

## Actions Steps — League of Women Voters Transformation Roadmap

In the context of retreats and meetings, the Transformation Steering Committee, national board members, and staff offered ideas regarding specific steps that could be taken to implement the roadmap. Some of these ideas emerged in testing the efficacy of certain strategies or in exploring the level of financial and human resources that would be required to implement the strategies reflected in the roadmap. The chart below captures these ideas in order to jump start the development of work plans and budgets associated with the implementation of the roadmap.

	2017 / 2018	2019	2020
<b>Strategic Focus</b>	<b>Goal 1:</b> Uniform adoption and use of the unifying mission and vision statements as the “north star” for all League activities		
	<b>National organization:</b> New mission, vision, and value statement are adopted by the national board  <b>State and local Leagues:</b> All state and local Leagues adopt use of the new mission and vision statements in all communications, including websites	<b>National organization and state and local Leagues:</b> All Leagues are explicitly aligning their work to a single unifying mission and vision	<b>National organization and state and local Leagues:</b> The unified mission and vision statements are the “rallying cry” for the League at its 2020 Convention
	<b>Goal 2:</b> The five program strategies – ensure voter access; mobilize voters; provide voter education; ensure voter protection; promote transparency and accountability in government – and associated outcomes define the work of the League and allow it to measure impact		
	<b>National organization:</b> The five strategies are further developed by the national organization, connecting current work at the state and local levels to these strategies and promoting examples of these connections across the network.  <b>State and local Leagues:</b> Adopt the strategies and outcomes as the framework for programmatic work	<b>National organization:</b> Establish systems and practices to collect data from state and local Leagues regarding outcomes associated with strategies  <b>State and local Leagues:</b> Collect program outcomes data to report to the national organization as a way to demonstrate impact	<b>National organization:</b> Reports on the impact of program strategies at the 2020 Convention based on outcomes data demonstrate progress in realizing vision and achieving mission

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<b>Healthy League Network</b>	<b>Goal 1:</b> The League, at all levels, exhibits a healthy and inclusive culture with a goal of increasing membership and member engagement reflective of the demographic characteristics (race, age, ethnicity, income) of communities served by the League		
	<p><b>National organization:</b> Implement DEI tools and training for national board and staff and undertake steps to join CEO Action! for Diversity and Inclusion</p> <p><b>National organization and state Leagues:</b> Design a DEI plan for the League and jointly raise funds for DEI capacity building at the state and local level</p> <p><b>National organization:</b> Introduce DEI tools (from CEO Action!) to state Leagues ready to build their own knowledge and skills in this area and prepared to build capacity among local Leagues in their states</p> <p><b>National organization:</b> Map state and local Leagues against the demographic characteristics of the communities they serve (age, race, income, etc.) to establish diversity goals</p> <p><b>National organization:</b> Share demographic data with state and local Leagues</p>	<p><b>National organization:</b> Continue implementation of tools and training for the national board and staff</p> <p><b>National organization and state Leagues:</b> Continue capacity building / training in DEI</p> <p><b>National organization (in partnership with ambassadors from state and local Leagues):</b> In contemplation of the League's 2020 Convention, develop a history of the League that tells the full truth about the League's origin story</p> <p><b>State and local Leagues:</b> Utilize demographic data to design a recruitment plan for new member engagement and continue to engage in DEI capacity building work</p>	<p><b>National organization:</b> Continue implementation of tools and training</p> <p><b>National organization and state and local Leagues:</b> Assess progress in achieving diversity goals</p> <p><b>National organization (in partnership with state and local Leagues):</b> Highlight success stories (via website and social media channels) in reaching DEI goals (a League that looks like the geography it serves)</p> <p><b>National organization (in partnership with tri-level committee/working group):</b> Plan dialogue at the 2020 Convention around the League's true origin story as part of the commitment to the CEO Action! for Diversity and Inclusion pledge</p>
	<b>Goal 2:</b> The national organization has a strong governance function accountable to the network for carrying out the roles required of the national organization in a federated network		
	<b>National organization:</b> The national board and staff leadership determine how to provide leadership on the key functions typically held by the national organization in	<b>National organization:</b> The national organization strengthens its performance in carrying out the key functions typically held by the national organization in a federated	<b>National organization:</b> Planned dialogue during the 2020 Convention around the roles held by the national, state, and local level to strengthen alignment and success in carrying out these roles

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	<p>a federated network (as outlined in the Transformation Roadmap)</p> <p><b>National organization:</b> The national board undertakes a review of the nominations process to determine whether the process as it is currently structured is optimal for the needs of the organization, including carrying out governance responsibility for the key functions of a national organization in a federated network</p>	<p>network – including dialogue with state and local Leagues</p> <p><b>National organization (national board/Governance Committee):</b> Implement the recommendations (if any) from the review of the nominations process and/or advance these to the 2020 Convention</p>	<p><b>National organization:</b> If bylaws changes are required, bring those changes to the 2020 Convention</p>
	<p><b>Goal 3:</b> Build capacity at the state level so that state Leagues (individually or in regions) can provide “back office” support to local Leagues; serve as information hubs; and be a resource in aligning programs to League strategies to promote mission impact and to ensure that all Leagues are in compliance with state and federal requirements</p>		
	<p><b>National organization and state Leagues:</b> Evaluate and document the capacity building needs of local Leagues and jointly raise funds to allow state Leagues (and where appropriate the national organization) to address those needs</p> <p><b>State Leagues (with support from the national organization):</b> Undertake a review of the program planning process to embed an impact and evaluation dimension</p>	<p><b>State Leagues:</b> Introduce and implement revised planning process to promote impact and evaluation</p> <p><b>State Leagues:</b> Use increased capacity to supply back office support to local Leagues</p> <p><b>National organization:</b> Work closely with state Leagues to implement changes, including robust data collection, more plentiful communication, and improved information flow among levels</p>	<p><b>National organization and state and local Leagues:</b> The League network is able to point to and communicate measurable impact</p> <p><b>National organization and state and local Leagues:</b> The League network is able to demonstrate 100 percent compliance with all state and federal requirements</p>
	<p><b>Goal 4:</b> Build trust based on a culture of mutual respect, accountability, and professionalism</p>		
	<p><b>National organization:</b> Strengthen the national organization’s capacity to respond to requests from state and local League leaders in a timely manner both through improved online access (better organized</p>	<p><b>National organization:</b> Consistently continue to deliver on timely online and voice-to-voice responses</p>	<p><b>National organization:</b> Consistently continue to deliver on timely online and voice-to-voice responses</p>

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	<p>and more accessible information) and by the judicious addition of staff resources</p> <p><b>National organization:</b> Develop mechanism to communicate roles and responsibilities of national staff to state and local Leagues</p>	<p><b>National organization:</b> In partnership with state Leagues, develop and introduce conflict resolution protocol</p> <p><b>State and local Leagues:</b> Commit to proactive and timely conflict resolution</p> <p><b>National organization and state and local Leagues:</b> Demonstrate a greater understanding of the distinct and shared roles played by each level of the organization</p>	
	<p><b>Goal 5:</b> Internal communication is respectful and consistent with the values espoused by the League, designed to equip League members and staff with the information they need to achieve and effectively communicate the League's mission, vision, and impact</p>		
	<p><b>National organization:</b> Prior to the 2018 Convention, a small team of national staff and board members articulate the values, standards, and expectations to establish norms around internal League communication</p> <p><b>National organization (with ambassadors from state Leagues):</b> Share values, standards, and expectations regarding internal communication at Convention 2018</p> <p><b>State Leagues:</b> Utilize the talking points provided by the national organization to communicate consistent, factual information about the organization's efforts</p> <p><b>National organization (with ambassadors from state and local Leagues):</b> Design and deliver a series of webinar sessions on internal communication live on several days</p>	<p><b>National organization and state and local Leagues:</b> League leaders take responsibility for using and reinforcing with others the agreed upon norms for internal communication</p> <p><b>National organization:</b> Develop and administer survey – or include in existing survey – questions about whether internal communications have improved since changes made in 2017/8</p>	<p><b>National organization and state and local Leagues:</b> Survey results reflect an improved experience; internal communications are viewed as respectful, constructive, and valuable in advancing the work of the League and achieving its mission</p>

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	and times with the purpose of reinforcing the norms for internal communication; record for later viewing and include with new member orientation		
	<b>Goal 6:</b> The League (at all levels) is aligned and equipped to communicate the League's success in implementing its programmatic strategies for mission impact		
	<p><b>National organization:</b> To facilitate communication with external audiences, a standard annual report template is developed for all state Leagues to provide information to the national organization on impact of the League network</p> <p><b>National organization:</b> The national organization develops a practice of regularly gathering and developing stories of League activities and impact based on timely information from the League network, with the appropriate level of staffing to execute well on this practice</p> <p><b>National organization and state Leagues:</b> Work together to champion the use of the template and support the shift at the local level toward regular reporting of impact</p> <p><b>State Leagues:</b> Provide support to and ambassadorship among local Leagues in implementing the annual report template to streamline the collection of information to better reflect organizational impact to external and internal audiences</p>	<p><b>National organization:</b> The national organization consistently communicates stories of collective impact and success, raising the League network's profile</p> <p><b>National organization:</b> Develop template for communications strategic plan and share with state Leagues that provides key messages/headlines for particular audiences to ensure alignment and consistency with impact story</p> <p><b>National organization:</b> Develop and socialize the concept of an "alignment agreement" by which all Leagues commit to two to four core actions on priority issues or campaigns (such as the Campaign to Make Democracy Work™)</p> <p><b>State and local Leagues:</b> Identify two to four core actions on priority issues or campaigns</p>	<p><b>National organization and state Leagues:</b> Commit to an "alignment agreement" at the 2020 Convention to support a unified narrative around this commitment as another element of an "impact narrative" to communicate externally</p>

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<b>Sufficient Resources</b>	<b>Goal 1:</b> The League has a technology infrastructure (and associated principles and policies) and sufficient staffing to support a fundraising revenue-sharing model with incentives for data-sharing and to support a comprehensive database of all stakeholders and interactions with stakeholders (including dues collection) that can be shared across the national organization and state and local Leagues		
	<p><b>National organization:</b> Complete the technology platform selection process to identify the solution best aligned with LWV needs, priorities, and resources</p> <p><b>National organization:</b> Acquire the technology platform and hire a staff person to lead the implementation of the technology platform</p> <p><b>National organization:</b> Continue to develop data sharing business rules and evolve an inclusive process for ongoing monitoring and review</p>	<p><b>National organization:</b> Train on and test the new technology platform with state and local Leagues</p> <p><b>National organization and state and local Leagues:</b> Migrate data from LWV US and participating state and local Leagues</p>	
	<b>Goal 2:</b> Membership dues (PMP) are standardized, raised, and distributed to strengthen the capacity and reach of the network		
	<p><b>National organization:</b> Technology platform revisions are completed to ensure sufficient functionality to roll out a single “Join at All Levels” membership</p> <p><b>State Leagues:</b> Assist national organization in beta testing the “Join At All Levels” membership platform</p> <p><b>National organization:</b> “Join at All Levels” membership is implemented</p> <p><b>National organization and state and local Leagues:</b> Any changes required in the bylaws related to PMP are prepared and acted upon at the 2018 Convention</p>	<p><b>National organization:</b> Collect, aggregate, and analyze membership data; share results with state and local Leagues</p>	

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	<b>State Leagues:</b> With talking points co-developed with the national organization, state Leagues promote the revised membership model through recruitment efforts with local Leagues		
	<b>Goal 3:</b> Fund development strategies yield sufficient resources to allow the League network to successfully execute on its mission		
	<p><b>National organization:</b> Perform a revenue modeling exercise to better understand current sources of revenue for state and local Leagues, and based on this information, develop multiple options for potential revenue sharing models for consideration by LWV</p> <p><b>National organization:</b> The national organization undertakes an “inventory” of current fundraising activities and capacities League-wide</p> <p><b>National organization and state Leagues:</b> Develop policies around joint fundraising (national and state) and revenue sharing</p>	<p><b>National organization:</b> Develop strategies, assign responsibilities, and create a schedule of fund development opportunities at the national level</p> <p><b>National organization and state Leagues:</b> Develop a coordinated fund development plan for joint-fundraising opportunities at the national/state levels</p>	
	<b>Goal 4:</b> A well-staffed communications function and data operation translate into robust and effective communications across all channels to empower and engage members, advance strategies, raise funds, and build the League brand		
	<p><b>National organization:</b> Develop a comprehensive and targeted communications strategy including resources needed to implement the plan</p> <p><b>National organization:</b> Put resources in place to implement communications strategy</p>	<b>National organization:</b> Implement the communications strategy	