. Solicitation of funds within the LWVC is limited to requests made by candidates for LWVC office to individual League members only. The LWVC, local Leagues and inter-League organizations (ILOs) shall not contribute to a campaign. Individual contributions shall not exceed \$50 in cash or in-kind contributions per candidate per election, including personal contributions from individual candidates.
9. Campaign expenditures shall not exceed \$500 for a nominated slate, alternate slate or for an individual candidate. For reporting purposes, expenditures shall include mailings (copy expenses, postage, etc.), mailing labels, brochures, buttons, and any other campaign materials promoting a slate or individual for state office of the LWVC.
10. Prior to the opening plenary session, candidates for LWVC office shall file with the LWVC secretary a preliminary report with an itemized listing of revenues, including their source, and expenses incurred as of the start of the first plenary session of the convention. Candidates shall file reports on forms available from the LWVC secretary.
11. Candidates whose names are placed in nomination from the floor and who have not declared their candidacy prior to convention, and who have expended monies for campaign materials for distribution at convention in support of their candidacy, shall be required to file with the LWVC secretary a preliminary report with an itemized listing of revenues, including their source, and expenses incurred as of the start of the first plenary session of the convention. This filing shall be submitted to the LWVC secretary by the end of the day during which the nomination is made.
12. Failure to file with the LWVC secretary in accordance with procedures, described in Nos. 10 and 11, above, shall result in a defaulted candidacy.
13. Candidate-related paraphernalia shall not be worn on stage during the conduct of regular convention business, including facilitation of workshops.
14. Within 30 days following the convention, candidates shall file a final report on forms available from the LWVC secretary. A summary report will be distributed to all local Leagues and inter-League organizations (ILOs) via the LWVC electronic distribution to local and ILO presidents, as maintained by the state office, according to regular posting procedures as established, and will also be reported to the LWVC board at its next regularly scheduled board meeting and will appear in the Post Board Summary of that meeting.
15. Candidates who fail to file in accordance with procedures described in No. 14, above, shall pay a fine of \$50/day, for a maximum of not more than 10 days.
16. LWVC convention planning shall include the possibility of candidacies other than those nominated by the nominating committee and shall have procedures in place for conducting a candidate forum, in keeping with League standards.
17. The candidate forum moderator shall have been involved in no way with any candidate campaign for LWVC office. The moderator preferably shall be a League member with voter service background.
18. The convention committee will provide tables (in the convention areas) for all candidates to place their campaign materials.
19. Signs and distribution of campaign items shall be allowed only in the designated campaign areas listed in the Convention Rules.
20. Candidates shall be responsible for removing all signs and visual displays as set forth in the Convention Rules.

21. Only LWVC candidates nominated by the LWVC nominating committee may be reimbursed by the LWVC for convention expenses.
22. Candidates shall be asked to sign a *Fair Campaign Practices Principles* form to be submitted to the LWVC secretary. A list of candidates signing the form shall be posted in the plenary room and be fully accessible to all convention attendees.
23. Policies for candidates to LWVC office do not apply to issue campaigns.
24. The parliamentarian shall issue a ruling on any dispute arising from implementation of these policies.

FAIR CAMPAIGN PRACTICES PRINCIPLES

As a candidate for LWVC office, I pledge the following:

I will conduct my campaign for the LWVC Board of Directors or Nominating Committee openly and fairly. I will discuss the issues and participate in fair public debate with respect to my views and qualifications.

I will neither engage in nor be involved with unfair or misleading attacks upon the character of an opponent, nor will I engage in invasion of personal privacy unrelated to fitness for office.

I will not be part of any appeal to prejudice.

I will neither use nor be involved with the use of any campaign material or advertisement that misrepresents, distorts or otherwise falsifies the facts regarding an opponent. I will clearly identify (by name and address) the source of all advertisements and campaign literature published or distributed.

I will publicly repudiate support deriving from an individual or group whose activities would violate the Fair Campaign Practices Principles.

In signing this pledge, I assume personal control over and responsibility for the conduct of my campaign.

Signature: _____ Date _____

Print Name: _____

Office
Sought: _____

Please file the signed pledge with the LWVC secretary no later than 10:00 a.m. on Friday, the first day of Convention.

RULES FOR CONDUCT OF CONVENTIONS

The body of the convention will adopt rules for the conduct of convention. The rules will govern the meeting of the LWVC in all cases to which they are applicable and are not inconsistent with the bylaws.

NATIONAL CONVENTION AND COUNCIL

National Convention. The board, at a meeting, shall elect delegates to the national convention in the number allowed the LWVC under the provisions of the bylaws of the LWVUS.

National Council. The board shall elect delegates to the meeting of the council of the LWVUS at a meeting preceding such council meeting in the number allowed the LWVC under provisions of the bylaws of the LWVUS.

CONFERENCES AND AREA MEETINGS

Such regional conferences and area meetings as may be deemed necessary shall be called by the board of directors.

COMMUNICATIONS

While serving as a board member, staff, or appointed leader for the LWVC, you are a spokesperson for the League. Remember that nothing is more powerful than a personal connection, whether we're asking someone to register to vote, to join, or to volunteer for a leadership position.

Biographies and Photos

When a board member, staff person, or other state leader is first elected, hired, or appointed to an official state position, they should provide a short biography to be added online and used in publications. They also are asked to provide a full color head shot in a resolution appropriate for print and online use (200x250 pixels should be adequate). A public presence is not required, but is encouraged, so that members and the public are familiar with the leadership of our organization and can identify with who we are, as a grassroots organization.

Business Cards

Each staff person and board member will be provided with a set of business cards each year. Everyone else is invited to order (and pay for out of their budget) business cards of their own; we encourage the use of templates provided by the LWVUS or LWVC.

Name Badges

Each staff person and board member will be provided with a name badge when they start in their role. This badge should be worn at all League functions and events where one is representing the League, and should *not* be worn at events where one is *not representing* the League. Everyone else is invited to order (and pay for out of their budget) name badges of their own; we encourage them to use templates provided by the LWVUS or LWVC.

CORRESPONDENCE

Communication is the lifeblood of the League. Promptness in replying is required and appreciated.

Each board member is expected to handle preparation of his/her own routine correspondence. The office staff is primarily a communication center and mailing unit, to be called on for copying, mailing to local Leagues, select official state e-mail "blast" communications, etc.

LWVC.org Email Addresses

The creation and invalidation of email addresses is at the discretion of the LWVC board in collaboration with staff. The Administrative Assistant will ensure these email addresses are kept up to date and functional, in collaboration with our Information Technology (IT) contractor and relevant board and staff.

Board members, staff, committee, and projects may be given an **official lwvc.org topical email address**, typically as an email which forwards to their own personal non-lwvc.org email account. This system is designed to retain privacy, to be easily transferred when someone new takes over a role, and can be set up

to message multiple people (in the case of co-chairs, vacation coverage, or committee work). For example: communications@lwvc.org, legislation@lwvc.org, social_policy@lwvc.org.

Board members and staff also will be assigned **an official personal lwvc.org email** based on their name; for example: jdoe@lwvc.org, msmith@lwvc.org.

Official lwvc.org email addresses are listed on our Web sites and in the Resource Directory so that members and the public will receive a prompt reply to their inquiries. All correspondence using lwvc.org email addresses should be for official League business and this is considered to be an instance where you are representing the League in your official capacity.

Your **email signature** should include your name, title, the state League's name, and contact information. Adding a tag line to your email signature is strongly encouraged; communications will provide you with signature suggestions in each State Board Kit.

Anyone with an official lwvc.org email must provide a personal email address (preferably not AOL) in order to set up the forwarding account. If you are going to be unable to respond to email in a timely way (for vacation or illness) you must arrange an auto responder in your own email system or request that someone else receive the emails (this must be arranged at least 2 weeks in advance in order to allow our IT contractors time to implement the change).

Groups, ListSerts and Other Online Collaboration Spaces

Individual board members and committees are encouraged to create collaboration spaces, which allow two-way communication in an opt-in format. These groups may be private (for select committee members, for example), open to all members, or public. We encourage the use of Yahoo Groups because they are familiar to our members and have a long history of reliability, but you may use other systems at your discretion. Be sure to list any group you create here (send a request to web@lwvc.org): <http://www.ca.lwv.org/lwvonly/lists.html>.

Official LWVC/EF collaboration spaces must have a state representative (elected or appointed On- or off-board Director) as a participant, in order to monitor the group and keep the LWVC informed of any issues which might arise there.

Although board members and off-board members may create one-way communication lists, this is discouraged because it fails to adhere to the opt-in principle and allows only for one-way communication.

COMMUNICATIONS WITH A LOCAL LEAGUE

When writing to a local League, send a copy of your letter to its management/training advisor and the state office. Be sure to include the name of the League in the inside address, and the portfolio—it helps to identify the addressee. Urge local Leagues also to send copies of responses to the MTA.

When answering a multiple-copy letter or email from a local League, the person to whom it is addressed is responsible for replying. If a person who receives a copy has information to be considered, relay it immediately to the person to whom the letter was addressed for incorporation into the reply.

COMMUNICATIONS WITH THE LWVUS BOARD

Address any letters for the LWVUS board members to the LWVUS office, as they travel frequently. If information only is required, the letter usually can be answered by the office staff. If it is addressed to board members at their homes, some time may elapse before they receive it and are able to answer it.

Copies of letters to the LWVUS also should be sent to all the LWVUS board members residing in California and a copy to the LWVC office.

COMMUNICATIONS OUTSIDE THE LEAGUE

If a board member writes a letter, email, blog post, or makes a similar public statement as a board member, the communication comes from that person. The communication is closed with his/her signature written above his/her name and board title. On the first line, underneath position title, type "cc: name(s), and position(s) of others who are to receive copies." Be sure to send copies to these people and to the LWVC president.

If a physical letter is important enough to be signed by the president as well as by a board member, it is printed with a copy on letterhead, and both are sent to the president along with a stamped, addressed envelope. The president will sign the letter, which has already been signed by the board member. The president will mail it. In an emergency, exceptions may be made by telephone consultation.

If the correspondence has to do with a local League, a copy goes to the MTA. If the correspondence has to do with a state official, copies go to the LWVC legislation director and the advocate. If it is with a federal official, a copy goes to the LWVUS.

All board members who have off-board consultants or committee members reporting to them are responsible for sharing this procedure with them.

NEWSLETTERS

LWVC e-News

LWVC News is a one-way information e-mail from the LWVC/LWVCEF board of directors and staff to anyone who subscribes (members and non-members). It is sent every month (except January) roughly on the first Tuesday of the month. The schedule for topic submission, copy submission, and release dates are detailed on the Remote Web Workplace calendar, online.

To submit a topic, any member may contact the relevant board member with their idea. That board member must then submit potential topics to the Communications Manager by the topic deadline for review by the President. If approved, the Communications Manager will notify the board member that copy must be submitted by the deadline. Submitted copy is then reviewed by the Communications Manager and President. Due to the tight scheduling of this communication, it may not always be possible to notify the writer and relevant board member if edits are necessary. Content may be removed in the final version at the discretion of the President and Communications Manager.

Project-Specific Newsletters

From time to time we may offer additional newsletters. They are created and managed in collaboration with the Communications Director and Communications Manager. Instead of creating e-newsletters, we encourage state leaders to consider creating collaboration spaces (see that section, above).

COMMUNICATIONS PRINCIPLES

It is essential that we follow communications best practices. We strive to have regular, defined, opt-in, user-focused vehicles which members and the public value enough to request a subscription. We should strive to only message our subscribers (at least monthly, but no more than weekly) and to contact everyone on our list at least yearly.

We currently maintain sub-lists for our issues for emphasis, our e-newsletter, SmartVoter.org, EasyVoter.org, the LWVC Leaders Update, and Action Alerts.

Maintaining our suite of vehicles requires coordination, discipline, and restraint. It also requires strong editing, prioritization, and cooperation. Any formal state communication must be scheduled to prevent “overloading” our audience, but also to ensure people interested in the League hear from us on a regular basis, on the topics they are interested in, and at a frequency they agreed to.

Workflow: Editing, Proofreading, Fact Checking, and Approval

A **communications calendar** should be prepared on a rolling basis, detailing all internal and external communications and made available to all staff, board, and off-board leaders. This should include everything from e-newsletters to fundraising appeals, Legislative Interview Kits and Program Planning Kits to Council and Convention messages. By overlaying the vehicles, topics, audiences, holidays, and dates our communications can be much more efficient.

No “one size fits all” **editorial process** works for all vehicles or topics. A workflow must be designed by the relevant board members, staff, and volunteers to ensure accurate, audience-appropriate, effective, timely communications. The stakeholders’ skills, availability, and preferences also must be taken into account. The Communications Director and Manager have valuable expertise to offer but are dependent upon the experts in the topic area to understand the audience, purpose of the communication, risks, timeframe, and desired result. The best communications require a strong partnership.

All communications must comply with branding standards and be clearly identified as League communications.

The Communications Director and Communications Manager should be made aware of all official state communications and be invited to participate in the planning, execution, and approval. They may choose to delegate their responsibility.

We recommend the following key components be considered:

- Branding
- Audience
- Desired outcome
- Relevance to raising members, money, or attracting the media
- Priority for the League overall, as well as for the stakeholders
- Risk (lawsuits, errors, delays, etc.)

- Proofreading
- Fact checking
- Stakeholders
- Timeliness
- Coordination with other campaigns, topics, vehicles, etc.
- Workplan
- Budget

When a communication piece has been prepared for distribution, the defined workflow must be followed. After the team approves the content, the final version shall be sent to the president for approval. If the new content is created based on already existing content, and is materially not different from previously approved content, the president does not need to approve it.

PUBLICATIONS AND MAILINGS

Mailings to local Leagues of materials originating from local Leagues shall be sent out by local Leagues themselves, unless the mailing involves a LWVC/LWVCEF priority. If a priority, the LWVC/LWVCEF will mail if the local League sends sufficient copies to the LWVC office or pays the LWVC office direct copying expenses.

The LWVC/LWVCEF will mail material originating from outside organizations or companies if the materials concern an event the LWVC/LWVCEF is sponsoring.

The LWVC/LWVCEF may grant permission to use mailing labels only if materials involve a LWVC/LWVCEF priority. The LWVC/LWVCEF will refuse permission to use mailing labels if materials do not involve a LWVC/LWVCEF priority.

Former state presidents will be asked to designate the name to be used in the Resource Directory list of past presidents.

LWVUS publications may be ordered from the LWVUS directly.

The LWVC/LWVCEF publishes its own publications catalog which is available free from the state office and online. A number of materials are now available free, for download, from our public and our members only sites.

PUBLISHING POLICIES

All LWVC/LWVCEF publications which have public distribution are routinely copyrighted.

Local Leagues are encouraged to make all free public LWVC/LWVCEF materials available via their own local communications (newsletter, e-newsletter, Web site, e-list, Yahoo group, etc), free of charge. Local Leagues may charge a fee for reprints, DVD, or other copies of LWVC/LWVCEF copyrighted public material as long as they inform their audience that the materials are available from the LWVC online for free.

The LWVC/LWVCEF, for copyright purposes, will retain authorship of every LWVC/LWVCEF publication; acknowledgments may be made of persons who made a major contribution to the publication. Credits for the LWVC/LWVCEF publications may be limited to the names of those persons who assisted in the actual research, writing, and production of the publication.

The administrative assistant will set the price of publications, DVDs, and other materials in consultation with the First Vice President. Materials are usually priced so that expected sales, computed at the League price, produce income sufficient to cover production costs. "Production costs" include 25 percent overhead and mailing to state board.

Distribution of internal materials to non-League members, either free or by purchase, must be approved by the first vice president and/or the president.

Publications financed by the LWVC/LWVCEF will include a statement acknowledging that fact.

WEB CONTENT

Board and off-board officials are responsible for their relevant content online. They must watch the recorded communications training webinar about writing for the web.

Board, staff and volunteers receive custom training to update their specific content on **CAvotes.org**. Although they may ask staff or the Communications Manager for advice, they should be managing and administering their content themselves either directly or through delegation to other volunteers.

Content of the **members only site** is in transition. It currently is handled like the content on LWVC.org, but soon will be managed like the content on CAvotes.org. Please see those sections (above and below).

Content on **LWVC.org** is currently administered using Dreamweaver software, which requires significant training and expertise. The staff Communications Manager, Grassroots Organizer, and Administrative Assistant have been trained to make minor updates to existing content in case of emergency only. They can change wording, photos, and attached files. Before contacting staff, you must first see if the webmaster can make changes for you. It is best to alert the webmaster of the need for changes far in advance, so that the work can be scheduled. The best way to submit changes is to copy the existing page into work (including formatting), turning on "track changes", and then sending your edited version via email as an attachment to the webmaster. Include the deadline and priority in your email.

Changes to LWVC.org

There are three kinds of changes to the LWVC.org Web site: new html content, files, and changes to existing content.

New html content are pages designed by the person or committee after determining where the content will be placed on the Web site. New content will be one or more completely new pages and changes/additions to existing pages. The existing page(s) that will link to the new page(s) should be identified. Consult with the webmaster if there are questions.

New pages are submitted to the webmaster with the description for placement on the site, with exact links to any relevant pages. Copy an existing Web page with the format you desire and paste it into Word or a similar program. Enter the new content in the format you desire. Email the finished content to the webmaster. The webmaster will publish the content on the site; the content may not be linked to if it seems complicated or to require further review or approval. The submitter will be notified when this is completed. The responsible director and/or committee members will review the final pages. Any suggestions for changes will be sent to the webmaster who will make them.

Files can be added or changed. Generally, we prefer to use html content because it allows search engines to rank it better, and people are more likely to view it. If you must use an attachment, convert it to PDF and compress it as small as possible before submitting it to the webmaster. Word documents, Excel, and PowerPoint should rarely be posted; they are used only in cases where changing the file is essential (and PowerPoint still is better as an upon-request file, since they are very large format and can take a long time to download).

If you are adding a new file, you must indicate exactly what it should be called and provide the link to the page(s) where you want it to appear, as well as exactly where on those page(s) you want it to be listed. If you are replacing a file, you just need to provide the exact link where the old file was located. If you are adding a recent version of a file which has an archive of past versions, you must treat this as a “new file”.

Changed pages are submitted with a link to the exact page to be changed. Changes/additions to existing pages may be submitted by copying an existing Web page, pasting it into Word or a similar program, turning on “track changes”, marking the changes, and emailing the file to the webmaster. The webmaster will publish the content on the Web site; the content may not be linked to if it seems complicated or to require further review or approval. The submitter will be notified when this is completed. The responsible director and/or committee members will review the final pages. Any suggestions for changes will be sent to the webmaster who will make them.

The president will be asked by the responsible director to approve the pages only if the content is controversial, dissimilar to previously existing content, or high risk. If never before published online, the submitter should request permission from the president for publication. The president may consult with others.

MEMBERS ONLY WEB SITE

The LWVC members only Web site shall observe the following policies:

- All members may contribute materials if they are in keeping with the mission of the organization.
- All members will be granted limited anonymous access to the site. More extensive access will be granted with a verified email account, requiring the user to “log in” to the site.
- The LWVC reserves the right to deny access to the members only site for failure to observe the principles, values, standards, and rules of behavior of the online community.
- Materials may include League generated files as well as files on topics deemed to be of interest to League members with the permission of the author or agency.
- The source of all materials shall be identified in the posting entry.
- All materials shall adhere to the League's nonpartisan policy.
- The LWVC/LWVCEF board is responsible for maintaining the integrity of online LWVC/LWVCEF libraries for their relevant topic areas.
- Online materials should not refer to personal information beyond the e-mail address, the author, and/or mentioned individuals. Whenever possible, the official lwvc.org email address should be used, rather than personal contact information.
- Files bearing the name of the LWVC/LWVCEF must be approved by the relevant board, appointed leader, or staff according to the topic area and material type.

Files, events, references, and other items suitable for posting in the members only site, but are not limited to:

- Public materials, such as: *Pros and Cons*, *Action Alerts*, *Bill Status Report*, special reports and announcements, public event announcements, press releases, and photos.
- In-house administrative information such as the program planning kit, legislative interview kit, Membership Recruitment Initiative MGIK (Membership Growth is Key) materials, and how-to publications.

VOTER SERVICE AND CITIZEN EDUCATION (VS/CE) POLICIES

All election materials produced by the LWVCEF are part of the voter service portfolio whether they are print, audio, video, or public service announcements. However, the LWVC board has full responsibility for statewide election material and all material prepared under this policy is subject to final approval by the LWVC board.

Voter service material will not contain support or opposition positions relative to issues on the ballot. A statement shall be included in *IN DEPTH* differentiating between voter service and action.

The LWVCEF must be acknowledged in print as the source of copyrighted voter service and citizen education material when it is reproduced. A copyright release agreement must be signed by the person making the request. Requests for material on ballot measures will be withheld until after the *Pros and Cons* and *IN DEPTH* press date to ensure the accuracy of all released material.

Compensation for a project manager and writers of *Pros and Cons* and *In Depth* will be considered prior to each election.

Write-in candidates and official candidates accepted after the filing deadline will not be included in election material on statewide candidates.

Local Leagues that print their own local ballot/candidate material may distribute it with the LWVCEF's *Pros and Cons*.

A local League or ILO that purchases *Pros and Cons* on a computer disk may edit the disk to include its local ballot information upon agreement to accept certain liability. A local League or ILO will contact the assigned LWVCEF director before ordering the computer disk.

Local Leagues that reprint the LWVCEF's *Pros and Cons* may be charged a reprint fee.

A candidate for office is prohibited from being a spokesperson for either side of a ballot measure in any LWVCEF pro and cons presentation.

Local Leagues can only invite statewide candidates to debate or to attend local events after obtaining permission from the assigned LWVCEF director. LWVCEF approval must be obtained in the local planning stages before candidates for U.S. Senate or state constitutional officers are invited.

LWVCEF CANDIDATE PARTICIPATION POLICY FOR STATEWIDE DEBATES OR FORUMS

Candidate forums or debates sponsored by the League of Women Voters of California Education Fund at election time are held to provide an opportunity for thoughtful discussion of important public issues by candidates who have demonstrated significant voter interest and may therefore be elected. The League also seeks to stimulate voter interest and participation with these events.

A candidate may participate if he or she meets the following criteria:

- The candidate must satisfy all constitutional requirements for the office.
- The candidate must be a legally qualified candidate for the office as defined by California law.
- The candidate must have made a public announcement of his or her candidacy.
- The candidate must demonstrate evidence that a serious statewide campaign is being waged, e.g., presence of a headquarters, a website, a campaign staff, scheduled campaign appearances, endorsements, and required campaign financial reports.
- The candidate must demonstrate significant voter interest and support.

This will be evidenced by receipt of a predetermined percentage of support in one or more statewide independent nonpartisan public opinion polls conducted at least seven days but not more than forty days prior to the debate. The required percentage will be decided by the LWVCEF board.

Performance in previous statewide election contests may also be considered as evidence of voter interest and support.

The League may consider other factors as well. In all cases, the League will use its good faith judgment in determining whether or not a candidate has demonstrated significant voter interest and support.

The League of Women Voters of California Education Fund will reserve the right to determine that the above criteria have been met.

SMART VOTER WEB SITE

INTRODUCTION

Smart Voter, a League of Women Voters of California Education Fund (LWVCEF) project, is a nonpartisan election information Web site at <http://smartvoter.org>. The LWVCEF has long been a trusted source of objective and nonpartisan information about candidates and issues. Smart Voter is an innovative voter information resource that provides citizens with nonpartisan educational information and presents voters with their own personal ballot and polling place. Additionally, candidates have the opportunity to furnish information about themselves including biography, top priorities, endorsements, campaign contacts and answers to local League generated questions for candidates.

RESPONSIBILITIES AND INFRASTRUCTURE

It is the responsibility of the Smart Voter steering committee to oversee Smart Voter's policy and procedures, fundraising, finances, Web site and software development, hardware procurement, operations, public relations, and relations with election officials and local Leagues.

The committee is responsible for making recommendations to the board on policy matters and issues related to the management of the program.

The committee is responsible for providing assistance and support to the executive director in the development of long-range plans for fundraising and coordination of fundraising efforts.

The committee is responsible for periodically reviewing Smart Voter financial reports and for conveying appropriate financial information to the board.

The committee is responsible for providing oversight of the project director, webmaster and programmer.

- The project director works with the northern and southern liaisons. The liaisons work with county coordinators. County coordinators may work with local League coordinators if in a multi-League county. County coordinators or local League coordinators work with their Board of Directors and members, candidates, elections officials and media.
- Adjunctive volunteers work with the project director or webmaster on various tasks including data retrieval, file processing, and photo editing.

The committee is responsible for Smart Voter publicity.

- Smart Voter News is a one-way online e-mail distribution list from Smart Voter to the public.
- SV News articles are submitted to the LWVCEF chair for approval.
- SV News articles are distributed by the project director from an e-mail distribution program located on the Smart Voter server.
- Press releases are submitted to the LWVCEF chair for approval before release.

LOCAL LEAGUE PROJECT PARTICIPATION

(Detailed procedure at <http://smartvoter.org/team> "A Guide to the Smart Voter Project")

A local League (LL) board of directors determines that they will support project implementation and provide ongoing project support, have enlisted a Smart Voter coordinator, and are prepared to implement Smart Voter on a county wide basis.

The project director, liaison, and LL representatives meet with their county registrar of voters and staff to review participation requirements and elicit commitment to the project. A sample Memorandum of Understanding is on the members' Web site at smartvoter.org/team.

The project director communicates with designated county elections department staff to obtain files and fee for service.

The liaison works with the county coordinator on project operations and implementation of policies and procedures.

The county coordinator and/or local coordinators carry out tasks such as candidate contact, local publicity and integration of voters service Activities.

Ask Questions of Candidates—an Online Voters Guide

If a League wishes, it may formulate nonpartisan unbiased questions to be asked of candidates on their Smart Voter candidate form. Candidate answers to the questions will be automatically posted on a page linked from their candidate page. The answers from all candidates for a given contest will be automatically posted on a page linked from the contest page.

For an example, see <http://www.smartvoter.org/2000/11/07/ca/scl/race/6026/>. See the link in the upper right corner of the links column. Also click on a candidate name to find the link to Questions and Answers on the candidate page.

The Process

The timing of incorporating the questions into Smart Voter is important.

Several weeks before the candidate filing period closes, the coordinator contacts local Leagues in the county describing the feature and including instructions for how to create an online Candidates Questionnaire. For more information, see: <http://smartvoter.org/team>.

The local League sends the questions along with any special instructions to the county coordinator by a date requested by the coordinator.

At the time the contest/candidate list is sent to Smart Voter central (technical team), the coordinator will format all questions in the county into a single file and send it to data@smartvoter.org. This should be done just before the county's candidate area is open for candidate input.

The county or local League coordinator mails letters to all candidates inviting them to participate in Smart Voter. A special note should be included to those candidates who are being asked questions perhaps including the actual questions. If the League also plans to produce a hardcopy Voters Guide, be sure the LL has clearly communicated the rules, e.g., word limits, to the candidates.

When candidates go to their form to enter data for their Smart Voter candidate page, they may also answer the questions asked by the League.

When assigning volunteers to contact candidates encouraging them to participate in Smart Voter, consider asking the League submitting questions to supply the volunteer to contact candidates in these contests.

Candidate Participation

All candidates in supported contests i.e., contests that a local League has chosen to include on Smart Voter and on which to provide information, are invited to participate in Smart Voter at no charge.

To ensure equal opportunity for participation of all candidates, county coordinators or the Smart Voter management team will provide assistance to candidates who lack the technological means necessary to participate. Such assistance will be provided on a consistent and nonpartisan basis.

For example, to help candidates who are unable to enter their information on their own, the county coordinator may agree to enter their information, if typed or handwritten versions of such information are provided to the county coordinator in a timely manner.

In entering the information, the county coordinator will not edit the information submitted by a candidate or otherwise change the candidate's information in any way, e.g., the coordinator will not correct a candidate's typographical or spelling errors, except in case of "Questions to Candidates" where the League has imposed a word limit; then submittals may be truncated.

When approving candidate generated information for release, the county coordinator or person(s) assigned to candidate approvals will not edit the information submitted by a candidate or otherwise change the candidate's information in any way, e.g., the coordinator will not correct a candidate's typographical or spelling errors, except in case of "Questions to Candidates" where the League has imposed a word limit, then submittals may be truncated.

Candidates may update or change their information until 8 p.m. on the day before Election Day.

Candidate Information

The information presented to voters is organized into two levels—limited length top-level information, and unlimited length detailed information. The candidate's basic information and summaries of detailed information is shown to voters in the top-level pages—side-by-side with other candidates on the page summarizing each contest, and in the top-level page for each candidate.

In the second tier level of candidate information, or detail pages, candidates have unlimited page length to provide their biography, political philosophy, and additional endorsements. Candidates may enter up to three position papers of unlimited length to tell voters about their ideas on an issue of importance.

Candidates are invited to submit a black and white or color photo of themselves, not more than two years old, 107 pixels wide x 130 pixels high in common photo format, for example, TIFF or JPG. All photos must be mailed or e-mailed and received by the photo editor two (2) days before the Election Day. We reserve the right to crop or change the size of photos in order to meet our requirements. For more information, see: **<http://smartvoter.org/candidate>**.

Candidates are encouraged to promote their Smart Voter candidate page by using the Smart Voter unique candidate URL. For more information, see: **http://smartvoter.org/sv/voter/tocand_url.html**.

Candidates are encouraged to link to Smart Voter from their personal campaign Web sites. However, if text on their personal campaign Web sites near the link or reference contains the name "League of Women Voters," then the following statement must be included near the link or reference: "The League of Women Voters neither supports nor opposes candidates for public office or political parties."

Terms for Candidate Participation

Candidates must agree to Terms of Participation. These are modeled after the California Elections Code Sections 13307 (d) and 13308.

Terms for Participation

By providing content to the League of Women Voters Smart Voter project, I agree to the following terms:

- The statement shall not, in any way, make reference to other candidates for this office or to another candidate's qualifications, character, or activities. Moreover, the statement shall not contain any demonstrably false, slanderous, or libelous statements nor any obscene or profane language, statements or insinuations.
- I accept responsibility for the truth and accuracy of the material posted on my Smart Voter pages by myself or my designated preparer.

Linking to Outside Sources

Linking to election information sources outside of Smart Voter follows these guidelines:

Smart Voter provides links, on a "best effort" basis, to outside sources of information relevant to the elections that Smart Voter covers. LWVCEF is not responsible for the content of those sources, nor is it responsible for omissions.

The following policy should be considered as guidelines for users wishing to suggest links.

Smart Voter policy is to link to all known news articles in online newspapers or other online sources on the appropriate topic for local contests. Alternatively, a "news search" service like Google News may be used. For statewide contests, articles are normally limited to those appearing in daily newspapers with a circulation of over 100,000. All news articles must be freely accessible to the public, e.g., the user is not required to sign in or pay. News articles are listed alphabetically by source, then by date, from newest to oldest.

Smart Voter does not include direct links to editorials or endorsement articles because LWVCEF is a nonprofit tax-deductible 501(c)(3) organization. The mission of the LWVCEF is to encourage the informed and active participation of citizens in government. LWVCEF does not lobby or advocate on issues and may not appear to influence the outcome of elections.

Candidates who want to link to an online endorsement article in a newspaper may do so directly from the candidate's personal Smart Voter Web page, for example, from the "Endorsements" section. Candidates may also have links to a campaign Web site in the "Contact" section or to other pertinent Web sites.

To provide partisan information about a local or statewide ballot measure, Smart Voter will link to Web pages posted by:

- committees with FPPC I.D. numbers;
- 501(c)(4) organizations; or
- qualified political parties.

Links to articles endorsing or opposing ballot measures may be included on linked Web pages, but not directly on a Smart Voter page.

Disclaimer for Links from Smart Voter

At certain places on the Smart Voter site, live "links" to other Internet addresses can be accessed. Such external Internet sites contain information created, published, maintained, or otherwise posted by institutions or organizations independent of the LWVCEF and Smart Voter, and linkage to them is only to provide convenient access to additional information for viewers of the Web site who wish to obtain such information. Neither the LWVCEF nor Smart Voter endorse, approve, certify, or control these external Internet addresses and they do not guarantee the accuracy, completeness, efficacy, timeliness, or correct sequencing of information located at such addresses. Use of any information obtained from such addresses is voluntary, and reliance on it should only be undertaken after an independent review of its accuracy, completeness, efficacy, and timeliness. Reference therein to any specific commercial product, process, or service by trade name, trademark, service mark, manufacturer, or otherwise does not constitute or imply endorsement, recommendation or favoring by the LWVCEF or Smart Voter.

Links to Smart Voter

Links to Smart Voter and embedding of the Smart Voter logo or "My Ballot" lookup are encouraged. For more information, see: <http://smartvoter.org/voter/linktosv.html>.

Framing the Smart Voter Web site within another Web site, for example, a media Web site, is encouraged. It is the responsibility of the committee to review the proposed web layout and communicate with the framing site personnel to ensure that there is clear delineation between the Web sites.

Support for Special and Regularly Scheduled Elections

Special and regularly scheduled elections occur on dates other than the primary and general elections. Smart Voter will host these elections if one of the following criteria is met.

Local League desires to post election on Smart Voter and fee for service has been paid.

Registrar desires that election be posted on Smart Voter, local League agrees and a fee for service has been paid.

Smart Voter steering committee has determined that an election(s) is critical to visibility of League. Local League and registrar agree that information be posted.

Procedure: Local League or registrar contacts Smart Voter project director or liaison with request. Request is brought to the steering committee. The project director or liaison informs the local League or registrar of decision.

Candidate Archives

Elections are archived after the official canvas has been finished by the elections department. Archived elections remain on the Web site and are available to the public. Smart Voter occasionally receives

requests from candidates to change information on the candidate's archived Smart Voter Web page(s). Changes will be made under the following circumstances.

Contact information—Addresses, phone and fax numbers are typically suppressed when an election is archived. If, for whatever reason, this information still appears on public pages and the candidate requests that it be removed, it will be done at no cost.

Candidate e-mail addresses and Web site addresses are not suppressed when an election is archived. If the candidate requests that their e-mail address be removed, it will be done at no cost. Web site addresses will not be removed.

Content—Substantive changes to content will not be made. Minor changes such as spelling corrections will be made provided the candidate agrees to pay a fee (\$100) before any changes are made.

Endorsements will be removed from archives at the request of the person listed as the endorser.

Research

Smart Voter databases are made available to researchers upon request to the project director.

GUIDE TO GOVERNMENT WEB SITE

INTRODUCTION

Guide to Government, a League of Women Voters of California Education Fund (LWVCEF) project, is a Web site with information on elected officials at <http://guidetogov.org>. The LWVCEF has long been a trusted source of objective and nonpartisan information about elected officials and government process. *Guide to Government* is an innovative information resource that provides people with their personal list of elected officials.

Since 1920, the League of Women Voters has focused on citizen education aimed at all of the electorate. Since its inception, the League has helped millions of women and men become informed participants in government. The *Guide to Government* is a tool that local Leagues can implement to bring printed publications of elected officials to the next step of Internet availability.

The “Find Your Districts and Government Officials” lookup feature provides fast access to a list of officials that represent a person at a particular address—an invaluable tool since many people do not know in which districts they live. *Guide to Government's* unique lookup shows federal, state, judicial, county, municipal, school and community college districts and special districts with links to contact information (address, phone, fax and e-mail) and meeting times and agendas of governing bodies.

RESPONSIBILITIES

The Smart Voter steering committee oversees policy and procedures for *Guide to Government*. Other areas of responsibility include fundraising, finances, Web site and software development, hardware procurement, operations, public relations, election officials and local League relations.

The committee is responsible for providing oversight of the project director, webmaster and programmer.

The committee is responsible for working with local League boards of directors to implement *Guide to Government* in their community.

THE STATE BOARD MEETING

Preparing the Agenda for State Board Meetings

The LWVC/LWVCEF board of directors meets six times per year. In preparation for each meeting, board members shall prepare and submit items for the *State Board Kit* (SBK). These items serve as the basis for the meeting agenda, which is prepared by the LWVC president and the LWVCEF chair, if any. Each item should indicate issues for action, discussion or information only. Issues that are 501(c)(4) related are placed on the LWVC agenda for discussion and/or action; issues that are 501(c)(3) related are placed on the LWVCEF meeting agenda for discussion and/or action.

- Send one copy electronically to the LWVC office for duplication of the kit and one copy to the president and the LWVCEF chair, if any, in accordance with the administrative calendar established at the beginning of the fiscal year.
- Include an estimate of how much agenda time and/or committee time you will need.
- Follow *State Board Kit* guidelines on the following page.
- A copy of the *State Board Kit* will be sent to designated mailing list as stated in the Publications/Distribution policy.

At the meeting:

- Reports for information only should not be given at the meeting unless new information has developed or the information has been updated since you wrote the SBK submission **and** it should not be delayed until you report to local Leagues in the UPDATE.
- Discuss your recommendation with the appropriate committee. Ideally, the wording of the motion should be developed and the motion slip prepared during the committee meeting.
- Recommendations with significant or unbudgeted financial implications must also be referred to the finance committee.
- If possible, present the motion as the recommendation of the committee:
 - present the committee's views from your perspective
 - do not repeat background information already contained in the SBK
 - be prepared to answer questions about the proposal.
- Submit the motion in writing on a motion slip before beginning your presentation. Include your name and the name of the committee submitting the recommendation or the board member who has seconded it:
 - one copy for the president,
 - one copy for the secretary,
 - one copy for the office,
 - one copy for the maker of the motion.

- Be prepared to amend your recommendations
 - sometimes total board responsibility dictates another course which you need to accept
 - accept the board's decision gracefully
- Retain your sense of humor.

CORRECT FORM FOR STATE BOARD KIT

State Board Kit

(Month) (Year) State Board Kit

FROM: Name, Portfolio

Street address, City Zip

Phone

E-mail

CONTENTS

Request for consideration/action

Board time needed: _____

Committee time needed: _____

- Recommendation
- Reason for request
- Background
- Pros and cons of the issue
 - e.g., refer to program position, *Policies and Procedures*, using the policies on the subject such as *Guidelines for Entering a Lawsuit, Joining Other Boards*, or other materials in presenting your rationale.
- Proposed motion
- Committee

Consent Calendar Item:

- Routine appointments to committees
- Routine business that does not require discussion

Reports for information only. No action needed

Report of activities in interim since previous board meeting (brief)

UPDATES

UPDATES are communications from the LWVC/LWVCEF board to the local Leagues and ILOs. Along with the *Resource Directory*, copies of new publications, etc., UPDATES comprise the Presidents Mailing and the Duplicate Presidents Mailing (DPM).

When possible, keep the formatted UPDATE to a maximum of two single-spaced pages (front and back of one sheet of paper). Exceptions include Program Planning Kits, study kits, packets of award nomination forms, etc.

Consult *Writing for League* and the *LWVUS League Editorial Style* handout for League writing style.

Submit an electronic copy of your UPDATE to the following:

- LWVC president
- LWVCEF chair (if appropriate)
- LWVC office (2 copies)
 - one to the executive director
 - one to the administrative assistant.

If your UPDATE contains material that is not available electronically (e.g., Ed Source flyers, order forms, etc.), send a copy to the state office by US postal mail or by fax.

- The copy sent must be reproducible by a copy machine.

Type your UPDATE in a word processing program (Microsoft Word, preferred, or WordPerfect) and send it as an attachment to an e-mail.

If you are unable to send as an attachment, send the text in an e-mail and FAX a copy of any special formatting to the state office (916-442-7362).

Include the following information in your UPDATE:

- Name of portfolio title (e.g. Government)
- Heading (e.g. Health Care) (may be different from your portfolio title)
- Discard Date
- Listing of Content (heading of each section of your UPDATE)

At the end of your UPDATE, please include the following contact information:

- your name, your title
- your street address, city, (omit CA) Zip Code
- your phone number, your fax number
- your e-mail address

Example

Your name, Government Director
12345 Green Street, San Francisco 94115
415/444-5555; 415/555-2222, Fax
abcdef@yahoo.com

Note: If two or more directors are submitting an UPDATE together, please include contact information for all directors.

PREPARING COPY FOR PUBLICATIONS When You Need Assistance from the State Office

Deadlines

Due dates for submission of materials are shown in the administrative calendar. Deadlines are very important. Late material holds up a whole project and is costly. Material should arrive by the deadline date. Notify the president, the state office, and other recipients know if your material will be late or if you will not be submitting material. One copy of all written material should be sent to the state office.

Preparing Copy

Material can be accepted by e-mail or fax. It is best to submit materials electronically as well as by fax. Leave at least one-inch margins on all copy: top, bottom, and each side. *Writing for League* is available from the state office. Kits, booklets, and material for local League mailings or publications to be printed by the state office should be submitted using the original copy. Include a complete listing of what is to be included: e.g.,

- cover
- title page
- table of contents
- introduction
- body of text
- appendix—glossary—bibliography—additional reading
- distribution: board; ILO and LL presidents; DPM; MAL chairs; others, list names and addresses
- cover letter or memo to be included.

PUBLICATIONS / DISTRIBUTION

LWVC/LWVCEF publications are distributed as follows:

Publication	Distribution
<i>Action Guide</i>	LWVC/LWVCEF board; local League and ILO presidents; MTAs; MAL chairs; off-board program directors; legislative consultants; legislation committee; LWVUS liaison; LWVUS Field Support
<i>Action on Issues</i>	LWVC/LWVCEF board; local League and ILO presidents; MTAs; MAL chairs; off-board program directors; legislative consultants; legislation committee; LWVUS liaison; LWVUS Field Support (electronic preferred)
<i>California VOTER</i>	All LWVC members (via LWVUS-generated mailing list); contributors; California state legislators; advisory committee members; LWVUS liaison; organization/foundation mailing list; 10 copies to each LWVC on-board member (optional); 12 copies to VOTER editor; LWVUS office (electronic only to membership@lwv.org)
Call to Action (electronic only)	LWVC/LWVCEF board; local League and ILO presidents; MTAs; MAL chairs; off-board program directors; legislative consultants; legislation committee; LWVUS liaison; LWVUS advocacy (electronic)
Convention/Council Registration Materials	LWVC/LWVCEF board; local League and ILO presidents; MTAs; MAL chairs; off-board program directors; nominating committee; budget committee chair; LWVUS liaison; LWVUS Field Support (electronic)
Convention/Council Workbook	LWVC/LWVCEF board; local League and ILO presidents; MTAs; MAL chairs; off-board program directors; nominating committee; budget committee chair; delegates; LWVUS liaison; LWVUS Field Support
<i>In Depth</i>	LWVC/LWVCEF board; local League and ILO presidents; MTAs; MAL chairs; writing team
<i>Legislative Handbook</i>	LWVC/LWVCEF board; off-board program directors; legislative consultants; legislation committee
<i>Policies and Procedures</i>	LWVC/LWVCEF board; nominating committee chair; budget committee chair
Press Releases (electronic)	LWVC/LWVCEF board; off-board program directors (as appropriate); legislative consultants; legislation committee; MTAs
Publications (new)	LWVC/LWVCEF board; local League and ILO presidents; MTAs; MAL chairs; LWVUS liaison; LWVUS Field Support; DPM subscribers
<i>Resource Directory</i>	LWVC/EF board; local League and ILO presidents; MTAs; MAL chairs; off-board program directors; legislative consultants; nominating committee chair; budget committee chair; DPM subscribers; LWVUS liaison
<i>State Board Kit</i>	LWVC/LWVCEF board; nominating committee chair; budget committee chair; anyone submitting information

LWVC Board Minutes	LWVC/LWVCEF board; nominating committee chair; budget committee chair; LWVUS liaison
LWVC Study Materials	LWVC/LWVCEF board; local League and ILO presidents; MTAs; MAL chairs; LWVC study committee; LWVUS liaison; LWVUS Field Support (electronic preferred); DPM subscribers
UPDATE	LWVC/LWVCEF board; local League and ILO presidents; MAL chairs; nominating committee chair; budget committee chair; LWVUS liaison; DPM subscribers.
UPDATE (electronic only)	Off-board program directors; legislative consultants; MTAs; LWVUS Field Support

EDITING AND PRODUCING THE LWVC VOTER

Activity	Responsible Person(s)	Time Allocation
Request for articles and due-date reminder	Sent by communications director via e-mail	Three to four weeks before due date
Follow up requests to those not submitting timely	Sent by communications director via e-mail	Two to three days before due date and on due date
First review and edit	Communications director	Two to three days following due date
Alert president and executive director to questionable submissions	Communications director forwards all submissions to president and executive	At time of first edit process
Follow up with authors on any missing parts or unable to understand items	Communications director	During first edit process
Program director/advocate review and correct program items, followed by sending to president with a copy to communications director via e-mail attachment (in one document)	Program director/advocate on receipt from communications director	Two days after receipt
President reviews, corrects and forwards articles via e-mail attachment to administrative assistant with copy to communications director	President on receipt from program director/advocate	Two days after receipt
Layout process and finalization of product for printer-ready copy	Administrative assistant, in consultation with communications director, upon receipt from president	Five days after receipt from president
Bid process and trouble-shooting with printer and mail house during production	Administrative assistant and executive director	As required to complete printing within budget
Maintenance of mailing list; decisions about additions	Executive director/staff maintains. Communications director, in consultation with president and board, recommends additions	Ongoing
Printing and mailing	Printer and mail house	Within two weeks of receipt

LEAGUE EASY WEB (LEW)

SETUP

1. Webmaster defines forwarding e-mail addresses for <support@lwnet.org> and <billing@lwnet.org>.
 - a. Support: at least two people who can respond to questions and perform tasks below.
 - b. Billing: the person(s) responsible for sending bills and answering billing questions.
2. Memorandum of Understanding is present on the lwvc.org members Web site.

REQUEST and ACTIVATION PROCESS

(Detailed LEW system procedures at http://lwnet.org/doc/lew_proc.txt)

1. League (“new LEW user”) requests to try LEW by sending an e-mail to <support@lwnet.org> including name of League and state.
2. Support person:
 - a. Insures name of League is known to LEW system
 - b. Sends “getting started” e-mail to new LEW user. The message includes instructions, a password, and a description of the remainder of the process from the point of view of the new LEW user.
 - c. Enters event into a LEW tracking database.
3. New LEW user(s) enter personal contact information into LEW system causing this information to be automatically e-mailed to support@lwnet.org. Support person records information in LEW tracking database.
4. League requests to “go live” by sending an e-mail to support@lwnet.org.
5. Support person activates new URL and e-mail definitions on LEW system (extra steps if League wants to use own domain).
6. Support person sends “go live” e-mail to the new LEW webmaster, president, and treasurer (if available), copying billing@lwnet.org, support@lwnet.org, LWVC communications director, and LWVUS webmaster. The message includes:
 - a. use of newly activated e-mail address (as a final test)
 - b. newly activated URLs for Web site
 - c. asks LWVC office (billing) to send a bill to new LEW League requesting that they remit yearly fee, plus the one-time fee and a signed Memorandum of Understanding to the state office
 - d. if appropriate, asks the LWVUS webmaster to update the LL link to their new Web site.
7. Support person updates LEW tracking database and home page of <http://lwnet.org>

8. If new site is in CA, LWVC Webmaster updates online League lists on <http://lwvc.org>.

BILLING

- On receipt of “go live” e-mail, the state office sends a bill to the League for the yearly fee plus the one time startup fee.
- League sends the signed MOU and a check for both fees to the state office.
- In the anniversary month each year, the state office sends the League a bill for the yearly amount.
- If the League does not remit payment within eight weeks, a follow-up billing will be sent.

CONVENTION/COUNCIL PROCEDURES

Responsible Organization/Person			
	Task		
The LWVC Board of Directors			
	Approves the site for convention/council		
	Appoints a board liaison to convention/council—usually the first vice president		
	Reviews and approves theme of convention		
	Determines theme of council		
	Approves budget which includes start-up funds for local League host(s) and registration fees		
	Suggests/approves speakers at convention/council		
	Approves and organizes workshops for convention/council		
	Sets the agenda for convention/council		
	Attends convention/council as voting delegates		
The LWVC Liaison (First Vice President)			
	Negotiates and signs the contract with the convention/council facility		
	Prepares budget which includes start-up funds for local League host(s) and registration fees		
	Works with webmaster and staff to provide Web site information on convention/council, as appropriate.		
	Oversees the local committee's work as an ex-officio member		
	Works with state office staff to develop registration packet and procedures, workbooks, signage, convention packets, etc.		
	Drafts registration packet, including welcoming letter, delegate and visitor registration forms, hotel registration form, hotel information with directions and maps		

	Interfaces with speakers and other presenters.		
	Coordinates with committee logistics for plenary sessions, workshops, meal locations if outside of Sacramento area		
	Coordinates drafting the convention/council workbook with input from board and convention committee		
	Provides procedures for pages, timers, microphone monitors		
	Prepares list for invitations to past state presidents, national board members living in the state, etc.		
	Includes "Call to Convention" in UPDATE, LWVC Web site, and presidents' mailings.		
	Creates programs for luncheon, banquet, and presidents' breakfast with information re: speakers, etc.		
	Publicizes information about various awards and coordinates with board members and staff for identification of winners for production of awards		
The Local League Committee for Convention/Council			
	Works with the LWVC liaison		
	Suggests theme for convention		
	Receives start-up funds for convention-related expenses (i.e., non-hospitality activities of convention) and submits documentation for all convention related expenses. If/when start-up funds are exceeded, reimbursements to local Leagues will be made upon receipt of documentation of expenses.		
	Provides optional hospitality opportunities for delegates that may include dine around, tours, special reception or other activities or amenities.		
	Receives net profit of hospitality activities for the benefit of the local Leagues that make up the committee according to mutual agreement of the local Leagues. Receives \$500-1000 (League of host city) and \$100 - \$500 (other local Leagues) according to involvement in planning and on site volunteer participation.		
	Coordinates logistics for plenary sessions, workshops, meal locations with board liaison if site is outside of Sacramento area.		

	Advises staff about signage needs for convention.		
	<p>Arranges for volunteers at the meetings:</p> <ul style="list-style-type: none"> To register attendees on all days of the convention/council To serve as runners, pages, timers, etc. during the convention/council To staff information/hospitality desk in order to answer questions about the hotel and the local community To greet speakers on arrival and connect them with appropriate state board member(s) 		
	Submits an on-going detailed report of the preparations of convention/council and final reconciliation of all expenses not related to hospitality activities to League liaison within 45 days of convention.		
	Provides a roster of committee members, roles, and contact information to state board liaison		
	Maintains a roster of volunteers; sets up a volunteer room with comfortable seating and refreshments; tracks volunteer hours for eligibility to participate in convention/council workshops, etc.		
	Provides the state office with names of volunteers so that appropriate badges may be issued.		
	Sets up and staffs a convention/council work room. Assigns an individual to work with designated board member to create a daily newsheet recapping convention activities.		
LWVC Office Staff			
	Provides clerical and support help as needed to the liaison and convention/council committee		
	Provides overall bookkeeping functions for convention.		
	Works with liaison and webmaster to provide Web site information as appropriate.		
	Keeps records of convention/council registration of delegates and visitors (delegates and visitors are responsible for making their own hotel reservations)		
	Prepares and mails registration packet, using draft from liaison.		
	Prepares convention/council workbook as submitted by liaison		

	Distributes the convention/council workbook to all delegates		
	Prepares awards with information provided by board members		
	Prepares name tags, signage, convention packets, delegate lists, etc.		
	Arranges shipment of all convention materials, publications, merchandise etc., to host League or hotel as appropriate		
	Assembles and insures delivery of supplies specific to various convention/council areas: registration, plenary session leader's table, workroom, etc.		

CLOSED SESSION PROCEDURES – BOARD MEETINGS

Any officer or director may move for a closed session during an official LWVC//EF board meeting.

Requirements

1. The general topic of the closed session must be stated in the motion, made in open session, and documented in the minutes of the meeting. Though it may be vague, it should cite one of the following or a similar sensitive topic:
 - a) Confidential people management matters, such as hiring, salary and benefits, or disciplinary matters regarding an employee, board member, volunteer, or local League.
 - b) Contract negotiations.
 - c) Sensitive political discussions, such as a legislative or ballot measure strategy.
 - d) Fundraising or donor information which is sensitive.
2. The motion must specify whether the closed session includes or excludes the executive director.
3. The motion may also specify inviting particular guests or experts into the closed session (such as staff, local League representatives, experts, or other guests).
4. There must be a second for the motion before the room is cleared.

If there is no second, the board meeting will continue as an open session and the minutes will reflect that there was no second to the motion and it failed.

If there is a second, immediately all non-board members (including executive director if specified) must leave the room. The motion will appear in the minutes.

1. The maker of the motion may speak to her/his motion, sticking to why a closed session is requested; covering the subject matter of the closed session only enough to support her/his case for why such a session is needed.
2. The board will discuss the motion on whether to have a closed session. The discussion is not on the topic of the closed session; it is on whether to have the closed session at all. The subject matter of the requested closed session must be discussed during an open session until the board votes for the subject to be covered in a closed session.
3. The vote must be a simple majority in favor in order to hold a closed session.
 - a) **If it fails**, it will be documented in the minutes as having failed and the meeting must immediately return to an open session.

- b) **If it passes**, the topic then may be discussed in closed session. Process is exactly as in open session. Once the topic is completed, the board returns to open session.
 - i) A motion during that session is not required, but motions may be made.
 1. The motion will be documented in the minutes.
 2. Any confidential information will be referenced in a confidential external document and shared according to the policies relating to that type of content (such as an offer letter kept in HR files, or a contract with a hotel kept in our financial records, or decisions to take action on ballot measures held confidential until the information is released publicly)
 3. Such motions may read: Motion by X, seconded by Y. I move that the board approve the offer letter for Jane Doe dated 12/31/14; or I move that the board approve the contract with Acme Hotel dated 12/31/14; or I move that the board approve taking action on ballot measures at the levels indicated in the “Action November 2013” proposal dated 12/31/14.
 4. Board members, staff, and other guests must not divulge the confidential proceedings of a closed session and will be held accountable by the board through a resolution which reprimands them for violating the bylaws, employee handbook, and policies and procedures. If a reprimand has already been issued, or the violation is considered significant, expulsion from the League is an option.

NONPROFIT LAW CHECKLIST POLICY AND PROCEDURE

This policy's intent is to provide a basic overview of nonprofit law. It highlights and provides references for critical points (including areas of uncertainty) in nonprofit law. It cannot be definitive, given that law changes, can be inconsistent, and is open to interpretation. This checklist is not intended to replace legal counsel.

This first version starts only with information stricken from the bylaws, which we want to continue to highlight for the board. It is assumed this list will be added to, rewritten, and have items removed as the board determines what information is most critical.

The LWVC Secretary is responsible for reviewing this policy and procedure at least annually, and highlighting key concerns with the board at their retreat.

This policy should be provided to each Bylaws Committee at the time of their appointment.

Things you must or are likely to do:

- Authorized Directors: The board must adopt a resolution every board term to fix the exact number of authorized directors. This is important to clarify quorum.
- Indemnification: This is a legal or contractual requirement to compensate a person for loss or damage or to repay another person (3rd party) for loss or damage. Nonprofits are bound by very special indemnification rules, which include situations when they must, may, or cannot indemnify specific to their corporate status. There also are reporting requirements. It is important that the LWVC be familiar with this and it is recommended that LWVC ALWAYS seek legal counsel before indemnifying anyone.
- Transactions with Interested Persons - California Corporations Code Section 5233 (a) defines what this is. Section 6321 sets out rules on reporting.
- Inspection of Records: Subject to Sections 6330, 6331, and 6332 of the California Nonprofit Public Benefit Corporation Law. These Sections might also apply to Board Meetings Convention and Councils.

Things you may need to review:

- Bylaws - Any changes to the Bylaws should be submitted to LWVUS. It is important that the first 3 articles, in particular, remain aligned (though they may not be identical due to differences in CA state nonprofit law) with LWVUS' first 3 articles. See:
 - LWVUS Bylaws
 - LWVC Bylaws
- Purposes and Political Policy - Bylaws must be in compliance with the Articles of Incorporation. The Bylaws can further limit, but cannot expand, on the purpose detailed in the Articles of Incorporation. See:
 - Bylaws and Articles of Incorporation - Article II: Purposes and Political Policy
 - Articles of Incorporation

- ❑ Termination of Membership - Termination of membership is governed by California Corporations Code Section 5341 requires procedures that are in good faith and are conducted in a fair and reasonable manner. It sets out guidelines that are presumed to meet these standards, which we should regularly compare to our own. See:
 - ❑ Policies and Procedures MS-4
 - ❑ Bylaws Article III: Membership, Section 3. Termination of Membership.
- ❑ Duties of Officers - Under the law, isn't required to set forth the duties of the officers in the Bylaws. However, if not set forth in the Bylaws, the scope of authority delegated to each officer by the Board should clearly be set forth and approved by the Board, in the Policies and Procedures. Under the code, unless the Bylaws provide otherwise, the President is the CEO and, unless otherwise specified in the Bylaws, if there is no CFO, the Treasurer is the CFO. See:
 - ❑ Bylaws Article VI Officers, Section 2. Duties of Officers.
 - ❑ Policies and Procedures G-9
- ❑ Meetings: The law is likely to change on phone meetings.
- ❑ Meetings: The law is likely to change on notice requirements (given changes in technology).
- ❑ Audit committee - the Sarbanes-Oxley Act does not yet apply to non-profit organizations but that may change in the future. See:
 - ❑ Policies & Procedures M-2

Known Concerns with our Current Bylaws or Policies & Procedures

- ❑ Members/Delegates - The definitions of members and delegates varies between LWVUS and Corporations Code Sections 5056 and 5152. This impacts the notification requirements, business at convention and council, regional and area meetings, termination of membership, and many other components of the bylaws and policies and procedures.
- ❑ Nominees to the Board - our terminology is in conflict with the law. We should consider anyone on the slate to be “candidates” or something other than “nominees.” This is because “nominees” cannot *only* mean the slate under CA law. Therefore a “nominee” could be someone who starts running a year before, or from the floor. “Fair and reasonable” policies and procedures is all that would be required by law (nothing is required in the bylaws).
 - ❑ From the attorneys: “there shall be available to the members reasonable nomination and election procedures given the nature, size and operations of the corporation.” However, it sets forth procedures that are presumptively considered fair and reasonable depending on the number of members the organization has. It may be advisable to provide a process for nominations by the members (and not just the nominating committee) in advance of the convention.
 - ❑ Legal counsel could provide us with sample nomination/election procedures, or the rules governing the distribution of campaign materials by nominees, which they feel are in compliance with CA law’s “fair and reasonable” standards.