

POLICIES, GUIDELINES

and

PROCEDURES

**A Handbook for the LWVMD Board
and
a Guide for Local Leagues**



**LEAGUE OF WOMEN VOTERS OF MARYLAND, INC.
LEAGUE OF WOMEN VOTERS OF MARYLAND EDUCATION FUND**

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INTRODUCTION

The title of this document, Policies, Guidelines and Procedures, indicates that it provides a reference for LWVMD Board members about how the organization operates. The handbook discusses hands-on “how we do it” aspects of the LWVMD. It also outlines the ethical and philosophical underpinnings that determine the way the League functions. LLs, MAL’s and MAL Units often use materials from this handbook to pattern their own developing policies, and they are welcome to do so.

ABBREVIATIONS AND TERMS

Board	Board of the LWVMD
ILO	Inter-League Organization
LL	Local League
LLP	LL President
LWVUS	League of Women Voters of the United States
LWVEF	LWVUS Education Fund
LWVMD	League of Women Voters of Maryland
LWVMDEF	LWVMD Education Fund
MAL	Member-at-large of the LWVMD
MAL UNIT	A recognized organization of MAL's
PMP	Per-Member-Payment
MLD	Leadership and Membership Development

ACTION & ADVOCACY

I. Action at the State Government Level

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

A. Responsibility for Action & Advocacy.

All action at the state governmental level in the name of the LWVMD is the responsibility of the LWVMD Board. Only the President, Action Chair, or a director or other member designated by the President may speak for or take action on behalf of the LWVMD. LLs and MAL units may take action on state governmental issues only when authorized to do so by the state Board and only in conformity with, not contrary to, the position taken by the LWVMD. Individual members may act in the name of the League only when authorized to do so by the state Board. (See the LWVMD Bylaws, Article X, Section 5 and Section 6.)

B. Each LL and MAL unit president has a formal responsibility to send a letter from the LL or MAL unit, or take whatever other official action is requested, in response to every League Action Alert. The LWVMD may also request that LLs and MAL units ask their members to contact state officials and speak as individual citizens, but not as League members, on issues of concern to the LWVMD.

C. The Basis for LWVMD Action.

Action at the state level must be based on LWVMD or LWVUS positions and/or principles, or LWNCA (National Capital Area positions). If there is some question about whether or not a contemplated action is authorized under a LWVUS position, clearance and clarification will be sought from the LWVUS.

D. LWVMD Action approved by initiation of Action at the state level by LLs, MAL units and ILOs. Before a LL, MAL unit or ILO initiates action at the state governmental level based on national, state, ILO, LL or MAL unit positions, the LL, MAL unit or ILO board must obtain LWVMD Board approval. In considering whether to grant permission, the following criteria will be applied:

1. Does the issue or legislation relate to other LLs or MAL units and other counties?
2. Is there a conflict in position among LLs and MAL units within the state?
3. Would such action be in conflict with current LWVMD or LWVUS positions?
4. Is the issue under study by LLs or MAL units with an eye toward state member agreement?
5. Is the issue divisive within the state?

6. If all the answers to the above these questions are negative, the Board will probably grant permission, particularly if the legislation is clearly local. If the issue or legislation applies across the state, the Board also may grant approval in some cases. In cases where time for approval is too short for board review, and if approval seems routine, the President may grant approval for LL, MAL or ILO action. Guidelines for LLs, MAL units and ILOs for action at the state level on local positions are described in Section III.
- II. Action at the Federal Government Level. In response to Action Alerts issued by LWVUS:
 - A. The LWVMD has the primary responsibility for contacting U.S. Senators and members of the House of Representatives from Maryland. LLs and MAL units should also contact the Maryland's U.S. Senators and members of the U.S. House of Representative in response to LWVUS Action Alerts whenever possible.
 - B. Action Alerts on federal government level Initiated by the LWVMD, LLs or MAL units. With LWVUS approval, the League, LLs and MAL units may contact federal officials about proposed federal legislation that directly affects the State or a local area.
 - III. Public Responsibility. Action and Advocacy, if no position:
 - A. LWVMD, LL, MAL unit and ILO leaders, (officers, board members or off-board directors) may not advocate in opposition to a LWVUS or LWVMD position. If the LWVUS or LWVMD has no position on the issue, they may testify as individuals.
 - B. A LWVMD spokesperson can speak if not a recognized spokesperson both for the LWVMD and another organization as long as they speak to the LWV positions and the positions of the two organizations are compatible.
 - IV. Legislative Priorities.
 - A. Each year the Board canvasses LLs, MALs and MAL units for suggestions on legislative priorities for the next General Assembly session. The Board selects the priority issues based on input from the LLs, MAL units and state Board members. The priorities establish the framework for LWVMD action on legislation.
 - B. LWVMD's formal Action Alerts or Calls to Action to LLs and MAL units generally pertain to proposed legislation related to the adopted priority issues but they include issues that arise during the legislative session or in the interim.
 - V. Contacting Legislators.
 - A. LLs, MALs and MAL units establish a procedure for contacting their members of the General Assembly when requested to do so by the LWVMD. The members of the networks should be prepared to respond as quickly as possible. The members lobby their legislators as individuals.
 - B. Copies of letters to Legislators. LLs and LWVMD leaders should send copies of their letters to members of the U.S. Congress to the LWVMD President and the LWVUS Legislative Action Department. LL and LWVMD leaders should send copies of letters to state government officials to the LWVMD President or to the Action Chair.
 - VI. Responsibilities of the LWVMD Action Chair
 - A. Report from State Circle
 1. Recruit reporters. Determine which of last year's reporters want to continue, what other subjects need to be covered (especially those the Board has chosen as priorities).
 2. Meet with RSC editor - either the 2 of you, or at a meeting for reporters. Prepare an agenda for the meeting.
 3. Send out guidelines for testimony and action alerts. (Action Chair does not have to edit what reporters write – RSC editor does that.)
 4. Each issue of RSC is posted on the web and sent out to the subscription list by the office manager.

- B. Testimony
 - 1. Follow bills every couple of days as they are introduced. For RSC, reporters determine which bills they write about but Action chair has responsibility to look for bills that we should testify on with input from reporters – Action chair’s most important responsibility is determining if we have a position to support or oppose legislation. If possible, the Action Chair and LWVMD president review all testimony. Sometimes reporters want to testify in person, Action Chair must decide with LWVMD President who will testify or if testimony will be in writing only.
 - 2. Office manager will post testimony on the website.
- C. Action Alerts
 - 1. LWVUS Action alerts - sign up for leadership emails and when you get an action alert – ask Office Manger to post on web and send to members.
 - 2. LWVMD Action alerts - On some issues, reporters will tell you that we need to get members to make calls, send emails. On issues that are League priorities you will to decide in conjunction with RSC Reporter and LWVMD President when to issue alerts. Action chair should draft alerts, review with President, and have office manager post on website and send out to action alert list.
- D. Legislative Day
 - 1. Plan the agenda.
 - 2. Send materials to Local League presidents early to get them to recruit members to attend and make appointments for meetings with their Legislators.
 - 3. Determine (with LWVMD President) what the most important issues are to do a one-pager for members to hand legislators – and a longer piece giving members background on each issue.
 - 4. At the event – Moderate. Ask reporters to discuss the bill of most importance that they are covering and report on the issues that do not have their reporter present.
 - 5. Work with president to obtain a speaker to review the proposed budget and a key note speaker for the luncheon.
- E. Advocacy Course – LWVMD has provided a half-day class on the Art of Advocacy in Annapolis for League and community members. If the Board wants to continue this practice:
 - 1. Plan agenda in conjunction with Board.
 - 2. Secure speakers.
 - 3. Work with Board and LWVMD office manager to recruit participants.

STATE PROGRAM

"Program" includes LWVMD positions, development of new LWVMD positions through consensus or concurrence, and action (advocacy) based on those positions. The LWVMD Program Chair, usually a Vice-President, is responsible for coordinating the program development process and consensus or concurrence process, and revision of Study and Action: A Leader's Guide to State Program.

- I. Consensus -"Consensus" is agreement statewide among a substantial number of participating members, based upon the sense of meeting discussions, or other venues for expressing opinions. Consensus is based upon material developed to educate members enough to come to, or not to come, to consensus and geared toward action as its final goal. Consensus is not just a simple majority nor necessarily unanimous and is not a vote. Minority opinions must also be taken into account.
- II. Concurrence -"Concurrence" is agreement statewide among a substantial number of members with an existing position of a LL or Leagues. It may also mean agreement with positions developed by a resource committee appointed by the Board, or with positions of Leagues outside of Maryland. LLs

may either accept or reject in total the positions proposed for concurrence: the wording cannot be changed.

III. Criteria for consensus or concurrence -Consensus and concurrence are valid only when two-thirds of the LLs take part in the process.

IV. Program Development.

- A. The Program Chair requests, that LLs and MAL Units review existing state positions, propose changes, and submit proposals for topics they believe require new or extensively updated LWVMD positions. This should be done four months before State Convention. LLs and MAL Units also propose a new study either with consensus or concurrence as the appropriate method of developing new state positions.
- B. The Board reviews the LL proposals and presents its recommendations to the LLs and MALs and MAL units at least one month before Convention.
- C. Convention delegates consider the Board's recommendations and may adopt them by a majority vote. Delegates may also, by a majority vote, grant consideration to proposals that the Board did not recommend; they may adopt such proposals by a two-thirds vote.
- D. Existing positions, ratified by the Convention, become the basis for Action; the consensus or concurrence process begins for topics adopted by the Convention that require new state positions.

V. The Consensus and Concurrence Process

- A. The Board appoints a committee chair to manage the study in coordination with the LWVMD Program Chair. The committee chair assembles a committee whose members are representatives of LLs, and sets time frames for the committee's work, including deadlines for LLs to submit Consensus or Concurrence Reports to the state Program Chair.
- B. The LWVMD Board gives LLs and MAL units notice of the consensus or concurrence deadline just after its calendar meeting that is generally held each summer. The LLs and MAL units can then include these deadlines in their LL calendars.
- C. The committee researches the topic, generates objective Fact Sheets and background data, develops Consensus Questions or Concurrence Statements that link back to the Fact Sheets and a standard, uniform Report Form that includes minority opinions, reasons for majority and minority opinions and qualifications. These materials are sent to LLs who make the Fact Sheets available to their members, generally through LL newsletters. LL members may then meet to discuss the Consensus Questions or Concurrence Statements, or other means may be used (e.g., mail, email, telephone polling, email) with approval of the Board. LLs complete the Reporting form (one consolidated form for LLs that have more than one meeting group) and forward it to the LWVMD Program Chair by the deadline stated.
- D. The LWVMD Program Chair convenes a committee to determine consensus and concurrence results. The committee includes the Program Chair, one additional Board member, the study committee chair (on or off-Board) and three members representing LLs of various sizes and geographic locations. They will:
 1. Analyze the Report Forms from each LL
 2. Report the results to the Board
 3. Propose for the Board's approval the positions on which consensus were achieved.
(Positions for concurrence were approved at the time materials were released to the LLs)
- E. After LWVMD Board approval, the positions are released to members and the general public (where appropriate), and Action may be taken based on them. The new positions are ratified at the next LWVMD Convention, or occasionally at State Council. (in an emergency situation)
- F. Revisions to Study and Action - The LWVMD Program and Action Chairs collaborate after the biennial state Convention to update Study and Action. The revision should, whenever possible, be completed by early fall of the Convention year.

VOTER SERVICE

- I. Voter Service Activities
 - A. The purpose of Voter Service is to give factual unbiased information with no endorsement or recommendations. Activities to promote or oppose the passage of any ballot question or action on a League position are Program/Action, not Voter Service. This includes action on positions we have on voting rights, such as a change in the election laws.
 - B. Nonpartisanship: It is particularly important to keep the LWVMD's nonpartisanship policy in mind in Voter Service activities. Such activities must always be carried out in a professional, neutral way so that no favoritism or discrimination is shown any party, faction or candidate. The ground rules must be the same for all candidates in Voters' Guides and in candidates meetings. (Please see Nonpartisanship section.)
- II. Distinction between Voter Service and Program activities. These two types of activities must be handled separately and coordinated by different League members. Voter Service materials must not contain League positions and must be distributed separately from materials containing League positions. Informational meetings on ballot issues should not include presentations on League positions. In answer to questions on specific issues, the League position, if any, may be stated.
- III. Voters Guides - A complete description of procedures, roles and responsibilities for producing on-line and print Voters' Guides can be seen in the Voters' Guide "How To" Manual.

DEBATES

NOTE: The League organizes candidate forums in which candidates address a range of issues. These are commonly called "debates" although a debate technically involves two persons or teams arguing the pros and cons of a proposition. Because "debate" is more commonly understood, we use that term in referring to our forums.

- I. The LWVMDEF is responsible for organizing debates for any of the statewide offices; namely, Governor, Lt. Governor, Comptroller, Attorney General and U.S. Senators.
- II. Prior to the primary and/or general elections, it is the role of the LWVMD/LWVMDEF to initiate and manage League-sponsored debates for any of the statewide races. Debates affecting those offices should not be sponsored by LLs without LWVMD Board approval. LLs may hold forums for the U.S. House of Representatives, the State Senate, the House of Delegates and local county, city or municipal offices. (Please see Nonpartisanship section.)
- III. LWVMDEF may respond favorably to requests from other organizations to cosponsor additional gubernatorial and senatorial debates if they are nonpartisan and if candidates meet League standards for participation. Caution should be exercised when co-sponsoring with other organizations, especially single-issue organizations. LWVMDEF will not cosponsor a debate with an organization that endorses candidates, whether those endorsements are made before or after the debate. Co-sponsored events should not conflict with any State League-managed debates called for in the previous paragraph, in timing or personnel or financial resource requirements. In order to ensure the largest audience without straining League resources, LWVMDEF will cosponsor a debate only if it will be video recorded and the recording made available on a sponsoring organization's website. This same policy applies to requests for assistance, e.g., timekeeping, moderating or furnishing questions.

- IV. Debates aim to serve the following purposes:
- A. Educate the public about issues.
 - B. Allow face-to-face comparisons of the candidates and their positions.
- V. When the League is the sole or lead cosponsor:
- A. A decision on criteria for candidate participation will be made not later than the filing deadline for the statewide primary election. If LWVMDEF decides to sponsor debate(s) for specific statewide office(s), the President will appoint a debate management committee.
 - B. The committee should estimate how much the debate(s) will cost so that money can be budgeted and donations can be solicited to cover costs beyond those already in the prepared budget.
 - C. The media should be informed shortly after the decision that the LWVMDEF plans to sponsor and manage one or more debate(s). Efforts should be made to obtain broadcasting coverage throughout the state.
 - D. The debate(s) should occur prior to the beginning of early voting, if at all possible.
- VI. To be invited to participate in a LWVMDEF debate for the Primary Election a candidate must:
- A. Be legally qualified, if elected, to hold the office under federal and state law; AND
 - B. Have filed and met all requirements to be on the ballot according to Maryland's election laws and complied with applicable state and federal laws regarding disclosure of campaign finances; AND
 - C. Have demonstrated significant voter interest and support by:
 1. Being one of the top 4 candidates receiving at least 2% public support in a recognized, nonpartisan statewide public opinion poll; OR
 3. If no such poll exists, the candidate must:
 - Provide examples of campaign coverage (discussing candidate's views on the issues) by at least two major media sources in different geographical areas of the state AND
 - Demonstrate that a formal campaign is being conducted by the existence of campaign headquarters and staff or an active (updated at least weekly) social media presence (i.e. website, Facebook, Twitter) and reporting campaign contributions from at least 100 donors.
- VII. To be invited to participate in a LWVMDEF debate for the General Election a candidate must:
- A. Be legally qualified, if elected, to hold the office under federal and state law and complied with applicable state and federal laws regarding disclosure of campaign finances; AND
 - B. Have filed and met all requirements to be on the ballot according to Maryland's election laws; AND
 - C. Have demonstrated significant voter interest and support by:
 1. Being nominated by a recognized political party in Maryland OR
 2. Being one of the top 3 candidates with at least 5% of public support in a recognized, nonpartisan statewide public opinion poll (or, if the difference between the 3rd and 4th place candidates is less than the margin of error, all 4 candidates) OR
 3. If no such poll exists, the candidate must
 - Provide examples of campaign coverage by at least two major media sources in different geographical areas of the state AND
 - Demonstrate that a formal campaign is being conducted by the existence of campaign headquarters and staff or an active (updated at least weekly) social media presence (i.e., website, Facebook, Twitter) and reporting to the State Board of Elections or Federal Election Commission campaign contributions from at least 100 donors.
- VIII. Broadcasters Exception:
- It is the policy of the League of Women Voters of Maryland that candidate debates and forums should be inclusive of all candidates who have met the criteria outlined in VI and VII above. However, if the debate or candidates' forum is co-sponsored by a broadcasting station and the

station is not able to provide coverage if all candidates are included, the forum must include at least those candidates who meet the following criteria:

- A. Be legally qualified, if elected, to hold the office under federal and state law; AND
- B. Have filed and met all requirements to be on the ballot according to Maryland's election laws and complied with applicable state and federal laws regarding disclosure of campaign finances; AND
- C. For a primary election contest, demonstrate significant voter interest and support by:
 - 1. Being one of the top 3 candidates with 5% of public support in a recognized, nonpartisan statewide public opinion poll (or, if the difference between the 3rd and 4th place candidates is less than the margin of error, all 4 candidates); OR
 - 2. If no such poll exists,
 - a. Provide multiple examples of campaign coverage by at least two major media sources in different geographical areas of the state AND
 - b. Demonstrate that a formal campaign is being conducted by the existence of campaign headquarters and staff or an active (updated at least weekly) social media presence (i.e., website, Facebook, Twitter) and reporting to the State Board of Elections and/or the Federal Election Commission campaign contributions from at least 100 donors.
- D. For a general election contest, demonstrate significant voter interest and support by:
 - 1. Being one of the top 3 candidates receiving at least 5% of public support in a recognized, nonpartisan statewide public opinion poll (or, if the difference between the 3rd and 4th place candidates is less than the margin of error, all 4 candidates) OR
 - 2. If no such poll exists,
 - a. Provide multiple examples of campaign coverage by at least two major media sources in different geographical areas of the state AND
 - b. Demonstrate that a formal campaign is being conducted by the existence of campaign headquarters and staff or an active (updated at least weekly) social media presence (i.e., website, Facebook, Twitter) and reporting to the State Board of Elections and/or the Federal Election Commission campaign contributions from at least 100 donors.

The broadcaster exception applies does not apply to webcasting of a debate by a college or other nonprofit entity.

ETHICS

I. APPOINTMENT POLICY

- A. League members are encouraged to serve on governmental boards and commissions, and in other appointed positions. The Board may recommend League members and others for appointment. The Board will, where time permits, publicize vacancies to members statewide.
- B. Policies regarding appointments differ for members in general and those members who are visible in the community as League leaders (e.g., usually Board members or those who hold an "off-board" portfolio). In some appointments it is clear that a member is representing the League. In other instances, the appointees' opinions are personal and do not represent those of any organization.
- C. The following policies apply to those who represent LWVMD on a board or commission, or in another organization:
 - 1. League leaders who are invited to accept an appointment on a state board or commission, or to another position, and who will represent the LWVMD should notify the Board so that all understand the responsibilities of the position and LWVMD's requirements.
 - 2. It is important that the League and the appointing authority know when a League member speaks for LWVMD, and when she/he speaks for her/himself.
 - 3. League members who officially represent LWVMD must reflect League positions and disassociate themselves from those that are contrary to them. She/he must also make periodic reports to the Board.

- D. The League should maintain a list of members who officially represent the League and request authorities to contact LWVMD before re-appointing them.
- E. The Board does not have to be notified of invitations or appointments to local boards and commissions, or other positions. The member should however, inform the LL board, and the same guidelines as above can be applied.
- F. Social and Other Media. A Board member shall not indicate her/his political affiliations or candidate preferences at any level of government in the media, including on social networking sites or other public venues that also prominently identify her/him as a member of the LWVMD/EF Board.

II. COALITION PARTICIPATION

- A. LWVMD may join coalitions of organizations that have legislative action objectives supportable under LWVUS and/or LWVMD positions. On occasion, LWVMD may wish to organize a coalition to gain support for a League action item. Coalitions may be continuing or may be organized for a one-time purpose, such as sponsoring a conference.
- B. Where both LWVMD and LLs belong to the same statewide coalition, there may be occasions when it is necessary to know who represents LWVMD. As a general rule, the person representing the LWVMD should be considered the spokesperson for LWVMD on state government action items; the LLs should be spokespersons on issues at the local government level.
- C. If LWVMD is a member of a coalition, it may be represented in testimony before legislative bodies by the chair or some other member speaking for the coalition. That does not preclude the LWVMD from testifying on its own behalf. No statement may be made by the coalition as representing the LWVMD unless the statement is consistent with League positions. It is the responsibility of the LWVMD representative on the coalition to review the statement in advance to assure consistency with LWVMD positions. Coalition statements going beyond League positions may be published if it is specifically stated that LWVMD has not taken a position on the particular item.
- D. Coalition leaders should be made aware of League policies at the outset. The Board will review participation in the coalition annually. If League goals diverge from those of the coalition, the LWVMD will consider withdrawing its participation.
- E. In determining whether to join a coalition, the Board will consider the following questions:
 1. Why should the League join or initiate a coalition?
 2. Will the coalition be nonpartisan or support or oppose particular candidates?
 3. Will the coalition be focused on a well-defined goal?
 4. What will be expected of the League? Can the League meet those expectations?
 5. Does the League have an experienced, knowledgeable member willing to be active in the coalition and to keep the Board informed?
 6. How likely is there to be a conflict with any League position?
 7. Can enforceable ground rules be worked out?
 8. Are coalition lines of communication clearly defined?
 9. Will coalition membership increase or reduce the amount of money and time originally budgeted by the League?
 10. What are the long-term and short-term advantages or disadvantages to the League of participation in the coalition?
 11. Will it extend LWVMD's reach to more people or to a wider variety of groups?
 12. Will the issue addressed by the coalition be divisive on an area or statewide basis?
 13. Is there disagreement among LLs on support of the issue?
 14. Is it to be an ad hoc or ongoing group?

III. CONFLICT OF INTEREST

- A. Serving on Boards. Board members may serve on other boards. However, if a conflict arises between the two entities, it should be brought to the attention of the LWVMD Board.
- B. Lobbying. Board members shall not lobby for a position in opposition to or in conflict with a League position.
- C. Employment. If a potential conflict of interest arises from employment, it should be brought to the attention of the Board.
- D. Stipends. Board members may not accept stipends or grants for League projects while sitting on the policy-making board that is responsible for awarding the grant.
- E. Honoraria. Board members may accept honoraria on behalf of the LWVMD.

IV. NONPARTISANSHIP

- A. The League of Women Voters is a nonpartisan organization whose purpose is to promote informed and active participation in government. As an organization, the League does not support or oppose candidates for public office, but acts only on those issues chosen by the membership for advocacy.
- B. The League believes that political parties are essential to the American system of government and that participation is beneficial to the political parties and to the system. Consequently, the League encourages its members as individuals to be active in the political process, including supporting candidates for public office and in seeking election to public office, partisan or non-partisan.
- C. The purpose of this policy is to assure the credibility of LWVMD as a nonpartisan organization that does not support or oppose any candidate or any political party. Only to the extent that the public and its elected officials are convinced of the League's genuine nonpartisanship will the League be able to render effective voter service activities and gain a wide base of support for its positions on governmental issues.

V. POLITICAL ACTIVITY AND CONFLICT OF INTEREST

- A. Elected Office. Board members shall not run for nor hold any partisan public elective office.
- B. Political Party Office. Board members who represent the League before the public or hold voter service portfolios shall not serve in any position in a political party.
- C. Campaign Contributions. Board members, except the LWVMD President and the LWVMD Voter Service Director, may attend fundraising events and make campaign contributions.
- D. Political Campaigns. Board members may not chair or administer fundraising or campaigns for political parties or political candidates, partisan or nonpartisan.
- E. Social and Other Media. A Board member shall not indicate her/his political affiliations or candidate preferences at any level of government in the media (including on social networking sites or other public venues) that also prominently identify her/him as a member of the LWVMD Board.
- F. Petitions. Board members may sign petitions.
- G. Spouses and Relatives. The political activity of a spouse or relative of a board member should be considered separate and distinct from the action of the Board member.
- H. Additional Clarification. Board members shall present questions about specific situations to the LWVMD Board where the foregoing policies do not resolve the question.

BOARD PROCEDURES

- I. Board Management Practices - The Board ensures that activities are carried out in a businesslike manner. The Board is charged with:
 - A. Managing the LWVMD's financial resources
 - B. Being aware of state, local and federal requirements
 - C. Keeping accurate minutes and records of decisions

- D. Reviewing Policies, Guidelines and Procedures on a regular basis
 - E. Reviewing bylaws on a periodic basis
 - F. Filing appropriate reports required by local, state and federal laws
 - G. When necessary, seeking professional guidance.
- II. State Board Meetings
- A. Meetings are open to all members.
 - B. The minutes of the preceding Board meeting and the agenda for the next meeting are communicated to LWVMD Board members and LL Presidents approximately one week before the Board meeting.
 - C. When schools are closed in the area where the Board meeting is scheduled, the meeting is canceled. In case of inclement weather, the President will decide, after consultation with the Executive Board, whether to delay or cancel a Board meeting. Board members will be notified.
 - D. Meetings may be held by conference call or e-mail as provided for in the LWVMD by-laws.
- III. Insurance
- A. The League has an insurance policy that covers general liability, theft and fire.
 - B. In addition, the League holds a fidelity bond policy to cover the treasurer and office secretary.
 - C. A liability policy covering activities of League and LLs is carried, and a premium is paid jointly by LWVMD and participating LLs on a per member basis.
- IV. Board members will receive no financial compensation for League work except reimbursement for authorized out-of-pocket costs.
- V. Reimbursements - Board members are eligible for reimbursement for:
- A. Mileage (amount per mile to be determined annually by the Board)
 - B. Tolls and parking fees
 - C. Supplies and postage
 - D. Costs of approved meetings and conferences appropriate to their portfolios
 - E. Expenses for delegates attending LWVUS Convention and Council
 - F. Bills should be submitted promptly with vouchers, indicating the budget category to be charged. Board members not wishing to be reimbursed should indicate that on the voucher.
 - 1. Board members should be aware of the amount budgeted for their portfolios. Recommendations for changes in amounts should be made to the budget committee during budget formulation.
 - 2. Expenditures for amounts not included in the budget should be discussed with the Board.
 - G. A majority vote of the full Board at a regular or special Board meeting, or canvassed by the President or Vice President, is needed to approve payment of an expense over \$250 for a non-budget line item; or \$50 or 25% (whichever is less) over budget for a budgeted item. Any expenditure offset by an equal or larger contribution by the Board members to the LWVMD or LWVMD-EF is exempt from this restriction.

ARRANGEMENTS

- I. The LWVMD sponsors annual and special events that are usually scheduled at the first Board meeting following State Convention or Council.
- II. The Arrangements Chair is charged with finding locations for the events and enlisting others to help operate them.

- III. Because the LWVMD attempts to spread certain events throughout the State, LLs are asked to identify suitable locations, furnish members to run an event and arrange refreshments, all in collaboration with the Arrangements Chair.
- IV. Notices to LLs should be in the hands of LL presidents and their newsletter editors at least six weeks before the event via the State Board Letter. The notice should:
 - A. Clearly explain the scheduled event
 - B. State the charge as set by the LWVMD Board
 - C. Provide clear directions to get there
 - D. Specify the deadline for registration.
- V. The LWVMD office manager compiles a list of those attending that includes;
 - A. Name
 - B. Address
 - C. Telephone and cell phone numbers
 - D. Email addresses of those attending the event
 - E. Whether payment has been received
- VI. The list is provided to the Arrangements Chair and then to the registrar for each event. Registrars check off participants and collect fees from those who have not paid and from walk-ins.
- VII. The LWVMD Treasurer pays all expenses and reimbursements for events.
- VIII. Workshops
 - A. The Arrangements Chair works with LLs to identify suitable locations for workshops. They provide hostesses, registrars and helpers as needed, who may set up rooms for workshops; prepare agreed-upon refreshments including coffee and snacks upon arrival and luncheon. Church groups and retirement communities can be good sources for catering workshops; however, the Arrangements Chair can also arrange prepared lunches from a local source. The LL also arranges cleanup but all is under the supervision of the Arrangements Chair. The LL's manager for the workshop should inspect the premises when the location is determined. This enables her to advise the state Arrangements Chair of the number of signs needed, registration tables and other equipment. The registrar will have to stay at her/his post much of the morning and cannot expect to attend any appreciable portion of the morning workshop.
 - B. On the day of the workshop, the local chairperson and entire crew should be on the premises at least half an hour before registration begins. Signs should be posted outside to direct people to the correct entrance for registration. There should be a sign, clearly visible, to indicate where people register for which workshop. Another sign should go on the door or the area where the workshop will be held.
 - C. Workshops generally follow the pattern of registration from 9:30 to 10 a.m., welcome from the LWVMD president at 10 a.m., commencement of two or more workshops simultaneously at approximately 10:15 a.m., conclusion of workshops at 11:45 a.m., luncheon with speaker at noon, and conclusion of the day's event at 1:15 or 1:30 p.m.
 - D. Cancellation Due to Weather -- When schools are closed in the area where the workshop is scheduled because of inclement weather, the workshop will be rescheduled to the snow date indicated on the League calendar. This information will be on the flyer. In case of a weekend workshop, the decision to cancel will be made by the President in consultation with the Executive Board. The Board will inform LL presidents and other participants by phone when a cancellation is necessary. Notice shall also be placed on the website.
- IX. State Convention
 - A. The League holds its Convention biannually in odd-numbered years.

- B. The LWVMD Board shall set Convention dates early and the Arrangements Chair shall work with the Board to secure a location.
 - C. LWVMD Conventions can be staged at universities and colleges throughout the State or at hotels and inns.
 - D. Conventions generally start on Friday and conclude after lunch on Sunday.
 - E. Efforts are made to move the convention to different regions. The LLs near the location are enlisted to host the event, including staffing registration, door-keeping during plenary sessions and arranging tours for participants.
 - F. The host League works with the facility to contract for meals, rooms for delegates, meeting rooms, etc. These items determine the cost basis for the convention.
- X. State Council
- A. Council takes place in even-numbered years when the LWVMD has no Convention.
 - B. It is a one-day event. The board shall determine the date for the Council, which should be completed within a single day.
 - C. The Arrangements Chair must find a location, preferably fairly central.
 - D. The LL closest to the site of the Council assists the Arrangements Chair with registration, provides morning coffee and snacks, and arranges lunch. It also enlists members to set up the facility, obtain equipment, and clean up after the meeting.
- XI. Legislative Day
- A. This event takes place in Annapolis in February or March. The Board shall set the range of dates for Legislative Day at the Board calendar planning session. Those dates shall be submitted to the Senate President's office (through the office of a Senator) at the earliest opportunity.
 - B. The League often coordinates Legislative Day with other groups but is the primary organizer. Legislative Day traditionally includes:
 1. A briefing on the budget
 2. Background on League priorities
 3. An address by a State official
 4. Opportunities to meet with legislators and attend hearings
 - C. The Arrangements Chair finds a location and contracts for all the activities connected with Legislative Day including luncheon but not the speakers and presenters.
- XII. Lobbying Course
- A. May be scheduled on a Saturday in November before Thanksgiving in a non-election years.
 - B. The Arrangements Chair works with the action chair to arrange the space and the food when an in-person course is offered.
 - C. Alternatively an on-line lobbying course may be provided for members.

GRANTS/PROJECTS

- I. Grant proposals must be approved by the Board before they are submitted. The Board shall approve the purposes for which any grant applications are made, the proposed amounts, and the types of foundations or other entities that will be solicited. The president will review and sign all contracts. The League treasurer will handle all funds. The project director or development/fundraising director will keep the project records and have the responsibility of carrying out the project with the assistance of a committee of LWVMD Board and off-board members, as necessary..
- II. The project director or development/fundraising director will oversee the project and report to the Board.

- III. Grant or contract funds or contributions for a specific project to be conducted over an extended period will be earmarked as a "restricted" account and disbursed by the treasurer in accordance with the project budget.
- IV. Interim and final reports will be the responsibility of the project director or development/fundraising director. These reports will be presented to the Board and to the grantor, as required. The final report will be submitted to the Board for approval before it is sent to the grantor.

FINANCE

- I. The LWVMD and LWVMDEF engage in fundraising at the state level, soliciting contributions primarily from businesses, corporations and organizations that operate throughout the state, foundations and individuals (including members of the League). Activity is under the general direction of the finance committee chairperson or LWVMD president or co-presidents.
- II. To preserve the nonpartisan stance of the League, LWVMD and LLs or the Education Funds should not solicit or accept contributions from candidates (or their committees) running for elected public office for either the League or as a tax-deductible contribution. Memberships, however, of candidates and members of their committees are welcome.
- III. In approaching contributors the following factors are assessed:
 - A. What is the contribution history of the contributor?
 - B. Is the contributor giving a minimal amount that might be substantially increased?
 - C. Has there been a relationship with a LL?
- IV. The following principles guide fundraising efforts:
 - A. The LL will be notified of LWVMD's intention to solicit a contributor in its area.
 - B. If the contributor to be approached is already giving at the local level, the LWVMD will not solicit without agreement by the LL president.
 - C. Nothing in this policy prohibits LLs from continuing local fundraising drives soliciting funds from local businesses and corporations for that LL only. The LWVMD should be notified to avoid duplications.

BOARD LIAISONS TO LOCAL LEAGUES

- I. LIAISON MENTORING
 - A. A local League's mentor or liaison can lend the needed helping hand to overcome obstacles or to further the League's whole being in ways that are meaningful to that local League
 - B. Some of the areas where the liaison can provide support are:
 - 1. Membership
 - a. How to keep the official membership roster current
 - b. How to use the roster to full advantage
 - c. How to plan a Membership Retention and Recruitment Policy
 - d. How to carry out the MRRP (Membership Retention and Recruitment Policy)
 - e. Understand of LWVUS, MD, Local and NCA (if applicable) positions
 - 2. Provide Guidance to the Board
 - a. How to fundraise including use of resources on LWVUS website
 - b. How to make the website work for the local League
 - c. Keeping the Board informed about activities of LWVUS and LWVMD
 - d. How to be visible
 - e. Role of the treasurer, make sure they are filing the 990E

- f. Understanding their incorporation status
 - g. What should go into minutes
 - h. How to a local study
 - i. How to conduct a consensus meeting
3. Provide guidance related to Voter Service including how to conduct forums and debates
 4. Provide guidance about what should go in newsletters and who should receive them.
 5. Suggest other publications that might increase their visibility in the community such as Guides to Elected Officials or bookmarks with information about their League.

II. Tips for Liaisons:

- A. Be available for consultation when needed. Contact LL president stressing your availability.
- B. Become acquainted with the LL and the community it serves. Learn as much as possible of its past problems, contributions, and the leadership that has shaped it in order to understand why it functions as it does.
- C. Maintain a close contact with the LL president. Make sure she/he knows of approaching state deadlines and has up-to-date and accurate information. Read the local newsletter and minutes monthly. Offer assistance in areas where it appears to be needed or contact another Board member who can help. Don't be afraid to say "I don't know" but know where to go to get answers.
- D. Attend at least one meeting, other than a board meeting, during the year. A meeting on Program, unit or general, is a good way to learn how well the League is functioning. Contact the president before your visit.
- E. There is no single blueprint for the liaison. Local Leagues differ. Leadership differs. The consultant should recognize these differences and adjust her approach accordingly. The role is not to provide ready-made answers but to make suggestions to help the League develop its own ideas, as long as they are within the framework of the basic principles and procedures of LWVMD.
- F. Flexibility and adaptability are important. Consider the circumstances relating to the League. What is considered to be standard operating procedure in one League may be impossible or unnecessary in another. Refrain from saying "In my League ...".
- G. It can be unwise to attend too many meetings. Too frequent visits may foster too much dependence on the consultant or be a source of annoyance if the League thinks the consultant is watching its every move.
- H. It can be unwise to attend too many meetings. Too frequent visits may foster too much dependence on the consultant or be a source of annoyance if the League thinks the consultant is watching its every move.
- I. Stress the importance of a strong, cohesive statewide and national League. Try to de-emphasize the "we-they" syndrome (we as the LL and they as the LWVMD board). Also, stress that the LEAGUE has three levels (local, state and national) that work together to further the mission of education and advocacy.
- J. An email or call to the MLD or Membership Director should follow a visit. Reports of specific problems of your assigned League are very helpful. State workshops are frequently based on needs of LLs.
- K. Consider writing an email to the LL president after a visit to your LL. It gives you the chance to reinforce suggestions, or it might provide an opportunity to mention ideas about how to improve or change procedures rather than appear critical or "pushy" at the visit.
- L. MAL Units are assigned an advisor who has additional duties and helps guide them to achieve LL status.

COMMUNICATIONS & WEBSITE

- I. LWVUS Policy on League Mail, Phone, and Email: Every League needs a permanent address and phone number. For those without offices, this could be a post office box and a telephone with voice

mail (Google phone is a free option), both of which need to be monitored routinely and often. The contact information, namely, the name(s), address(es), phone/fax numbers and email addresses for League President/Co-President/Team Leader is generally confidential, except when the League has no official contact information.

- II. Website/Online: The development and maintenance of a website is an undertaking that requires regular and constant attention. The website (and other online activities such as Facebook or Twitter) must continue to be a visible, informative, and action-oriented tool available to our members and to the public. This objective led to the launching of the LWVMD website in September 1995, which also aided the development and installation of LL websites.
 - A. These LWVUS Website Policies are applicable to state and LLs as of September 1995:
 - B. Publishing on the Internet is another method of publishing. Therefore, it is subject to the usual policies for publishing, for example:
 - 1. Copyrights must be honored.
 - 2. Privacy of individuals must be respected.
 - 3. Material must be in keeping with our mission, beliefs, intentions, and continue our nonpartisanship policy.
- III. Each League level must take responsibility for the material it publishes online. The President remains the spokesperson for his or her League. Items and information appearing on League sites should be authorized by its President, its board, or an individual authorized by the President to act in that capacity. The President is responsible for ensuring that the information posted online is appropriate for public presentation.
- IV. Links to other League web pages are permissible without prior approval. Creating links to appropriate government entities and any organizations and groups with whom the League is allied is encouraged.
- V. Website Design
 - A. The LWVMD Online Services Director initially produces the design and format of the State and LL web pages. Revisions and modifications to those sites continue to be the responsibility of that Director, thus relieving LLs of substantial technical design responsibilities and encouraging the posting of information that furthers the visibility, vitality and effectiveness of the League.
 - B. Local Leagues may use the design provided or provide a design of their own with the permission of the LWVMD Online Services Director. Notice of such planned redesign and its scheduled implementation by a LL should be reported to and coordinated with the LWVMD Online Services Director.
 - C. Requests or recommendations for additions, modifications, or other changes to the respective websites, or proposals to undertake new or pilot projects using online access should be submitted to the Online Services Director for consideration, decision, and approval, if necessary, by the Board to ensure uniform or expanded installation in all LWVMD websites, where practical.
- VI. Online Security
 - A. To ensure the appropriateness of the information on the League websites, the LWVMD Online Services Director or those individuals appointed to serve as online editors will approve new and updated information.
 - B. Usernames and Passwords used to upload information and access individual or administrative accounts must be protected by the individual members and website managers.
 - C. Avoid posting personal contact information online. A League phone number or post office box should be used. Use of the online contact forms or LWV aliases (pres@lwvmd.org, info@lwvmd.org, etc.) is recommended instead of using personal email addresses.

- VII. Each League should upload their own information. The State President and LL Presidents are expected to assign responsibility for maintenance of their sites to members of their League. The same person may have multiple roles.
- A. Writer(s) people who upload information. Often board members, committee members, and newsletter writers.
 - B. Online Editor(s) people who review and approve uploaded information. This is often a Newsletter editor or Board member. Defaults to the President.
 - C. Online Membership Manager. Someone with administrative access to the LWVUS membership database.
 - D. Website Manager a person with more technical expertise who supervises and develops the website. Defaults to the LWVMD Online Services Director
 - E. People who post online should:
 1. Be informed of all LL activities and actions to ensure up to date postings on their website.
 2. Be available to post and update information as promptly as possible. If the LWVMD On-Line Services Director observes out of date content, the Local League will be informed. If nothing is done to remedy the situation within two weeks, the On-Line services Director shall have the authority to hide the content.
 3. Inform the LL President of difficulties encountered in receiving information for the website or in keeping the site updated regularly.
 4. The name, address, telephone, and email address of the local Online Editor and Website Manager are to be included in the State Directory.
 5. If a LL finds it is unable to staff the position of Online Writers and Online Editors to ensure regular updating of its site, that should be reported to the Online Services Director so appropriate redesign of its site can be installed, or other corrective action can be taken.
 - F. Suitable Information to post online
 1. Be careful about people's privacy by redacting home addresses, phone numbers, email addresses, and other private information. Pictures of people identified by name should be uploaded only with permission from those people.
 2. To ensure accessibility by everyone, all uploaded files should be in a universally accessible format (PDF, TXT, HTML, or CSV) instead of in proprietary formats such as those used in Microsoft Office products.
 3. Suitable Content
 - a. News Articles (testimony, press releases, upcoming or recent activities of your League, action alerts, announcements, president letters)
 - b. Documents (Fact Sheets, Voters' Guides, pamphlets, books, resources, newsletters, website manuals, information about government)
 - c. Events - any LWV or LWV-sponsored Event.
 - d. Postings of events not sponsored by the League of Women Voters may be posted only if: They are non-partisan in nature AND they address an issue that is a League priority AND the League President, after consulting with relevant member(s) of the Board has approved the posting. Such events should include a disclaimer saying that the League is not a sponsor and the League believes they are non-partisan and of interest to the public.
 - e. About LWV (history, organization, contact information, pictures, membership info, contact pages)
 - f. Donation Pages and Information about the Education Fund
 - g. Links to other Leagues and to Government sites. Links to locations (restaurants, hotels, parks, etc.) may be added to help people attend an event. If you link to other organizations, visit their site every so often and make sure they're still non-partisan.
 - G. Features for the Future - Electronic communication and website publication are not static and changes can always be expected and should be encouraged. The Board encourages submission of ideas for new data content, expansion or changes to current LWVMD web pages and new

projects using electronic communication. These should be forwarded to the Online Services Director. New online projects initiated by LWVMD will be communicated promptly to all LLs and cooperation and participation will be encouraged.

VIII. EMAILS, SUBSCRIPTION LISTS, AND ONLINE FORUMS

- A. LWVMD email aliases - Email Aliases in the form of name@lwvmd.org are available through the website. These e-mails should be listed on the website to avoid using personal emails and to make maintenance easier. These addresses can be used to send out official League notices. Each LL has been assigned a minimum of three emails, namely:
 - 1. pres@LL.lwvmd.org
 - 2. info@LL.lwvmd.org
 - 3. web@LL.lwvmd.org
- B. Subscription Lists
 - 1. State - LWVMD sends out notices such as Action Alerts and information about upcoming events as well as publications like MD Voter, State Board Letter and Report from State Circle using member information that is in the LWVUS data base. Therefore, it is very important the LL keep their membership information up-to-date with LWVUS. Members and non-members may also subscribe themselves to lists on the LWVMD site, and LLs can subscribe their members.
 - 2. Local Leagues may also use their web-sites to archive newsletters and to send out notices and publications.

IX. PUBLICATIONS

- A. Approvals
 - 1. All published materials, such as "When You Go to Annapolis," that are made available to the general public, go through a concurrent checking process by key members of LWVMD. All comments are pulled together, and any editorial changes are checked with the writer. The material is then proofread--a process essential for producing accurate, quality publications.
 - 2. Publications must be approved by the Board; final copy approved by the President.
 - 3. Publications should be marked "Material may be reproduced in whole or in part with written permission of the LWVMD."
 - 4. Office files contain copies of each publication and information about each publication (including cost, publication number, distribution, printer used, number ordered, how funded).
- B. Style and Editing
 - 1. LWVUS Policy: To facilitate a uniform image of the League, it is advisable for every League to use the League's registered (trademarked) logo on all publications, League letterhead and the Web site. (Downloadable logo files and standards for use of the League logo are on the LWVUS site.)
 - 2. Include the publication date.
 - 3. Be clear and concise but most important, be accurate.
 - 4. The Board may appoint a reading committee. Any changes made by the reading committee other than spelling, grammar or punctuation will be checked with the original writer.
 - 5. Assume that readers are unfamiliar with your material. Make it clear to an uninformed reader.
 - 6. Use abbreviations only after writing the name in full, followed by the initials in parentheses, e.g., State Board of Elections (SBE).
 - 7. Submissions must include the author's name and date, clearly indicated. Computer discs, emailed, or typed contributions may be submitted. Keep a copy for your own reference.
 - 8. Re-read all copy before it is submitted.
 - 9. Proofreaders should make no changes unless an obvious error in spelling or punctuation is encountered.
- C. Ongoing Publications
 - 1. MARYLAND VOTER

- a. LWVUS policy: Every League should name its newsletter The Voter and include the League's registered logo on the masthead.
 - b. Objective/Purpose: There are two primary objectives of the Maryland Voter:
 - To communicate with all League members in the state, sharing upcoming and past activities, philosophies and goals.
 - To project an image of LWVMD to Leagues in all other states, the LWVUS, and to numerous organizations in Maryland, providing an essential and ongoing public relations and recruiting tool.
 - c. Content: Generally, the materials printed in the Voter are suggested by the editor and/or Board members. Most of the articles tend to suggest themselves through Board and LWVMD activities. Local Voters are also a source of news. Voters from other states may provide ideas or news items. The editor helps balance ordinary notices and accounts of events with other, more varied articles and graphics. The Voter can become repetitious since LWVMD repeats certain events annually. The editor should find ways to present annual activities in a fresh, imaginative manner. The final determination on content, as well as all other phases of production, rests with the editor and the president. Advertisements may be included in the Voter and are encouraged, provided they meet League nonpartisanship standards.
 - d. Style: In order that articles in the Voter may meet basic standards, such as spelling, sentence structure, language usage, clarity, style consistency and logical organization and sequence, a Style Sheet shall be made available to Board members and reviewed annually. The individual writing style of contributors should be allowed to come through whenever possible to make the Voter more interesting to read and to encourage originality.
 - e. Nuts and Bolts: The Voter is published three times per year: Fall, Winter and Spring/Summer issues. Every LWVMD member receives the Voter by bulk mail or email. The Voter is also sent those who subscribe via our web-site or by contacting the office. A fee for print subscriptions sent to non-members is set by the Board.
 - The editor works with the Board a month or two before the Voter is published to decide what items will appear in that issue. The editor makes assignments, determines the deadline, and is the recipient of all articles by Word attachment.
 - The editor then prepares all items for publication so they meet stylistic standards and are factually correct.
 - The editor is responsible for layout and production. If convenient, drafts are proofread by a second member of the State Board.
 - The League generally produces the Voter in-house.
 - After the Voter is printed, it is collated, folded and labeled for mailing to members and subscribers who don't have e-mail by the office manager.
 - The office manager also posts the LWVMD Voter on the LWVMD web-site.
2. STATE BOARD LETTER (SBL)
- a. The SBL's primary function is to keep LL boards informed of all LWVMD Board news, plans and activities. The SBL is a vital link between the Board and LL boards. It is edited by a Board member with contributions assigned at each regular Board meeting. The SBL frequently features information for LLs to transmit to their members via local Voters. In order that articles in the SBL may meet basic standards, such as spelling, sentence structure, language usage, clarity, style consistency and logical organization and sequence, a Style Sheet shall be made available to Board members and reviewed annually.
 - b. The SBL is sent by email to all members who have e-mail addresses and local League board members who do not have e-mail are sent a hard copy.

- c. The office manager posts the SBL on the LWVMD web-site and sends out the e-mail blast to all subscribers.
- 3. REPORT FROM STATE CIRCLE (RSC)
 - a. RSC covers a broad spectrum of bills before the Maryland General Assembly, which the League monitors and lobbies.
 - b. The primary audience for RSC is League members and members of the Maryland General Assembly. The public may also subscribe to free electronic copies. It is also available to libraries and other potential subscribers, and can be downloaded on the LWVMD Website. There is a subscription rate for members and non-members who would like to receive hard copies. The Board shall determine rates for any hard copy subscriptions.
 - c. RSC is published five times during the Legislative Session plus a wrap-up issue following sine die to report these results. RSC is edited under the auspices of the Action Chair, and is written by member-reporters who follow assigned bill categories.
- 4. POLICIES, GUIDELINES, PROCEDURES (PGP)
 - a. Intended as a reference primarily for State Board members, PGP describes key portfolios and Board functions. It also explains how various ethical questions are treated, and how the Board maintains relations with the LLs and outside entities.
 - b. PGP is reviewed annually and updated on an ongoing basis as the Board adds or changes policies and methods of doing League tasks.
- 5. STATE DIRECTORY
 - a. Every LWVMD Board member, LL president, and other portfolio holders such as local web managers and LL offices are provided a State Directory. The Directory is published annually prior to the Fall Workshop.
 - b. LLs are required to submit their full board list to the League office as soon as they complete their board assignments.
 - c. The Directory includes names, addresses and email addresses of the LWVMD Board, LL presidents, LL boards and portfolios, LL liaisons, National, State and Local offices, NCA League, and the LWVUS Board. It also includes the State calendar.
- 6. STUDY AND ACTION
 - a. This essential reference catalogues the history and development of LWVMD positions, projected action activities and past action efforts. In addition to stating positions, Study and Action includes background write-ups to set each position into its intended context and aid in interpretation.
 - b. Study and Action is formally updated and reprinted biannually. Updating is the responsibility of the Program and Action chairs. It is available on the LWVMD Website.
- 7. "WHEN YOU GO TO ANNAPOLIS"
 - A. A handy guide to the Maryland General Assembly in brochure form, "When You Go to Annapolis" is updated and reprinted annually.
 - B. It includes House and Senate committee information, names, phone and room numbers and committee assignments for all state senators and delegates and key state executive branch officials, a map of the State House area and how to obtain legislative information.
 - C. When funding allows, this publication is printed in quantity to be widely distributed to League members and the public. All efforts are made to secure outside funding for "When You Go to Annapolis." The pamphlet is uploaded to the website a few days after the General Assembly convenes and is available for a free download.

MEMBERSHIP

- I. Member Recruitment and Retention
 - A. Local Leagues are required by LWVUS to have in place a membership retention and recruitment program.

- B. Generally this is produced by a member of the Local League's board whose title is "Membership Chair."
 - C. The proposed program is presented to the Local League board at the start of the Local League's year for discussion and adoption.
 - D. At each subsequent board meeting, the Local League Board receives a report about activities and successes with the adopted program as well as plans for the future.
- II. Per Membership Payments (PMP)
- A. Local Leagues make per member payments (PMPs) for each member as adopted at LWVUS and LWVMD Conventions and LWVUS and LWVMD Councils.
 - B. Additional household members are charged one-half the PMP of initial household members by both LWVUS and LWVMD. (See LWVMD Bylaws Article XI, Section 2b.)
 - C. PMPs are not charged for life members.
- III. Establishment of Dues by Local Leagues
- A. Local Leagues establish their own dues for their local members.
 - B. Local Leagues must assure that memberships are current with both LWVUS and LWVMD by making per member payments.
 - C. There can be no members who are members of the LL only.
 - D. All League members must be members of LWVUS and a state League.
- IV. Location of Local League Membership
- A. Members of the League of Women Voters are entitled to be members in any location of their choosing but only one.
 - B. Generally membership is in the jurisdiction of residence.
- V. LWVUS Roster
- A. It is paramount that LLs keep the LWVUS Membership Roster, which has been established for them by LWVUS, current in order for members to be treated appropriately by LWVUS and LWVMD.
 - B. LWVUS and LWVMD use the LWVUS Membership Roster for their records and mailings.
 - C. LWVMD keeps the roster current with regard to those members in Maryland where there is no LL.
 - D. LWVMD will periodically update its mailing lists from the LWVUS database. To avoid delay in members receiving information, each LL is encouraged to subscribe its new members to the subscription lists and to regularly review their lists for accuracy.
- VI. GIFT MEMBERSHIPS
- A. Anyone wishing to gift a one-year Maryland MAL or local League membership may purchase a uniform gift certificate through the LWVMD website or administrative office.
 - B. The price of the certificate will be recommended by the Membership Chair and approved by the Board, and will equal or exceed the amount of annual dues charged by each of the local Leagues.
 - C. All gift memberships will be redeemed through the state office.
 - D. To activate the gift membership, the recipient will contact the Administrative Director who will connect them with the membership chair of the local League of their choice.
 - E. The local League will request payment of annual dues for the new member from the LWVMD Treasurer.
 - F. The gifted membership will be active for one year from date of redemption.
 - G. If unredeemed, the gift certificate will expire one year from its purchase date, and the funds will be treated as a donation to the LWVMD Operating Fund.

- H. LWVMD will keep any excess over the MAL or local League membership dues to compensate for administrative costs.
- I. The gift certificate's date of purchase and authorization code will be tracked through NationBuilder.

VII. MEMBERS-AT-LARGE (MALs)

- A. The Member-at-Large (MAL) membership category was approved by the League of Women Voters of the United States in May, 1994.
- B. It was designed to reach and serve those members who reside in an area NOT served by a LL including those areas in which there was a LL that had dissolved.
- C. Benefits and Services to Members-at-Large
 - 1. MALs belong directly to LWVMD. Particular efforts will be made by the LWVMD to keep MALs informed of League activities. LWVMD services to MALs will vary depending on whether they belong to a MAL Unit and the service the MAL Unit provides to its members. (See next section for discussion of MAL Units.)
 - 2. All MALs will be represented on the LWVMD Board by a Board member responsible for MAL services and communications.
 - 3. All MALs will receive the Maryland Voter and the State Board Letter. Upon joining, they will receive a welcoming letter from the LWVMD President and other mailings of LWVMD. MALs are full-fledged LWVUS members and will receive LWVUS mailings.
 - 4. MALs are eligible for LWVMD board service as well as LWVMD committee assignments.
- D. MAL Dues
 - 1. Dues for MALs, including those of members of a MAL Unit, are set in the LWVMD budget that is adopted at LWVMD Convention or Council.
 - 2. These dues are paid to LWVMD that pays LWVUS and LWVMD PMPs and insurance for each MAL.
 - 3. MALs will be sent renewal notices at the end of each fiscal year for membership the following year.
 - 4. If a MAL Unit collects dues, it shall forward the dues to LWVMD.

VIII. MEMBER-AT-LARGE UNITS

- A. Member-at-Large (MAL) Units are designed to accommodate groups of MALs who wish to organize in jurisdictions and seek LL status.
- B. A MAL Unit is an essential step toward establishment of a LL. It is a requirement of a MAL Unit that it is working toward LL status.
- C. Minimum Requirements for Recognition by LWVMD of MAL Units
 - 1. Minimum of eight (8) paid members
 - 2. Adoption of a nonpartisanship policy
 - 3. Filled leadership positions including president, vice president, recording secretary, treasurer* (or recording secretary/treasurer), membership retention and recruitment chair and voter service chair or the equivalents of these such as a leadership team which carries out these duties.
 - 4. *The LWVMD treasurer handles MAL Unit's money and financial records; the MAL Unit treasurers simply communicate with the LWVMD treasurer for information about the MAL Unit's financial condition and report it to the MAL Unit at its board meetings
 - 5. Scheduling for the League year regular board meetings, an annual membership meeting and three (3) membership meetings in addition to the annual meeting
 - 6. A calendar for distribution to the membership for the League year which includes LWVUS and LWVMD events and the MAL Unit's board and membership meetings
 - 7. Regular newsletter to membership which includes LWVUS, LWVMD and MAL Unit's calendar and events notices as well as LWVUS, LWVMD and local MAL Unit leaders contact information

8. Development and implementation of a membership recruitment and retention plan
 9. Intention to pursue LL status
 10. Request of LWVMD in writing for recognition as a MAL Unit
- D. Benefits and Services
1. Each potential MAL Unit will be assigned a LWVMD Board member who will guide the group toward MAL Unit recognition by LWVMD.
 2. The LWVMD Board member will also guide the new MAL Unit toward recognition as a LL.
 3. Dues paid to LWVMD by MALs who have formed a MAL Unit will be credited to the MAL Unit in the amount of the dues less LWVUS and LWVMD PMPs and insurance.
- E. MAL Units are Required to Pursue Local League Status and after establishment will:
1. Continue all MAL Unit recognition requirements
 2. Attend LWVMD Convention/Council as voting delegates
 3. Participate in LWVMD meetings, workshops, conferences, events
 4. Undertake some Voter Service activities
 5. Distribute LWVUS and LWVMD action alerts to the membership
 6. Participate in LWVUS and LWVMD consensus and concurrence studies
 7. Develop and adopt a balanced budget

IX. REQUIREMENTS TO BECOME A LOCAL LEAGUE

- A. Recognition as a Local League is conferred by the League of Women Voters of the United States with the recommendation of the Board of Directors of its State League.
- B. The LWVUS has established requirements for LL status. State Leagues also establish requirements for recommending the MAL Unit to LWVUS for LL status.
- C. Requirements by LWVUS to Become a Local League
 1. Have bylaws, the first three articles of which must be consistent with the LWVUS bylaws. The remaining articles must provide for democratic procedures
 2. Establish and maintain a nonpartisanship policy
 3. Hold an annual business meeting of the membership
 4. Hold regular board meetings
 5. Meet its financial obligations to the national and state levels of the League
 6. Have a plan for membership growth and retention that encourages a membership as diverse as the community
 7. When pursuing advocacy, be consistent with League principles, positions and policies
 8. Present a balanced budget
 9. Provide a fundraising plan
 10. Program work, voters service activities and future plans"
 11. The LWVUS also requires with the packet containing exhibits of the above items, a membership list, a list of municipalities and unincorporated town names contained in the MAL Unit's jurisdiction, and a list of zip codes within the MAL Unit's jurisdiction.
 12. All MALs including those in MAL Units are listed in the LWVUS Membership Roster of their State. The LWVUS staff will establish a LWVUS Membership Roster for the new LL and the information provided in the packet by the petitioning MAL Unit assists LWVUS staff to place those on the LWVUS Membership Roster for Maryland into the new Roster for the LL.
- D. Requirements of LWVMD to Recommend a MAL Unit to LWVUS for Local League Status
 1. Maintain "Minimum Requirements for Recognition by LWVMD of MAL Unit"
 2. Maintain LWVMD's requirements of "MAL Units are required to Pursue Local League Status and will..."
 3. Have bylaws ratified by the LWVMD Board
 4. Elect leadership consistent with the petitioning LL's bylaws
 5. Maintain non-partisan policy approved by LWVMD board
 6. Have at least 30 members

7. Prepare on-line voters guides for upcoming federal, state and local elections
8. Meet requirements of LWVUS to become a LL
9. Prepare in duplicate and submit to the LWVMD board for recommendation and forwarding to LWVUS the documents for LL status as required by LWVUS.

X. LWVUS MEMBERSHIP AND LEADERSHIP DEVELOPMENT PROGRAM

- A. In 2010, the Ruth S. Shur Leadership Institute was established to further membership recruitment and leadership development coordinated by the Ruth S. Shur Fellows or National Coaches. This is a program whereby the National Coaches, supported by the LWVUS Coordinator and Staff, mentor State Coaching Teams. In turn the State Coaches work directly with representatives of the participating LLs to encourage recruitment and retention of members as well as the development of new leaders.
- B. Establishing the State Team
 1. In order to participate in the LWVUS Membership Recruitment and Leadership Development program, the following steps were taken:
 - a. LWVMD applied to participate in the program and assigned a State Coordinator.
 - b. The State Coordinator recruited LLs to participate as well as at least two members to serve as State Coaches.
 - c. LWVUS designated a Ruth S. Shur National Coach to work with the State Coaching Team.
 2. Initial Training for the team will consist of:
 - a. LWVUS conducted an initial training session with the State Coaching Team.
 - b. LWVUS provides a webinar library to supplement this training.
 - c. LWVUS maintains a centralized online site to post all program materials.
 - d. For the first year, LWVUS conducts a training session for the State Coaching Team and representatives of the participating LLs.
- C. Duties of the State Team
 1. Each State Coach should contact the LLs to which they are assigned via phone on a monthly basis.
 2. The State Coaching Team and the Ruth S. Shur National Coach hold a monthly teleconference utilizing the services of Free Conference Call.
 3. Once established the State Coaching Team is responsible for conducting membership recruiting and leadership development training on an annual basis using the materials provided by LWVUS.
- D. National Coaching Support
 1. In addition to the monthly teleconference with the State Coaching Team, the National Coach provides the State Team with additional materials to assist them in working with the LLs.
 2. The National Coach serves as a resource to the State Team in all aspects of the program as well as providing individual guidance via phone and e-mail.
 3. The National Coach serves as a liaison to the LWVUS for any questions regarding the program.
- E. Duties of the State Coordinator
 1. An on-going task of the State Coordinator is to contact prospect State Coaches.
 2. An on-going task of the State Coordinator is to recruit LLs to participate in the program.

LEAGUE OF WOMEN VOTERS OF MARYLAND EDUCATION FUND (LWVMDEF)

- I. The League of Women Voters of Maryland Education Fund was established in 1976 as the Maryland Voters Education Fund (MVEF). The name was changed to the current name in 2008. It was established as the educational arm of the League of Women Voters of Maryland. It qualifies under

Section 501(c)(3) of the Internal Revenue Code as an organization authorized to accept contributions that are tax deductible for the donor.

- II. The LWVMDEF is a separate corporation with separate articles of incorporation. The officers of the LWVMD Board serve as trustees. The trustees may vote at the outset of each two-year term to allow all Board members to vote on LWVMDEF matters.
- III. Local Leagues in Maryland that want to solicit tax deductible contributions or grants for their voter service and public education efforts but do not have their own 501(c) (3) funds may deposit contributions into the LWVMDEF and then withdraw them as needed for their projects. All interest earned on such deposits will be retained by the LWVMDEF.
- IV. To preserve the nonpartisan stance of the League, LWVMD, LWVMDEF and LLs and their Education Funds should not solicit or accept contributions from candidates (or their committees) running for elected public office for either the Leagues or as tax-deductible contributions. Memberships, however, of candidates and members of their committees are welcome.
- V. How LLs use the fund:
 - A. Checks to be deposited into the LWVMDEF should be made payable to the LWVMDEF and sent to the LWVMD/LWVMDEF office with a note stating that they are to be held for educational projects of the LWV of _____.
 - B. If a check intended for LWVMDEF deposit is made payable to the LL, endorse it payable to the LWVMDEF; do not deposit such a check into the LL account. If checks are numerous, send them in batches. The LWVMD treasurer will send the LL a statement that will also show the LL's total balance in the LWVMDEF. The LWVMD Treasurer will:
 1. Keep detailed records of expenses including all invoices, receipts, etc.
 2. Give LWVMDEF a credit line on publications, programs, etc. funded (or partially funded, as the case may be) through contributions made to the LWVMDEF.
 3. After completion of the project, send a final report of expenditures and a copy of the publication or program, if any, to the LWVMDEF treasurer for the records.

GLOSSARY OF LEAGUE LINGO

There are certain terms that are unique to the League of Women Voters- "League Lingo." Some are listed here to help new members.

ACTION: Promoting the League's positions on local, state and national public policy issues to government officials, the media and the public.

ACTION ALERT: Request from the LWVUS, state or local League to take action in support of a League position.

ANNUAL MEETING: Local year-end business meeting to elect officers and directors, vote on bylaw changes and adopt a budget and program of work for the next year.

ASSOCIATE MEMBER: A non-voting member of the League, such as a person under 18 years of age or a non-citizen.

CONSENSUS: Collective opinion of a substantial number of League members, representative of the membership as a whole, after objective study of an issue.

CONCURRENCE: Agreement by League members with a position on an issue reached by a small group of members or by another League.

CONVENTION: A state or national League meeting held every other year at which delegates elect officers and directors for the biennium, adopt program, make bylaw changes and adopt a budget, usually for one year. Local Leagues send delegates to state convention, local and state Leagues send delegates to national convention.

COUNCIL: An assembly of delegates held in alternate years to adopt a budget and assess program developments. Local Leagues send delegates to state council, state Leagues send delegates to national council.

EDUCATION FUND: The tax-deductible arm of national, state and large LLs, handling funds to be used only for educational purposes, not for action on issues.

LIFE MEMBER: A person who has been a member for 50 years or more. Life members are excused from dues payment and their Leagues pay no per member payment (PMP) for them.

ILO: Acronym for an Inter-League Organization, formed by LLs within a county, metropolitan area or region to act on issues that are beyond the LL area in scope.

MAL: Acronym for Member-At-Large, a member who resides outside the area of, and is not enrolled in, a LL.

MAL UNIT: A state-recognized group of Members-At-Large, in an area where there is no LL.

PMP: Acronym for Per Member Payment, the amount of money paid to the LWVUS and the state League on behalf of each member.

POSITION: A statement of the League's point of view on an issue, arrived at through member study and agreement (consensus or concurrence), approved by the appropriate board and used as a basis for League action.

PRINCIPLES: Governmental standards and policies supported by the League as a whole. They constitute the authorization for adoption of program at all levels.

PROGRAM: Selected governmental issues chosen by members at the local, state and national levels for study and action.

PROGRAMS: Plans for speakers, discussion or other activities for League meetings.

UNIT: Groupings of members within large LLs to provide more opportunity for discussion.

Units may be time-oriented (day, evening, lunch hour), geographically oriented, or both.

VOTERS GUIDE: Nonpartisan publication giving candidates' qualifications and positions on selected issues. General Election editions include descriptions of any questions that will be on the ballot.

VOTERS SERVICE: Year-round activity to help citizens be politically effective and to encourage their participation in the political process. Registering voters and presenting factual, nonpartisan information on candidates and election issues are basic voters service activities.

VOTING MEMBERS: All League members who are U.S. citizens and at least 18 years old.