

We hope to see you at our upcoming biennial convention on April 5th, 2025. We'll convene at 10am at First Community Bank in Conway Arkansas.

For those who are interested in arriving the evening before (April 4th), we'll be hosting a social event with details forthcoming.

Please RSVP by March 4th HERE.
[https://forms.gle/w73HbimhBRk3CP7u6]

For your consideration and review, the following documents are included. You may click on the text which will take you to the exact page.

- **LWV Arkansas Bylaws Proposed Changes**
- **LWV Arkansas 36th Biennial Convention Minutes (To be approved at the convention)**
- **LWV Education Fund Bylaws**
- **LWVAR 2023-2027 Strategic Plan**

BYLAWS OF THE LEAGUE OF WOMEN VOTERS OF ARKANSAS

ARTICLE I.

Name

The name of this organization shall be League of Women Voters of Arkansas, hereinafter referred to in these bylaws as LWVAR, or as the League. This League is an integral part of the League of Women Voters of the United States, hereinafter referred to in these bylaws as LWVUS.

ARTICLE II

Purposes and Policy

Sec. 1. **Purposes**. The purposes of the LWVAR are to promote citizen responsibility through informed and active participation in government and to act on selected governmental issues.

Sec. 2. **Political Policy**. The League shall not support or oppose any political party or any candidate.

ARTICLE III

Membership

Sec. 1. **Eligibility**. Any local league member or member at large who subscribes to the purposes and policy of the LWVAR shall be eligible for membership.

Deleted: eague of Women Voters

Sec. 2. **Type of Membership.**

A. Voting Members. Local league members and members at large shall be voting members of LWVAR and LWVUS.

B. Associate Members. All others who join LWVAR shall be associate members.

ARTICLE IV

Leadership Team

Sec. 1. **Nominating Committee**. The Leadership Team will appoint a committee to develop a slate of nominees and oversee the election process.

Sec. 2. **Election**: **Qualifications and Term**.

The Leadership Team of LWVAR shall consist of at least six (6) and no more than eight (8) directors.

Qualifications include being a current member of one of the local leagues or a member at large for at least six months. To comply with the nonpartisan policy, candidates for the leadership team should not be officers of any political party or current office holders elected in partisan elections. Each active local league in Arkansas shall have at least one (1) representative on the Leadership Team.

The leadership team shall be elected at the biennial convention. If there are more candidates than open positions, the positions will be filled by rank order voting. The top ranking vote getter for each league will be declared winners. The remaining seats will be filled by the rest of the top vote getters. Leadership will take office immediately and serve for two-year terms or until their successors have been elected or appointed and qualified. ~~The treasurer will run specifically for that position and shall not be required to function in any other role.~~

All directors shall be voting members of the League. Vacancies may be filled by vote of the remaining members of the Leadership Team.

ARTICLE V

Officers

Sec 1. **Officers.** The officers of the League shall be a President, Secretary and Treasurer, who shall be elected for terms of two years by the Leadership Team at a biennial meeting. These officers shall take office immediately.

Sec. 2. **Elections**: Election shall be by ballot; except that if there is only one nominee for each position, it shall be by a voice vote. A majority vote shall constitute election.

Sec 3. **Duties**

1) President. The President shall have general oversight of all the business and affairs of the organization. The President shall preside at all meetings of the Leadership Team. The President shall perform all duties normally incident to the office of President and such other duties as may be prescribed by the Leadership Team.

2) Secretary. The Secretary, or a duly appointed assistant, shall keep minutes of meetings of the Leadership Team. The Secretary shall sign with the President all

Deleted: 1

Deleted: , which shall include a president, secretary, and treasurer who are elected at the biennial Convention. The remaining team members are designated as at-large directors.

Moved (insertion) [1]

Deleted: .¶

Deleted: The top eight will be declared winners and shall

Moved up [1]: Each active local league in Arkansas shall have at least one (1) representative on the Leadership Team.¶

Deleted:

Deleted: Sec. 2.→**Officers Terms and Duties**. ¶

Deleted: A.→The officers of the League of Women Voters of Arkansas shall be a President, Secretary, and Treasurer, who shall be elected for terms of two years by the delegates at a biennial meeting. These officers shall take office immediately.¶
¶

Deleted: B

Deleted: Directors

Deleted: Directors

Deleted: Directors

contracts and other instruments when so authorized by the Leadership Team and shall perform such other functions as may be incident to the office.

3) Treasurer. The Treasurer shall supervise the charge and custody of all funds of the entity, the deposit of such funds in the manner prescribed by the Leadership Team; and the keeping and maintaining of adequate and correct accounts of the League's properties and business transactions; shall render reports and accountings as required; and shall have other such powers and duties as may be prescribed by the Leadership Team or these Bylaws. The books of the League of Women Voters of Arkansas shall be reviewed annually by a firm or individual appointed by the Leadership Team.

Sec. 4 **Removal**. Any member of the Leadership Team may be removed for any reason by majority vote of the Directors.

Sec. 5. **Powers**. The Leadership Team shall manage and supervise the business affairs and activities of the LWVAR, subject to the instructions of the biennial LWVAR Convention. It shall accept responsibility for such other matters as the LWVUS national board may, from time to time, delegate to it. It shall have the power to create such special committees as it deems necessary and shall perform such other duties as are specified in these bylaws.

Sec. 6. **Local League Support and Oversight**. As a condition of recognition by the LWVUS national board, the Leadership Team of LWVAR shall ~~designate one of its members to perform each of the following tasks:~~

~~A. Preside over Leadership Team, membership and public meetings, and to serve as spokesperson for the LWVAR.~~

~~B. Handle any and all money matters for the LWVAR, including dues collection and renewal, prepare financial statements, and, with the assistance of the remaining members of the Leadership Team, prepare a budget and plan to raise funds for the LWVAR.~~

~~C.~~A. Maintain regular contact with local leagues: notify leagues of LWVAR Convention and provide reports of Convention and Leadership Team meetings to local leagues.

~~D.~~B. Create, with input from the remaining members of the Leadership Team, a statewide program, using member volunteers and community partners that may include observing state government, advocating on LWVAR issues, or studying the State and State government.

Deleted: Board

Deleted: Directors

Deleted: Board

Deleted: C.

Deleted: ¶

Deleted: Directors

Deleted: 3

Deleted: 4

Deleted: Duties

Sec. 7. **Meetings**. At least three (3) regular meetings of the Leadership Team shall be held annually. The ~~Leadership Team may designate one member, or the members may share the responsibility, to~~ President shall prepare an agenda for each such meeting, with input from the ~~remaining~~ members of the Leadership Team or the chair of any appropriate off-board committee and to ensure that the minutes are kept of all meetings of the Leadership Team and of the biennial Convention meeting. The ~~presiding member~~ President may call special meetings and shall call a special meeting upon the written request of two (2) other members of the Leadership Team. Three (3) consecutive absences from regular team meetings, without excuse, shall constitute a resignation.

Deleted: 5

Sec. 8. **Quorum**. A majority of the members of the LWVAR Leadership Team shall constitute a quorum. Any one or more members of the team may participate in a meeting by means of conference telephone or similar method allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting. If necessary, due to weather or other causes, the Leadership Team can meet via conference call or distance conferencing devices.

Deleted: 6

ARTICLE VI

Meetings

Sec. 1. LWVAR Convention shall meet every two years. The Leadership Team shall determine the time and place of the Convention at which the Leadership Team are elected, a budget is adopted, and bylaws changes are approved. Special meetings may be called by the Leadership Team or upon written request of ten percent (10%) of the voting members. Each local league will have one (1) representative to Convention for each 20 members. A local league shall have one (1) representative to convention even if the local league has fewer than 20 members.

Deleted: and officers are

Sec. 3. **Quorum**: Twenty-five percent (25%) of the eligible delegates shall constitute a quorum at all Conventions of the LWVAR, provided that written notice of the meeting is sent to the membership at least one month in advance.

ARTICLE VII

Deleted: **ARTICLE VI**¶
Nominations and Elections¶
Sec. 1.→ **Nominating Committee**. The Leadership Team is responsible for succession planning. ¶
Sec. 2→ **Elections**: Election shall be by ballot; except that if there is only one nominee for each Leadership Team position, it shall be by a voice vote. A majority vote shall constitute election.¶

Principles and Program

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

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

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

ARTICLE VIII

Financial Administration

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

Sec. 2. **Dues**. ~~Annual dues shall be payable on the first day of July of each year. Any member who fails to pay dues within three months after they become payable shall be dropped from the membership rolls.~~ Establishment and collection of dues will be by the League of Women Voters of the United States.

Sec. 3. **Budget**. An annual budget shall be prepared by the Leadership Team and shall be published to the membership no less than one month prior to the biennial Convention. The budget approved by the Convention may be amended by the members of the Leadership Team by a two-thirds majority.

Sec. 4. **Distribution of Funds on Dissolution**. In the event of the dissolution of the LWVAR, all monies and securities, at that time that may be owned or under the control of the LWVAR, shall be paid on a pro rata basis to local leagues, after the national per member payments and other obligations have been met. All other property of whatsoever nature, whether real, personal, or mixed, that at the time may be owned by or under the control of LWVAR, shall be disposed of to such public, charitable, or educational use and purposes as the Leadership Team in its absolute discretion may designate.

ARTICLE IX

Parliamentary Authority.

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

ARTICLE X

Amendments

These bylaws may be amended by a two-thirds vote of the eligible delegates at the biennial Convention, provided that the proposed amendments were submitted to the membership in writing at least one month in advance of the meeting.

ARTICLE XI

LWVAR adopts all the bylaws held by the LWV US as they pertain to state Leagues.

Adopted April 12, 2014

Amended April 27, 2019

Amended _____

Draft Minutes of
36th Biennial LWV AR Convention

April 2, 2023, 2 – 5 PM
5th floor conference room,
Forest Heights Building
1501 N. University Ave
Little Rock AR, 72207

Delegate Faulkner County: John Krebs
Delegates Pulaski County: Devita Hardin, Nell Matthews, Vicki Westerfield
Delegates Washington County: Angela Belford, Catherine Dunlap, Dortha Dunlap
Bonnie Miller, convener, and Carol Young, treasurer
Guests: Mary Alice Serafina, David Couch, Wayne Miller, Laura Smith-Olinde

Agenda:
Bonnie Miller welcomed the delegates and guests and introduced two 50-year members, Dorotha Dunlop and Mary Alice Serafini

Video by Dr. Deborah Turner, LWVUS President, provided an update of the work of the National LWV. LWVUS is working on opposing voter restrictions, supporting women's reproductive rights, and taking on court challenges. Women Power Democracy is the program name that encompasses these efforts. The Transformation Roadmap is the guide for bringing the LWVUS into the current climate. The Transformation Plan, approved in the 2022 Convention, has the goal to build league power at every level in order to stay relevant now and in the future. Dr. Turner urges us to grow our leadership at the local and state level, with an emphasis on attracting a youthful and diverse membership. Dr. Turner introduced the plan to have administrative responsibilities of local leagues supported by the national league. There will be a unified understanding of the requirements and responsibilities of members and local leagues. There will be a simplified way for new members to join the league – that is LWVUS will collect dues and maintain the database. Local dues will be remitted after being collected by national (not said but implied).

Litigation Update: At lwv.org, a search can bring up all current litigation.

Bonnie introduced David Couch, who serves as the local attorney in representing LWV.
Three lawsuits: First opposes absentee voter laws passed in 2021 including the signature matching requirement. Ruling for LWV and plaintiffs by Judge Wendel Holmes is on appeal to the state supreme court. The second, opposing absentee voter laws (Notice and Cure) is in the Western Federal Court with Judge P. K. Holmes.
The third filed this year opposes the change to the Referendum process that increased the number of counties from 15 to 50. Filed this lawsuit because this is a change to the constitution, which cannot be done this way.
The legislature is trying to finish and will go Sine Die on April 21, if they adjourn on the 7th.

If LWVAR wishes to have a successful petition drive, the deadline is July of 2024 for signatures. This effort will require in-state licensed paid canvassers. The legislature passed a limit to the number of petitions that one canvasser can represent.
LWVR is also a part of the opposition to Moore vs Harper with an amicus brief in a case that allows states to control federal elections.

Bonnie reminded the attendees of the strict non-partisan policy of LWV. Then she described the 14 states that allow citizen-initiated constitutional amendments to be put on the ballot. She reviewed LWV opposition to the legislature-supported constitutional amendments that would restrict our access. In both attempts by the legislature, the voters rejected the issues.

Local League Reports:
LWVPC: Devita Hardin
Reengaging and Reconnecting with Members
The public has been reluctant to reengage, but the LWV has a great reputation, and the nonpartisan policy is a big part of that.
Register and protect right to vote
Protect environment
Vote 411

Techniques to bring attention to voter registration: Utilize a promotion board with QR codes. Handy for high school registration, partnerships with county clerk, NAACP. At the high school level, had a little questionnaire where every correct answer got a piece of candy.

LWVFC: John Krebs
Introduced new V-P, Wade Miller.
Observer Corps: Theo Spatz started the FC observer corps. John watches the Conway city council. He notes that the votes are almost unanimous with very little discussion. He thinks that observing the Planning Commission would be more productive of knowing how decisions are made. Conway school board is being observed. The tone of the actual meeting is very revealing and can only be heard by actually observing. Held a couple of candidate forums but have difficulty in getting actual representation of all candidate parties. Two more contested seats for school board and LWVFC has developed a set of questions for them. Have received a gift for developing a website. The county clerk is not as receptive as the PC clerk is said to be.

LWVWC: Bonnie Miller
Held fundraising for gifting to the state and raised $10K and $6K from two different events. Local annual meeting will be in May and there are candidates for every spot.

LWVAR State Plan Committee: Bonnie, Devita, Katie Fisher, John Krebs, and Theo Spatz. Organized anddriven by Joellen Lambitotte and Mary Alice Serafini. The plan should be aspirational but achievable.

Draft Minutes of
36th Biennial LWV AR Convention

The goal was to have a roadmap that would lead the LWVAR to the future.
A guide to where state needs volunteers, where new members could fit in. But the public doesn't know what we do.
Communication needs to be woven into the plan.
We now have 501(c)3 as League of Women Voters of Arkansas Education Fund.
Review investment strategies
Mobilize 75% of members to advocate for legislative policies
Partner with POC associations pilot
Communication plan
Annual fundraising plan and targets

[Nell had to leave to take a phone call]

After presenting the plan, we discussed the trials and tribulations of trying to get off the dime. But we acknowledge that we must continue or we will die.

Business Meeting:
Carol Young: presented treasurer's report
Two investments: Bond fund and Calvert Mutual Fund: $10000 Calvert, $15000 Bond
Because we have sufficient funds, LWVAR has not charged PMP state for several years.
Currently have 9 MAL
Have not paid dues to CFC – Will we?
No expenses for convention or council
Some minor expenses with mailing, paying sales tax on textbook *Gov in Ark* and the mail box that we share with LWVPC.
Website from LWV California fees
Mail Chimp
GoDaddy is our server.

In and out money

$13,987 – checking account
$80,289 – investment account
$8874 – Arvest
$464 – LWVUS Ed Fund
There is money to hire right now to support the communications initiative from the State Plan.
Need to professionalize.
Grassroots TaxesBookkeeper is in Fayetteville: Dorothy Hagerty

Draft Minutes of
36th Biennial LWV AR Convention

Members of LWVAR LT

1) John Krebs
2) Catherine Dunlop
3) Nell Matthews
4) Bonnie Miller
5) Glenda Patterson
6) Vicki Westerfield

Members of LWVAR EF
Bonnie Miller
Katie Clark
Devita Hardin

Recommendations of subcommittee of State Plan
Communication is critical to increasing visibility of state league
Resplendent: Woman Owned for Women, was chosen to develop a Communication Strategy.
Will develop an outreach program for local and national recognition.
Execute the newsletter
It is for the whole team of Resplendent, the social media team.
Create content, keep a calendar, work with a photographer,

PR& Marketing $1060/mo – 12 months
Option 1, $1,378/mo – 6 months
Option 2, $698/mo

Total cost is $21,000.
Angela will review the website and give recommendations on how well it is to use.
Website redesign is $5-8K
NW Ark NonProfit membership

Fundraising: Cherry Rodriquez offers 3-4 h of coaching for fundraising.
Cost $350/mo; Meet once per month with individuals or teams
Notes for meeting with follow-up actions.
$4200 per year and donor management software is $1170/year for total of $5370 per year. Boomerang is the software.

Website redesign $8000.

Motion: Angela Belford: Accept the proposal for the fundraiser consultant for one year at the cost of $350. 2nd Catherine Dunlap. Motion passed unanimously

Nell: Motion Consider the PR and Options 1 or 2. 2nd Devita
Angela motioned to table until we are able to clarify issues of timing and expense.
Catherine 2nd
Motion to table passed unanimously.

Motion by Dorotha Dunlap, 2nd Devita**: Sorry, I missed this motion**.

The meeting was adjourned at about 5 PM.

BYLAWS OF
LEAGUE OF WOMEN VOTERS OF ARKANSAS
EDUCATION FUND, INC.

ARTICLE I
Name

The name of this Arkansas Nonprofit Corporation shall be the LEAGUE OF WOMEN VOTERS OF ARKANSAS EDUCATION FUND, INC. ("Education Fund").

ARTICLE II
Purposes

Sec. 1. Purposes. The Education Fund shall be organized and operated exclusively for educational, literary, scientific, and charitable purposes as defined in Section 501(c)(3) of the Internal Revenue Code, 26 U.S.C. §501(c)(3) and for benevolent and charitable purposes as defined in Section 301 of the Arkansas Nonprofit Corporation Act of 1993, A.C.A §4-33-301.

The principal purposes of the Education Fund shall be to offer citizens reliable and impartial information about national and state issues by research and education; to provide publications to schools, libraries, and citizen's groups; to involve citizens in studies, surveys, and workshops sponsored and funded by the Education Fund; and to give voters reliable information about elections from voting process to candidate's positions.

The Education Fund's activities shall be nonpartisan and nonprofit within the meaning of the Arkansas Nonprofit Corporation Act and Section 501(c)(3) of the Internal Revenue Code.

Sec. 2. Activities. To achieve the foregoing purposes of the Education Fund, the Education Fund shall have such powers as are conferred upon nonprofit Education Funds by the Arkansas Nonprofit Corporation Act, provided that:

a) No part of the net earnings of the Education Fund shall inure to the benefit of any director or officer of the Education Fund, or any private individual, and no director or officer of the Education Fund, or any private individual shall be entitled to share in the distribution of any of the corporate asset on dissolution of the Education Fund;
b) No substantial part of the activities of the Education Fund shall be carrying on

propaganda, or otherwise attempting to influence legislation, and the Education Fund shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office; and

c) The Education Fund shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and regulations thereunder as they now exist or as they may hereafter be amended.

ARTICLE III
Membership

Membership. The Education Fund shall not have members.

ARTICLE IV
Directors

Sec. 1. Governance. The Education Fund shall be managed by a Directors of not fewer than three Directors. At least one Director shall be a member of the Directors of the League of Women Voters of Arkansas ("LWVAR"). The duties of the Directors shall be to:

a) Protect the nonprofit tax-exempt status of the Education Fund.
b) Manage and invest all funds contributed to the Education Fund.
c) Approve the disbursement and expenditure of funds for public educational programs proposed by the Directors of the League of Women Voters of Arkansas (LWVAR), an Arkansas nonprofit organization.
d) Solicit and promote the development of an endowment fund to pay for future educational programs.
e) Make annual reports of their doings to the members of the LWVAR.

Sec. 2. Eligibility. A majority of the Directors shall be individuals who are not "substantial contributors" to the Education Fund as defined by the IRS. Any adult person who supports the purposes of the Education Fund, and who is willing to undertake the duties of a Director and to abide by the Bylaws of the Education Fund is eligible to become a Director.

Sec. 3. Term; Classes of Directors; Annual Meetings. Directors shall serve for two-year terms. At the first Board meeting of LWVAR after the biennial Convention, the Board will elect Directors. If LWVAR should dissolve or cease to exist, the Directors may elect new Directors to fill any vacancies resulting from the expiration of a Director's term in office.

Sec. 4. Voting. Except as specified by law or these Bylaws, the Directors shall act by a majority vote of the Director present in person or by proxy at any duly called and held meeting of the Directors at which a quorum is present. Each Director shall have one vote.

Sec. 5. Quorum. The presence, in person, virtually, or by proxy, of a majority of the Directors of the Education Fund then in office shall constitute a quorum for the transaction of business.

Sec. 6. Regular Meetings. There shall be at least four regular meetings of the Directors annually. All meetings may be held in person or by electronic means including but not limited to telephonic conferencing, video conferencing, and email.

Sec. 7. Special Meetings. Special Meetings may be called by any two Directors and held not less than three (3) nor more than thirty (30) days after notice of such meeting is given, either personally, by telephone, by email, or by any electronic method the Directors chose to use to communicate such activities, sent to all the Directors then in office. In addition, the Directors may, by resolution, provide for a Regular Meeting scheduled with no notice other than such resolution.

Sec. 8. Annual Meeting. There shall be an Annual Meeting of the Education Fund each year in April. At such annual meetings. any affairs of the Education Fund may be acted upon. The Directors shall send out a meeting notice and agenda not less than two weeks before the Annual Meeting. which may be amended at the meeting.

Sec. 9. Action by Unanimous Consent. Any action that may be taken at a meeting of the Directors may be taken without a meeting if all of the Directors sign written consents setting forth the action taken or to be taken, at any time before or after the intended effective date of such action. Such consents shall be filed with the minutes of the Directors' meetings and shall have the same effect as a unanimous vote.

Sec. 10. Informal Action by Directors. Action of the Directors may be taken in accordance with the provisions of Section 821 of the Arkansas Nonprofit Corporation Act of 1993, A.C.A §4-33-821. Not in limitation of the foregoing, action taken by agreement of a majority of Directors shall be deemed action of the Directors if all Directors know of the action taken and no Director makes prompt objection to such action. Objections by a Director shall be effective if written objection to any specific action so taken is filed with the Secretary.

Sec. 11. Meeting by Remote Communications. Any Director may participate in a meeting of the Board or such committee by means of a conference telephone, video conference, or similar communications equipment. Participation by such means shall constitute presence in person at a meeting provided that all persons participating in the meeting can hear each other at the same time and each director can participate in all matters before the board, including, without limitation, the ability to propose, object to, and vote upon a specific action to be taken by the board or committee.

Sec. 12. Removal. Any Director may be removed for cause by a majority vote of the Directors then in office and the ratification and approval of a majority of the Directors of the League of Women Voters of Arkansas. Seven days' notice in writing shall be given

to the Director whose removal is desired prior to the meeting at which the issue is considered. Grounds for removal shall include any conflict of interest, as defined in Article XII between the activities of the Director and purposes of the Education Fund as set forth in these Bylaws.

Sec. 13. Vacancies. Any vacancy in the office of Director may be filled by the Directors of LWVAR. If the League of Women Voters of Arkansas should dissolve or cease to exist, then any vacancy in the office of Director may be filled by the remaining Directors.

Sec. 14. Parliamentary Authority. The rules in Robert's Rules of Order shall govern all meetings as long as they are not inconsistent with these Bylaws.

ARTICLE V
Officers

Sec. 1. Officers. The officers of the Education Fund shall be a President, Secretary, and Treasurer, who shall be elected for terms of two years by the Board members at an annual meeting. These officers shall take office immediately. The Chair and Secretary shall be elected in even-numbered years. The Treasurer shall be elected in odd numbered years.

Sec. 2. Election. The officers shall be elected by the Directors at the first meeting of the Directors after their election by the Directors of LWVAR.

Sec. 3. President. The President shall have general oversight of all the business and affairs of the Education Fund. The President shall preside at all meetings of the Directors. The President shall perform all duties normally incident to the office of President and such other duties as may be prescribed by the Directors.

Sec. 4. Secretary. The Secretary, or a duly appointed assistant, shall keep minutes of meetings of the Directors. The Secretary shall sign with the President all contracts and other instruments when so authorized by the Board and shall perform such other functions as may be incident to the office.

Sec. 5. Treasurer. The Treasurer shall supervise the charge and custody of all funds of Education Fund, the deposit of such funds in the manner prescribed by the Directors, and the keeping and maintaining of adequate and correct accounts of Education Fund's properties and business transactions; shall render reports and accountings as required; and shall have other such powers and duties as may be prescribed by the Board or these Bylaws. The books of the Education Fund shall be reviewed annually by a firm or individual appointed by the Board.

Sec. 6. Removal. Any officer may be removed for any reason by majority vote of the Directors then in office.

ARTICLE VI
Committees

Sec. 1. Committees. The Directors may establish such committees as it deems appropriate to assist in the management of the Education Fund.

Sec. 2. Composition. Committees shall consist of at least two persons, one of whom shall be Chairperson. Committee members need not be Directors.

ARTICLE VII
Amendment of Bylaws

Sec. 1. Amendment of the Bylaws. These Bylaws may be amended at any annual or special meetings by majority vote of the Directors and the ratification and approval of the Directors of LWVAR at any Regular Meeting provided that notice of intention to amend the Bylaws is given at least 30 days prior to the date of such Regular Meeting. No amendment may be made to the purposes of the Education Fund as set forth in Article II, nor to the provisions governing dissolution as set forth in Article XI, nor grant the Directors any powers expressly denied them herein.

ARTICLE VIII
Compensation

Compensation. The Directors shall not be entitled to any compensation for their services as Directors but may be paid a reasonable and proper compensation for any services rendered to the Education Fund in any professional capacity. The Directors may be reimbursed by the Education Fund for any actual and necessary expenses incurred in performance of their duties.

ARTICLE IX
Financial Administration

Sec. 1. Fiscal Year. The fiscal year shall begin on July 1 and end on June 30.

Sec. 2. Separation of Funds. The Directors shall keep all property and funds of the Education Fund as a separate and distinct fund and shall not intermingle such funds with their personal funds or funds maintained for other organizations or purposes, specifically with the funds of the LWVAR.

Sec. 3. Depository. The funds of the Education Fund shall be kept and maintained in accounts established in the name of the Education Fund in such depository as the Directors may from time to time designate. Such depository shall be authorized to pay out from funds on deposit on the signature and order of such officers or agents of the Education Fund as the Directors may from time to time designate in writing or upon the signature of any two Directors.

Sec. 4. Budget. Directors shall submit a budget for the ensuing year for adoption. A copy of the budget shall be sent to each local league in advance of the biennial Convention.

ARTICLE X
Annual and Interim Reports

Reports. The Directors shall submit to the Directors of the League of Women Voters of Arkansas an annual report of the activities and financial status of the Education Fund. The annual report shall contain an independent review and financial review of the books and records of the Education Fund. The Directors shall furnish such other reports as the Directors of LWVAR may from time-to-time requests.

ARTICLE XI
Dissolution

Sec. 1. Dissolution. The Education Fund shall have a perpetual existence subject to termination only by vote of the Directors of LWVAR or, if LWVAR should dissolve or cease to exist, by unanimous vote of the Directors then in office.

Sec. 2. Winding Up. Upon the dissolution of the Education Fund of the winding up of its affairs, the assets of the Education Fund shall be distributed to:

(1) the successor organization within the State of Arkansas;
(2) to the League of Women Voters of the United States Education Fund, Inc. (or any successor organization); or
(3) to such charitable, religious, scientific, literary, educational organizations which would then qualify under the provisions of Sections 140 and 501(c)(3) of the Internal Revenue Code of 1986 and regulations thereunder as they now exist or as they may hereafter be amended as the Directors may designate, in that order.
(4) Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations as said Court shall determine which are organized and operated exclusively for such purposes.

ARTICLE XII
Conflict of Interest Policy

Sec. 1. Purpose. The purpose of the conflict-of-interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Sec. 2. Definitions.

a) **Interested Person**. Any director, officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
b) **Financial Interest**. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
    i. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
    ii. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
    iii. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.
c) **Compensation Includes**. Direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under Article XII, Section 3, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Sec. 3. Procedures.

a) Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
b) Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

Sec. 4. Procedures for Addressing the Conflict of Interest.

a) An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
b) The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
c) After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
d) If a more advantageous transaction or arrangement is not reasonably possible

under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement should be accepted.

Sec. 5. Violations of the Conflicts of Interest Policy.

a) If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
b) If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

Sec. 6. Records of Proceedings. The minutes of the governing board and all committees with board delegated powers shall contain:

a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Sec. 7. Compensation.

a) A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
b) A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
c) No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Sec. 8. Annual Statements. Each director, principal officer, and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

a) Has received a copy of the conflicts of interest policy,

b) Has read and understands the policy,
c) Has agreed to comply with the policy, and
d) Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Sec. 9. Periodic Reviews. To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

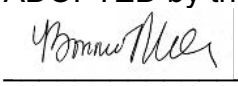
a) Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
b) Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Sec. 10. Use of Outside Experts. When conducting the periodic reviews as provided for in Section 7, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

ARTICLE XIII
Powers

No powers enumerated herein shall exceed the powers permitted nonprofit corporations under Arkansas law or Section 501(c)(3) of the Internal Revenue Code.

ADOPTED by the Directors this 6th day of March, 2023.



Bonnie Miller

Devita Harden

Catherine Clark

Making Democracy Work

Arkansas League of Women Voters Strategic Plan

(January 1, 2023 to December 31, 2027)

Table of Contents

		Page
I.	Introduction	3
II.	Glossary	4
III.	Background & Context	5
IV.	Goal	6
V.	LWVAR Map of Strategies and Objectives (2023 – 2027)	7
VI.	Strategies and Objectives	8

I. INTRODUCTION

Founded more than 100 years ago to be a voice for free, fair and open American elections, above all else, the League of Women Voters is a grassroots organization working to protect and expand voting rights and ensure everyone is represented in our democracy. We empower voters and defend democracy through advocacy, education, and litigation, at the local, state, and national levels. We are proud to be nonpartisan, neither supporting nor opposing candidates or political parties at any level of government, but always working on vital issues of concern to members and the public.

The League of Women Voters of Arkansas (LWVAR) can trace its roots in our state back to 1885, when the first Equal Suffrage Association was formed, eventually becoming the Political Equity League of Little Rock. In 1919, the Political Equity League successfully lobbied the state legislature to ratify the 19th Amendment guaranteeing American women the right to vote. On the heels of that major achievement, the first League of Women Voters of Arkansas was formed in 1920–focusing on subjects of interest to these newly enfranchised voters and educating them as to how those interests could be accomplished: through participation in government, and supporting measures that make voting simple and honest.

The Arkansas League's early years were uncertain. It lost its charter for supporting a political candidate, although the National LWV came to Arkansas and established 50 local affiliates. The LWVAR emerged again in 1941, and folded again in 1947 due to partisan activities. Finally, in 1953, the LWVAR was reestablished and proceeded to construct a new strategic plan that focused on grassroots and nonpartisan action based on surveys, studies and consensus. Currently, in addition to the statewide league, there are local leagues in Washington, Faulkner and Pulaski Counties.

Over the last three years, the LWVAR has engaged in significant efforts to defend democracy, both in the courtroom and at the ballot box. The League has challenged the State of Arkansas and others: on the constitutionality of recent laws that inhibit voter access, and on establishing absentee voter ballot cures. League lawsuits on these issues are currently pending at the state and federal level. Most recently, in 2022, the Arkansas League played a pivotal role in defeating Issue 2, an amendment that would have significantly restricted direct democracy by requiring a supermajority vote for the adoption of constitutional amendments and ballot initiatives. Seed money we provided early on, and our leadership of Protect AR Constitution, a bi-partisan

coalition[1], enabled the coalition to attract additional in-state and national funders. Issue 2 was defeated by almost a 60/40 margin, a critical step in keeping political power in the hands of the people.

The *League of Women Voters of Arkansas, Strategic Plan 2023 – 2027* is grounded squarely in our organizational mission and values. It synthesizes many threads, including rich input from Leagues across the state, interviews with internal and external stakeholders, review of the larger non-profit environment and the professional expertise of capacity building consultants. It is the next step in our journey to ensure that we, the League of Arkansas, enter our second century strong and visible.

The strategic priorities presented here will further enhance our actions to bolster direct democracy, empower voters, and ensure that everyone is represented in our democracy. This plan will help us achieve the vision of a network of vibrant Leagues that are powerfully and consistently communicating our story at all levels; engaging and welcoming new members, supporters, and volunteers; embracing diversity, equity, and inclusion; and mobilizing the resources necessary to support our core work and have a meaningful impact for the next century and beyond. In short, these strategic priorities map our way forward to ensure the successful future and impact of the League.

II. GLOSSARY

The League of Women Voters is a non-partisan organization and the following terms are to be understood in this context.

Democracy:

Webster's' Dictionary:

1. Government by the people especially: rule of the majority

2. A government in which the supreme power is vested in the people and exercised by them directly or indirectly through a system of representation usually involving periodically held free elections.

League of Women Voters official definition:

A government by the people in which everyone has an equal voice and equal representation.

[1] League of Women Voters Arkansas, League of Women Voters Faulkner County, League of Women Voters Pulaski County, League of Women Voters Washington County, Arkansas Education Association, For AR People, Get Loud Arkansas, Arkansas United, Fight Forward, and Arkansas Voters First

Underrepresented:

There shall be no barriers to full participation in the League of Women Voters on the basis of gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socioeconomic status, language, accent, ability status, mental health, educational level or background, geography, nationality, work style, work experience, job role function, thinking style, personality type, physical appearance, political perspective or affiliation and/or any other characteristic that can be identified as recognizing or illustrating diversity.

---*Diversity, Equity, and Inclusion Policy, passed by LWVUS members in 2020 and embraced by the League of Women Voters of Arkansas*

Evidence-based:

The League of Women Voters arrives at positions based on careful study and input from members in communities across the state and country.

III. BACKGROUND & CONTEXT

Recognizing the changing external environment, both in the nature of volunteerism and the increasing need to buttress democracy, the LWVAR launched a strategic planning process in March, 2022. With input from leadership teams across the state, the LWVAR President convened a Strategic Planning Committee (SPC), representative of statewide and local league membership. The SPC developed the plan in iterative phases from April – June 2022, and from August – November 2022. Initially, the SPC reviewed the LWVAR's current program progress and sought input on strategic priorities from stakeholders. Next, committee members agreed on a standard set of questions and interviewed both external and internal stakeholders. A committee member also administered a Google survey for youth (18 to 35 years of age). The SPC then analyzed the results of the interviews and survey. Based on that analysis, they developed four strategic priorities with supporting objectives and sub-objectives for each. The SPC presented these priorities to statewide and local League leadership, and further revised the Plan to represent those additional inputs and suggestions. On January 3, 2023, the LWVAR Leadership team approved the final Strategic Plan, to cover the period from January 1, 2023 to December 31, 2027.

This document is intended to convey a shared understanding of key organizational

strategies to be pursued from January 2023 through December 2027. It is not intended to outline specific activities in detail. Those specifics are captured in a companion five-year Implementation Plan that addresses identified priorities by year, as well as the financial and human resource requirements that will be necessary for successful execution. We will continue to develop and further capture details of the Implementation Plan in our quarterly review of the Strategic Plan's progress and annual operational planning.

IV. Goal

The League of Women Voters supports a vibrant democracy based on discussion, discourse and listening to other points of view to make democracy work. Combining that with our intention to recruit people under forty and other groups currently underrepresented in our membership, we are committing to the overarching goal of Strategic Plan 2023 – 2027: *to grow recognition among Arkansans of our leadership and impact on making democracy work.*

The following four Strategies, with supporting objectives, are collectively intended to serve as an overarching plan that orients the LWVAR and its local Leagues towards short-, medium-, and long-term success to maximize our impact on democracy in our state.

V. LWVAR Map of Strategies & Objectives, 2023-2027

Strategy 1
Position ourselves as Thought Leaders & Advocates for Democracy

- **Comprehensive Communication Plan**
- **Position LWVAR as Non-partisan Leaders**
- **Educate & Advocate for:**
  Open Primaries
  Ranked Choice Voting
  Reproductive Rights Amendment
  Automatic Voter Registration
- **Communicate Progress to Membership & Public**

Strategy 2
Empower Citizens to Register, Vote & Advocate

- **On-site Voter Registration:** ***increase Registered Voters***
- **Voter Education:** ***Statewide Ballot Education, Issues Forums, Voter Guide***
- **Member Mobilization:** ***Advocacy Training, Legislative Advocacy Board, Monitor Bills***
- **Government in Arkansas (GIA) Publication**
- **Get Out the Vote (GOTV):** ***GOTV Tools & Staffing, Polls Transport, Postcard Writing***
- **Communicate Progress to Membership & Public**

Strategy 3
Expand # of local Leagues & Diversify Membership

- **Increase Membership & Diversity Through:**
  Social Media & Topical Events, Community Connections, Micro-Polling, Partnerships with People of Color Associations, Quarterly Meetings, inclusive of Members at Large
- **Communicate Progress to Membership & Public**

Strategy 4
Strengthen the LWVAR Organization

- **Fundraising:** ***Tax-Exempt LWVAR Arm, Fundraising Plan***
- **Effective Governance:** ***Review By-laws***
- **Review Leadership Roles:** ***Assess State-wide & Locally, Develop/strengthen committees, Review Terms of Reference, Identify Required Skills, Recruit to Fill Gaps, On-Boarding Process, Succession Plan, Annual Retreat, State Convention***
- **Human Resources:** ***Determine Needs & recruit Consultants/Staff***
- **Monitoring & Evaluation:** ***Develop & Implement System***

Vi. STRATEGIES AND OBJECTIVES

Strategy 1:
Position ourselves internally and externally
as thought leaders and advocates
for ensuring that everyone is represented in our democracy.

Objectives:

1: **Comprehensive Communications Plan**

Implement a comprehensive communications plan no later than December 2023.

2: **Position LWVAR as Non-partisan Leaders**

Identify and collaborate with strategic partners from both major political parties in order to increase the perception of us as non-partisan, objective leaders.

3: **Educate and Advocate**

Educate voters and advocate for policies that facilitate voter participation and representative leadership in Arkansas government.

3.1: Open Primaries with Ranked Choice Voting:

Pursue a ballot measure to establish open primaries with rank choice voting.

3.2: Reproductive Rights Amendment:

In 2023 and 2024, lead coalitions and hold forums to educate voters on an anticipated reproductive rights amendment that would codify reproductive rights in Arkansas. (*Also*, *see Strategy 2, Objective 2.*)

3.3: Automatic Voter Registration:

Advocate for automatic voter registration through the legislature and/or ballot measure process to amend Arkansas' voting law to allow automatic voter registration at 18 years old when a person gets a driving license and/or for online voter registration.

4: Communicate

Communicate Strategy 1 results semi-annually through the website, social media, membership meetings and other appropriate communication vehicles.

Strategy 2:

Empower voters to register,
understand how Arkansas Government and voting law work,
vote, and advocate with elected officials.

Objectives:

1: On-Site Voter Registration

Annually, each local league targets for on-site voter registration 5 communities and sites with low voter registration and higher populations of youth (18 – 35 years) and people of color.

1.1: Increase Registered Voters:

Each year, each local league conducts an average of 10 on-site registration activities and registers at least 300 people statewide, with the goal of increasing the number of registered in each subsequent year.

2: Voter Education

In election years (2024 and 2026), conduct quarterly, statewide online, in-person and social media voting education activities so that voters understand what is on the ballot, new Arkansas voting laws, and how to register and vote.

2.1: Statewide Ballot Education:

In election years (2024 and 2026), hold a total of 10 ballot education activities statewide, targeting young and other underrepresented voters. Each local league determines the number of these activities they will hold.

2.2: Statewide Issue Forums:

Hold at least 2 statewide issue (ballot and legislation) forums in election years (2024 and 2026), reaching 200 people statewide in 2024, and increasing the number of people reached in 2026.

2.3: Voter Guide:

Disseminate the voter guide in 2024 and 2026 online, through social media and in forums, reaching 300 people statewide with the online guide. Each local league determines the number of printed guides.

3: Member Mobilization

In legislative session years (2023, 2025, 2027) mobilize 75% of our members statewide to advocate in person, by phone and email for policies in the legislature that facilitate and do not suppress voter participation.

3.1: Advocacy Training Sessions:

Annually run advocacy training sessions to prepare for upcoming legislation. 100% of our members statewide participate in at least one session per year.

3.2: **Legislative Advocacy Board:**

Develop a Legislative Advocacy Board of 3 people in Year 1, 5 in Year 2, and 7 in Year 3, increasing the Advocacy Board by 2 people every year after. Prioritize engaging and organizing for the Advocacy Board those LWV members who do this anyway. Track Legislative Advocacy Board's participation and impact in legislative sessions.

3.3: **Monitor Legislative Bills:**

Develop and implement a system to monitor bills' progress on a daily basis in legislative sessions.

4: **Government in Arkansas (GIA) Online Publication**

By August of odd-numbered years, post a new edition of Government in Arkansas to the LWVAR website. The League's president will make League partners and educational institutions aware of GIA's purpose and importance and indicate where to access it.

5: Get Out the Vote (GOTV)

In 2024 and 2026, engage statewide in at least 10 Get Out the Vote activities, with the League and/or in partnership with other organizations.

5.1: **Purchase GOTV Tools:**

In 2023, dedicate funds for and purchase GOTV tools (voter data base, phone banking and canvassing apps).

5.2: **Transport to Polls & Postcard Writing:**

Recruit friends and 75% of members to GOTV, including providing transport to polls and writing postcards to our membership.

5.3: **GOTV Staffing:**

Dedicate administrative and organizing staffing to GOTV.

6: **Communicate**

Communicate Strategy 2 results semi-annually through the website, social media, membership meetings and other appropriate communication vehicles.

Strategy 3:
Expand and diversify our statewide membership and local leagues, focusing on geographic representation, young people, people of color, gender balance, orientation, and identity.

Objectives:

1: Increase the Number of Local Leagues, Membership & Diversity

Establish 4 new local leagues by the end of 2027. Increase our statewide membership by 10% each year, increasing the representation of youth (18 – 35 years), people of color, men, and range of gender orientation and identity.

1.1: Social Media & Topical Events:

Reintroduce the League to our membership and key potential member populations through social media (e.g. Tiktok and Instagram), and events on "hot button" topics at high schools and colleges (e.g. women's reproductive health, period poverty, teacher's salaries, immigration, etc.)

1.2: Community Connections:

Identify and connect with leaders in communities where we can help organize around issues.

1.3: Micro-Polling:

Conduct micro-polling on social media throughout the year to increase the League's representation of public policy needs.

1.4: Partner with Associations of People of Color:

Partner with associations of people of color, e.g. college chapters of the NAACP and sorority alumnae, from colleges and universities with higher populations of people of color. Focus in Year 1 on a pilot in Pulaski County to assess how best to do this, and based on the results, determine the number of associations to partner with in future years.

1.5: Quarterly Meetings:

Establish quarterly. hybrid in-person and on-line membership meetings to orient and update members, especially new and in-active members, on issues we are addressing, volunteer opportunities and other ways to engage with the League.

1.6: Members at Large:

Include Members-at Large in every activity.

2: **Communicate**

Communicate added value of membership, volunteer opportunities and increases in numbers and demographics of membership in the quarterly membership meetings. (See Strategy 3, Objective 1, sub-objective 1.5.)

Strategy 4:
Strengthen the LWVAR organizationally
to ensure that we are able to achieve
our strategic priorities and long-term stability.

Objectives:

1: **Fundraising**

Engage a fundraising consultant and increase our annual funding in each year, with targets to be determined.

1.1: Tax Exempt LWVAR arm:

Establish a statewide 501(c)(3) tax-exempt arm.

1.2: Fundraising Plan:

In Year 1, complete and begin implementing an organizational fundraising plan. Assess results, update and modify the plan each year.

2: **Effective Governance**

Establish effective and efficient governance, operational policies, resources, systems and tools, including those for human resources, administration, membership, program and financial management.

2.1: **Bylaws:**

Review the local and statewide leagues' by-laws.

3: **Leadership Roles**

Re-think and strengthen statewide and local league leadership criteria, functions and structure and implement changes by the end of Year 1.

3.1: **Statewide & Local Assessment:**

Assess statewide and local leagues' leadership criteria, recruitment, roles and responsibilities.

3.2: **Committees:**

Develop new or strengthen existing committees of the leadership teams.

3.3: **Terms of Reference (TOR):**

Review and amend as needed terms of reference for statewide and local league leadership team members, committee chairs and officers.

3.4: **Identify Required Skills:**

Determine skills needed on the leadership teams, including gaps in current required skills.

3.5: **Recruit to Fill Gaps:**

If gaps are identified, make recommendations for new members.

3.6: **On-Boarding Process:**

Institute a new leadership team member on-boarding process.

3.7: **Succession Plan:**

Develop and implement a succession plan for local and statewide leadership teams.

3.8: **Annual Retreat:**

Hold an annual leadership teams retreat.

3.9: **State Convention:**

Convene a state convention every other year.

4: **Human Resources**

Build human resource capacity through engaging current and new members, delegating leadership and responsibilities, hiring consultants, institutional vendors and staff.

4.1: **Staffing Needs:**

Based on functions required, determine the priority needs for staffing (e.g. administrator, communications manager) and consultants (e.g. vendors to assist with communications, website redesign, membership development and management, bookkeeping and payroll).

5: **Monitoring & Evaluation Systems**

Develop and implement a monitoring and evaluation system for program activities and the strategic plan.