

POLICIES, PROCEDURES AND GUIDELINES OF THE LEAGUE OF WOMEN VOTERS OF OREGON

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The following policies, procedures and guidelines have been adopted by the League of Women Voters of Oregon Board of Directors to carry out the League's purposes. These are Board tools to be used in conjunction with League publications. The following policies, procedures, and guidelines may be changed by a vote of the Board of Directors.

1. NONPARTISAN POLICY

The League of Women Voters of Oregon (LWVOR) is nonpartisan and neither supports nor opposes political parties or candidates for elective office. Public perception of the League is an important part of this policy in addition to the reality of any situation.

Application to State League Leaders: This policy applies to state LWVOR Board members, Action Committee coordinators, and may include other League leaders publicly and closely identified with the League. Although this policy might apply to some leaders of members-at-large (MALs) units because they are directly members of the LWVOR, it does not apply to local League leaders or non-members; each local League is required to have its own nonpartisan policy.

Electoral Campaigns: These state League leaders may not serve in nor run for any partisan elective office (including precinct committee person) and may not take a publicly visible part in partisan political campaigns. "Publicly visible" includes giving an endorsement to a **partisan candidate**. These state League leaders should likewise not speak as League members when working on any non-League ballot measure or any political action committee (PAC) that may be perceived as partisan. All LWVOR members are otherwise encouraged to participate in electoral campaigns as individuals.

Social and Other Media: A state League leader 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/his as a member of the LWVOR Board. For example, "Liking" a candidate on Facebook may be perceived as an endorsement of the candidate.

Appointments: Unless LWVOR members are asked to serve on state-level appointive committees or task forces as representatives of the League of Women Voters of Oregon, they should serve as individuals. Those serving as LWVOR representatives must be approved by the Board and shall represent LWVOR positions when LWVOR has applicable positions. The LWVOR may recommend names to the Governor or other public official for appointment to citizen and policy boards. (See also section 7.8 League Representation and Appendix A.)

Interpretation: Any League member may ask the LWVOR Board to interpret and rule on the particular circumstances of their public involvements.

2. RELATIONSHIP BETWEEN THE LWVOR AND THE LWVORAF

2.1. INTRODUCTION

The League of Women Voters of Oregon (LWVOR) and the League of Women Voters of Oregon Advocacy Fund (LWVORAF) both require an office, staff, a Board, and administrative committees. In an attempt to keep its general office and administrative expenses as low as possible, the LWVOR has elected to share office space and staff with the LWVORAF and to take advantage of the opportunities presented as a result of sharing some Board members.

2.2. RESPONSIBILITIES AND OWNERSHIP

The LWVOR Board hires all office staff and oversees the general management of the office. All office equipment is owned by the LWVOR; the LWVORAF pays for use of this equipment at rates agreed upon by both organizations. Office supplies and general administrative expenses shared by the two organizations are purchased by the LWVOR. The LWVORAF reimburses the LWVOR for its share of these expenses, as defined in an agreement.

3. BOARD OPERATIONS

The Board's basic operation policies and procedures are described in LWVOR Bylaws. The following policies expand upon those provisions.

3.1. PUBLIC STATEMENTS FOR LWVOR

3.1.1. Spokesperson

The President is the spokesperson for LWVOR. The LWVOR President may designate a member of the Board or other League member to represent the LWVOR for particular issues or issue areas. A designated LWVOR representative may comment to reporters and others within the constraints of the League positions or previously approved formal statements.

3.1.2. Formal statements

Every formal statement on behalf of League, whether or not it is delivered orally, must be written on LWVOR stationery and signed by the President and, when appropriate, the committee chair.

3.1.3. Statement approval

The President, Action Chair, and one other member of the Board or Action Committee approve all statements, letters, or other documents prepared by members of the Board or Action Committee on behalf of League. Approval may be secured by telephone or email. A copy must be sent to the LWVOR office. (See also section 7.2.9 Approval of testimony.)

3.2. EXECUTIVE COMMITTEE

3.2.1. Composition and functions

An executive committee, consisting of the officers and a designated alternate, may exercise authority as delegated to it by the Board of Directors. The committee may set agendas for regularly scheduled Board meetings and may make decisions as necessary between regularly scheduled Board meetings.

3.2.2. Quorum

A majority of the executive committee shall constitute a quorum.

3.2.3. Minutes

Minutes shall be taken at all Executive Committee meetings and distributed to the committee, all local Leagues, and to the Board of Directors prior to the next regularly scheduled meeting of the Board, if possible.

3.2.4. Open meetings

All Board members are welcome to attend meetings of the executive committee.

3.3. MATERIALS FOR BOARD MEMBERS AND OFF-BOARD CHAIRS

LWVOR Board members and off-Board chairs will be provided with LWVUS information as needed and LWVOR president's mailings. Materials used in carrying out the duties of a League office are the property of the LWVOR and shall be returned to the League upon resignation or expiration of term.

3.4. CORRESPONDENCE AND RECORDS

Board members and off-Board chairs, except the Nominating Committee Chair, should forward to the state office copies of all substantive correspondence, including emails, with non-members and important correspondence with members.

3.5. MEETINGS

A "meeting" as used in the LWVOR Bylaws, except for convention and council meetings, is any mutually agreed upon communication among all attending members, provided that all other bylaw provisions for notice, quorum, minutes, etc. are followed. The communication may be by any appropriate medium, including telephone conference call, email, group email list, instant messaging, videoconferencing, or internet video conferencing, provided that all attending members can read or hear all discussion and interact with other members.

3.5.1. Procedure for motions presented by email

When a quorum of Board members is unable to participate in a simultaneous meeting, as with email Motions, voting shall not take place until at least 24 hours have passed after the initial notice and content of the proposed Motion was emailed to members. If, during the relevant period, any member has requested further group discussion on the Motion before voting occurs, the Chair shall arrange and facilitate an appropriate process so that group discussion may occur on the requesting member's concern. "Appropriate processes" may include: (1) telephonic discussion at which a quorum of members is actually present, and (2) an appropriate time period during which members may exchange emails discussing their views on the issue being considered, before voting is initiated. If, however, no member has requested such group discussion, the Chair may initiate voting by email on the Motion immediately upon the completion of the 24-hour waiting period.

4. OFFICE AND PERSONNEL

4.1. OFFICE MANAGEMENT, EQUIPMENT AND USE

4.1.1. Use for League business only

The office and equipment is used only for League business unless authorized for another use by the LWVOR Board.

4.1.2. Office staff's expenditure limit

The President or Treasurer approves all purchases and/or expenditures by the executive administrator over \$300.

4.1.3. Office hours

Office hours will be established, maintained, and publicized to maximize the opportunities for access by League members and the public.

4.2. PERSONNEL

4.2.1. Equal Opportunity Employer

The League of Women Voters of Oregon does not discriminate on the basis of race, religion, national origin, ethnicity, gender, age, disability, marital status, sexual orientation, or gender identity in its employment practices.

4.2.2. Employee relations

In order to have a well-run office and a productive relationship with staff, LWVOR will:

- Provide the office coordinator and the support specialist with office conditions and supplies necessary to perform their jobs.
- Formally review the office coordinator's and support specialist's performance at the end of six months of employment, and once a year in January thereafter. LWVOR will increase the office coordinator's and support specialist's salary, if warranted, with each review.
- Provide the office coordinator and support specialist with opportunities for professional growth.
- Have written contracts for all employees and uphold all provisions of the employment contracts.

Extra help and overtime. The President will authorize the hiring of any extra help or overtime.

4.2.3. Vacation and Sick Leave

The League of Women Voters of Oregon wants all of its permanent employees, whether full or part time, to have the benefits of vacation and sick leave. These benefits will be provided:

- All permanent employees will accrue vacation and sick leave. Unless specifically stipulated in a separate employment agreement, vacation and sick leave each accrue at the rate of 0.04 hours per hour worked. Temporary employees, including interns, do not accrue either vacation or sick leave.
- Accrual of vacation and sick leave benefits commences after the employee completes six continuous months of employment with LWVOR. Accrual shall be retroactive to the start of that six-month period.
- All calculations of vacation and sick leave are done as part of the monthly payroll calculation and are the responsibility of the Treasurer.
- Vacation and sick leave use must be reported to the Treasurer by the Office Coordinator and as part of the month-end time report.
- Vacation may be used at the employee's discretion. However, the employee's supervisor must approve the vacation period so that proper staffing of the office may be maintained.
- Sick leave is provided to allow an employee to care for their own health needs and those of their immediate family. It is not a secondary form of vacation. LWVOR reserves the right to require documentation of the need for sick leave.
- All vacation and sick leave must be used before the end of the year following the year in which it was earned. For example, vacation or sick leave earned in 2015 must be used before the end of 2016. Vacation or sick leave not used prior to this deadline is forfeited with no compensation due to the employee.
- Upon termination an employee will be paid for all unused vacation including vacation hours earned in the then-current year up to and including the day of termination.
- Upon termination all sick leave will be forfeited.
- Employees may not "borrow" vacation or sick leave. Employees may be paid for vacation or sick leave hours only after they have been credited as part of a monthly payroll calculation.

4.3. LEAGUE COMMUNICATIONS

4.3.1. Communication to local Leagues from LWVOR

When the following publications are produced on paper, two copies will be sent to each local League and to LWVUS. One copy will be sent to each LWVOR board member, off-board chairs, action coordinators and LWVUS liaison:

- Local League Planning Guide
- Who's Who
- Monthly Board reports
- Speaker's kit for ballot measures
- Issues for Action (odd-numbered years only)
- Legislative Report (twice-monthly during Legislative session)
- Discussion guides for studies
- Study reports
- Council or Convention workbook
- Bylaws
- Order forms
- All other state publications

Action alerts are sent to local League presidents by email, when possible, and by regular mail, if necessary. Board agendas are sent to local League presidents by email, when possible. Material of interest to members and the public such as the *Legislative Report*, study reports, and order forms are also made available on the LWVOR website.

Local Leagues or individual League members may purchase additional paper copies of internal League publications, such as discussion guides, speaker's kits, and *Who's Who*, for the cost of production and mailing.

4.3.2. Communication from local Leagues

Local Leagues should send copies of the following materials to the LWVOR office:

- Bylaws
- Adopted budget
- Lists of officers, directors, and committee chairs
- Adopted program
- New and amended local positions
- Bulletins
- Substantive publications
- Letters to Congress and other U.S. officials, with replies
- Letters to legislators and other state officials, with replies
- Membership changes
- Board meeting minutes
- Copies of local action and testimony

4.4. NON-LEAGUE MAILINGS

The Board must approve all requests for non-League mailings. If clerical help is available, LWVOR will put out an approved mailing, charging the requesting agency or organization for League administrative expenses. LWVOR may also provide mailing labels or disks with addresses for specific Board-approved mailings to coalitions to which LWVOR belongs.

4.5. ARCHIVES

4.5.1. The University of Oregon Library will preserve and administer the records of the LWVOR, making them available to officers of LWVOR or to persons authorized by the President to examine all or part of the records. The archives include materials submitted by local Leagues to the state office.

4.5.2. The Oregon Historical Society shall be given a copy of each issue of the *Oregon Voter, Voters' Guide*, study reports, *Legislative Report*, and any other material judged appropriate.

5. FINANCIAL ADMINISTRATION

5.1. DEVELOPMENT

5.1.1. Board responsibilities

The Board appoints a Development Chair and assists the chair in recruiting a committee to do the following tasks:

5.1.1.1. Prepare for Board review and approval a fundraising program to obtain the funds for operating costs and special projects of the LWVOR in accordance with the adopted budget.

5.1.1.2. Implement the approved fundraising program.

5.1.1.3. Keep the Board apprised of progress in meeting fundraising goals and any needs to revise the fundraising plan.

5.1.1.4. Communicate with local Leagues on LWVOR development plans.

5.1.1.5. Development Committee members: The Development Committee shall have at least five members, including the Development Chair, representatives from local Leagues, the Board President, and Board members whose portfolios require a large budget and specific fundraising.

5.1.2. Annual report

The Development Chair or committee shall make a yearly report to the LWVOR Convention or Council. The report should include amounts raised, sources, methods, and costs of fundraising.

5.1.3. Funds contributed for specific projects

5.1.3.1. Funds contributed for specific projects shall be used only for those specific projects and related overhead expenses, except as noted below.

5.1.3.2. If excess funds are raised, they may be dedicated to an endowment fund for similar future projects, or at the discretion of the Board, be put into the general fund, unless the donor expressly prohibits such use.

5.1.3.3. When a statewide project includes local projects that benefit one or more specific communities, the state Development Committee will coordinate fundraising and disbursement of funds with representatives of the local Leagues serving those communities.

5.1.3.4. It is recognized that LWVOR projects provide benefits to local Leagues as well as to LWVOR.

5.1.3.5. An overhead percentage shall be applied as appropriate to all restricted funds received whether from a grant, business or individual. The overhead percentage of the received donation shall be designated for general operating use when received. This percentage shall be calculated using an Indirect Cost method for LWVOR total expenses. The calculation is based upon a single fiscal year.

5.1.3.6. Overhead percentage calculation: Definitions. Direct costs are costs that can be identified specifically with a project (and are thus charged to the project). Indirect costs are costs incurred for common or joint objectives and cannot be readily identified with a particular direct project or activity. Indirect costs are grouped into common pools and distributed to benefiting activities by a cost allocation estimate. Unallowable/excludable costs include fundraising, fines and penalties, and bad debts.

5.1.3.7. Overhead percentage calculation: Numerator. The numerator of the calculation consists of the combined total of allowable indirect costs including only the percentage of salaries and benefits attributed to non-program or fundraising activities. The budget lines included in this calculation are:

General Office Expense

- 1) Rent and Utilities
- 2) Office Supplies
- 3) Telephone Service
- 4) Postage
- 5) Percentage of Office Staff Salaries
- 6) Percentage of Office Staff Benefits
- 7) Office Staff Training
- 8) Review of Books
- 9) Insurance
- 10) Taxes and Fees
- 11) Equipment Maintenance
- 12) Equipment Purchase and Reserves
- 13) Miscellaneous

LWVOR Administrative Expense

- 1) President
- 2) Board Expense
- 3) Budget Committee
- 4) PR Committee
- 5) Website and Internet Development
- 6) Nominating Committee
- 7) Development Committee [NOT including Direct Mail, Merchandise or Raffle direct costs]
- 8) Discretionary Fund
- 9) Coalition Delegate Travel
- 10) LWVOR Delegate Travel and Expense
- 11) Delegate costs to attend LWVUS Convention or Council
- 12) Board State Council or Convention Expense

5.1.3.8. Overhead percentage calculation: Denominator. The denominator contains all program, fundraising, and other direct and related costs including salaries and benefits of staff for these activities. Also included in the denominator are certain advertising, public relations, fundraising and lobbying costs that are unallowable as either a direct or indirect cost for the organizations, but must be included for purposes of the calculation because they represent activities which include the salaries of personnel, occupy space and benefit from the organizations' indirect costs. The budget lines included in this calculation are:

LWVOR General Office Expense

- 1) Office Staff Salaries
- 2) Office Staff Benefits
- 3) Interns and Other Salaries and Payroll

LWVOR Administrative Expense

- 1) Website and Internet Development
- 2) Technology Support
- 3) Direct Mail
- 4) Merchandise Purchase, Raffle Costs & Other Development Costs
- 5) Coalition Memberships
- 6) Educational Activities: All items

LWVOR Management and Training Services: All items

LWVOR VOTER

LWVOR Delegate Travel and Expense

- 2) State Council or Convention Delegate/Observer Expense

5.1.4. Direct marketing policies and procedures

5.1.4.1. The LWVOR membership list will not be made available to other organizations for fund-raising purposes, except that it may be shared with coalitions in which the LWVOR is a member or with other Leagues, upon approval of the Board.

Commented [NT1]: All these budget categories must be updated to the new categories created by Ruth, or eliminated in favor of general category descriptions.

5.1.4.2. Lists of non-member contributors will not be made available to other organizations for fund-raising purposes except as approved by the Board. Names of contributors who have asked to remain anonymous will not be shared.

5.1.4.3. Funds solicited by direct mail for specific purposes shall be allocated to those purposes except that any excess amounts will go either into the general fund or to an endowment account established for that specific purpose.

5.1.5. Development database.

The LWVOR shall maintain a database of all member and non-member contributors including name, address, date of each contribution, amount of each contribution, the type of solicitation, and the date of solicitation.

5.2. EXPENSES OF LWVOR BOARD MEMBERS AND MEMBERS OF LWVOR COMMITTEES

5.2.1. Out-of-pocket expenses

Broad geographical representation is encouraged. LWVOR expects to pay all necessary out-of-pocket expenses for those League members carrying out League business that has been authorized by the Board. It is the responsibility of the Board as a whole to plan League work so that it can be financed by funds available. Budget line items will be used as a guide. Over-budget expenditures require Board approval.

5.2.2. Meeting expenses

Expenses are routinely paid for LWVOR Board members attending meetings or carrying out the necessary business of their portfolios, for workshop leaders, and for members of LWVOR committees. The Board shall approve other travel, including attendance at conferences. The local League should provide meals and housing if possible.

5.2.3. Per diem policy

Board members who have to travel long distances to attend Board or other meetings may be reimbursed up to GSA CONUS limits for the city per day for lodging and miscellaneous expenses. If the Board meeting is in conjunction with another meeting, expenses reflect one meeting, not reimbursement for each meeting. Board members are encouraged to be fiscally conservative.

5.2.4. Transportation, Public

Public transportation will be used wherever it is lower in cost and convenient. Transportation will be reimbursed at the actual cost. Effective July 1, 2007 private transportation will be reimbursed at \$0.30 per mile. This rate will be revised by the Treasurer effective July 1 of each year and will be computed as 60% of the then-current standard mileage rate for business use of a vehicle defined by the Internal Revenue Service, rounded up to a whole number of cents.

5.2.5. Exceeding expenditure limits

The LWVOR Board must approve reimbursement of expenses exceeding the foregoing limits.

5.2.6. Dependent care

Reasonable child and other dependent care costs will be paid with the approval of the Board or committee chair, as appropriate.

5.2.7. Committee expense approval

The LWVOR chair for that committee will approve all expenses for committee work.

5.2.8. Itemized statement

An itemized statement of all expenses incurred in the course of duties will be submitted whether those expenses are to be reimbursed or counted as a contribution.

5.2.9 Voucher authorization

The president shall approve all vouchers (included donated expenses) submitted by board members, other than the president. The first vice president or the second vice president shall approve vouchers submitted by the president.

5.3. RESERVE POLICY

An expense reserve of 40% of the annual operating budget will be maintained. In addition, a capital and equipment replacement reserve will be determined annually.

6. PROGRAM

6.1. MEMBER AGREEMENT

6.1.1. Consensus questions

The Board approves consensus questions or concurrence statements for a study. The study committee drafts the questions or statement and submits them to the study editing committee (as defined in LWVOREF Policies and Procedures 6.4) for review prior to Board discussion and approval.

6.1.2. Keep consensus questions and study reports separate

Member agreement questions/statements are mailed to local Leagues along with the study's Discussion Leader's Guide. Member agreement questions/statements must be kept separate from the study report.

6.1.3. Member agreement committee

The Board appoints a member agreement committee consisting of the study chair, one other study committee member, the Action Chair, one other Board member, and two off-Board members to analyze the responses and write a position statement. The President is an ex-officio member of the committee. The committee should include members from large and small Leagues, if possible.

6.1.4. Position statement

The Board reviews the recommended position statement, revises it if necessary, and adopts the final statement. This statement is printed in the *Oregon Voter* and the next edition of *Issues for Action*.

6.2. CITIZEN EDUCATION

6.2.1. Providing information for the public

Because of its intensive study process, the LWVOR and its members are uniquely qualified to provide information on governmental issues to the general public. By long tradition, the League has committed itself to helping citizens think through the issues and reach their own decisions. The public has learned to trust the educational materials that the League produces and respects the high standards the League maintains in our studies, voters' guides, public forums and debates. By following the procedures described below, we continue to earn the public's trust.

6.2.2. Citizen education vs. advocacy

The means by which the League undertakes its educational obligations may seem similar in form to some of its advocacy activities, but there is one overriding difference, the intent of the activity:

Advocacy. After studying a program subject, League members may agree upon a position that they think is in the public interest and direct the LWVOR Board to embark upon a course of advocacy. The LWVOR Board, working with the Action Committee, sets an attainable goal to change public policy in accordance with the position and then acts to achieve that goal.

Citizen education. The League works with the intent of making citizens aware of and knowledgeable about issues that are of vital interest to them. Even though the League may have a position on the issue in question, it takes extraordinary measures to be evenhanded and to make certain that the material presented is balanced and without bias toward particular points of view.

7. ACTION

7.1. PROCEDURES

7.1.1. Basic practices

These procedures are designed to incorporate basic practices of the LWVOR:

- To help the LWVOR Board determine an advocacy agenda for the biennium and to achieve its goals.
- To encourage, through careful planning, the best use of the League's limited resources of member energy and funds.
- To safeguard the organization's integrity and to avoid conflict or inconsistency in its public image.
- To assist and guide the local Leagues in action.

7.1.2. Definition of action

The term "action" includes, but is not limited to, legislative activity (lobbying); campaigning for or against an initiative, referendum, or other ballot measure; monitoring; influencing rule making; participating in or sponsoring events to arouse public awareness; and publishing information.

7.2. LWVOR BOARD RESPONSIBILITIES

7.2.1. Appoint chair and committee

The Board appoints one of its members as the Action Chair, helps recruit League members to fill all Action Committee positions considered important and in line with the current LWVOR advocacy agenda (especially before each legislative session), and approves all appointments to the Action Committee.

7.2.2. Develop advocacy agenda

The Board, with the advice of the Action Committee, sets the procedures and criteria for developing an annual advocacy agenda. The Action Committee implements the process and develops a recommended agenda for Board approval. The Board gives final approval to the advocacy agenda.

7.2.3. Review action plans

The Board keeps abreast of action and at each Board meeting reviews the activity of the previous month. The Board, with the Action Chair, determines the future course of action.

7.2.4. Give committee action authority during legislative session

New, unanticipated circumstances may necessitate prompt responses from the League that may not be consistent with the advocacy agenda. For this reason, the LWVOR Board grants the Action Committee decision-making authority that is strictly limited to legislative matters. If a quorum of the Action Committee is not present or cannot be called, a decision must be deferred until a quorum is assembled in person, by telephone conferencing or email routing.

7.2.5. Approve plans for Day at the Legislature

The Board approves plans developed by the Action Committee for the League Legislative Day(s) and any other statewide League events related to the legislative session or other action.

7.2.6. Approve questions for legislative interviews

The Board reviews and approves questions developed by the Action Committee for legislative interviews and reviews any summaries of interview findings.

7.2.7. Approve publication of voting records

The Board reviews and approves any plans to publish compilations of legislative voting records for key League issues.

7.2.8. Authorize hiring lobbyist

The Board may authorize the hiring of a lobbyist or legislative assistant during the legislative session to work under the direction of the President and the Action Chair.

7.2.9. Approval of testimony

When an LWVOR member drafts testimony (or other written advocacy), it should be submitted via email for editing and suggestions to the entire Action Committee. If a member other than the subject matter's Action coordinator writes the testimony, then the subject matter's Action coordinator must first approve the testimony and then the Action Chair and the LWVOR President, or their designees. If an Action coordinator writes the testimony, then the Action Chair, the LWVOR President, and any one other Action coordinator, or their designees must approve it. In any case and in an emergent situation, three approvals are still needed from any of the Action Chair, the LWVOR President, and the Action coordinators, or their designees, who are not the writer. After approvals the Legislative Assistant formats and edits the final version, sends it to the appropriate legislative committee or agency, and posts it on the LWVOR website. (See also section 3.1.3 Statement approval.)

7.3. PROTOCOL FOR LOCAL LEAGUE ACTION

This section offers suggestions in coordinating and planning action at all levels, emphasizing local action on local and state issues consistent with LWVUS procedures. In the event of unusual circumstances, local Leagues should confer with the Action Chair and the LWVOR President.

7.3.1. Action begins with study

League involvement really begins when a study is adopted at League Convention. When the members have completed a study, local Leagues send their member agreement reports to the LWVOR Board. From these reports, the LWVOR Board develops a Statement of Position.

7.3.2. Statement of Position

A Statement of Position is an expression of general agreement by a substantial and representative number of members about certain governmental policies. All state positions must be consistent with League policies. The position is the yardstick against which to measure governmental proposals. Local Leagues reexamine each position biennially in their program planning discussions held before each biennial convention. A position is written in general but clear terms:

- To state a basic philosophy.
- To define the goals desired.
- To establish guidelines against which proposals can be measured.

7.3.3. Local League and individual member participation

Local League and individual member participation is encouraged in various ways:

- League members recommend priorities for action for Board approval.
- State action information is sent in monthly Board packets for local League presidents and published in the state Voter for all members.
- The twice-monthly Legislative Report during the legislative session describes state issues and activities.
- Action Alerts are sent to local Leagues for their action.

7.3.4. Local League action

Local Leagues may take official action on behalf of the League on state action items by such means as a president's letter, contact with their own state legislators (only their own unless otherwise authorized by the Board), other persons at the state level, or by developing letters to the editor.

7.3.5. League member action

League members may use these materials as resource content for the individual activities, such as letters to legislators, letters to the editor, and/or personal contacts.

7.3.6. Local League legislative testimony

A local League may testify on a state legislative matter that particularly affects the local area when it has an appropriate position and the state League has been notified.

7.3.7. Requesting local League testimony

A local League may be requested by the state to testify on a legislative bill if the LWVOR does not have a position, but when the local League has an appropriate position that addresses the issue statewide.

7.3.8. Responding to action alerts

Local Leagues need not consult the LWVOR Board for authority to act on such state issues that are actively supported by the Board or where a LWVOR or LWVUS action alert has been issued.

7.4. PROTOCOL FOR OTHER LOCAL ACTION USING STATE/NATIONAL POSITIONS

7.4.1. Working together

In League action, it is important to avoid public confusion and to assure that state/national positions are being interpreted consistently. To assure that local Leagues do not take divergent stands on issues affecting other Leagues, it is essential to work together.

7.4.2. Discuss proposed action with state President or Action Chair

Therefore, if a local League wishes to take local action based on a state/national position, it is necessary to discuss and clarify with the state President or Action Chair how the proposed action will affect the whole League. The local League should outline the local problem and the action planned. The outline will include the state/national position(s) visualized as the basis for action.

7.4.3. Can appeal to state Board

If a local League disagrees with the views of the President or Action Chair, they may bring the matter to the state Board.

7.4.4. Creative, cooperative solutions

When action has both state and national implications or involves more than one League: "It is important to work closely with the affected League(s) to develop a cohesive action plan. As issues grow more complex, one League's position may differ from a nearby League's on a given issue. This fact does not necessarily mean an impasse that forecloses action. It does mean that everyone involved has to do some creative thinking toward a cooperative solution. It is a good idea for Leagues to communicate with their neighboring Leagues on their respective action agendas. This communication not only will serve to spotlight areas of mutual interest, but also could head off any possible conflicts."

Commented [NT2]: Alice will consider rewording.

7.5. STATEWIDE INITIATIVES, REFERENDUMS, OR BALLOT MEASURES

7.5.1. Action Committee recommends stands

The Action Committee reviews, at appropriate times, statewide initiatives, referendums, and ballot measures for possible LWVOR action and advises the Board about the ramifications of any action--covered or not covered by the advocacy agenda. The LWVOR Board then decides whether to support, oppose, or remain neutral on those issues, after reviewing the Action Committee's recommendations and determining the interest and commitment of the general membership. Local Leagues should bring their interest in any given initiative, referendum, or ballot measure to the Action Committee as early as possible for consideration of support or opposition.

7.5.2. Local League recommendations

If local League Boards wish to suggest or support state action on specific initiatives, referendums, or ballot measures, or if they wish to convey to the LWVOR Board the concerns of their membership, they must do so before the LWVOR Board makes its final decision.

7.5.3. Board decides level of involvement

The LWVOR Board decides the degree of action to be taken on any initiative, referendum, or ballot measure that it adopts.

7.5.4. Tell local Leagues our positions and plans

Summaries of any initiatives, referendums, or ballot measures that the LWVOR Board supports or opposes are sent to local League Boards as soon as possible after the decisions have been made. Each summary should contain clear, concise explanations of the League's position and preliminary campaign strategies that include the role of the local Leagues.

7.5.5. Local League action on ballot measures not on LWVOR agenda

If the LWVOR Board does not pursue action on a statewide initiative, referendum, or ballot measure, even though a LWVOR position would enable it to do so, a local League may act on behalf of its membership (only) after it has received LWVOR Board approval.

7.5.6. Support or oppose ballot measure after qualifies for ballot

LWVOR neither supports nor opposes a proposed ballot measure until it qualifies for the ballot, unless the LWVOR is part of the initial and ongoing coalition.

7.5.7. Exceptions to waiting for ballot qualification

However, if/when an exception to this policy is desired, all the above criteria plus the following criteria must be carefully considered:

- Did the Action Committee recommend the exception?
- Is it a national position?
- Has there been prior League testimony given at the state Legislature?
- Has there been state action in previous years?

7.6. COALITIONS

A coalition is a temporary alliance of organizations for some specific purpose. LWVOR participation in coalitions is subject to Board approval and will be evaluated by the following criteria:

- Do the aims of the coalition mesh with League's priorities?
- Are the issues and goals of the coalition timely on the LWVOR agenda?
- Are other coalition members or proposed members in harmony with League positions? • Will coalition activity be more effective than the League acting alone?
- Are we confident in the leadership of the coalition?
- Will the LWVOR be a visible member of the coalition?
- Does League have expertise to provide?
- Will the demands on staff and volunteer time in the coalition be worth the effort?
- Will any cash or non-personnel in-kind donations to the coalition be worth the investment?

The Board will appoint an official liaison between the Board and the coalition. The official (or prospective) League liaison will draft a letter of understanding delineating the obligations and duties of the League and the coalition with respect to one another. In particular, the letter should specify the conditions and approvals required for use of the League's name and trademark in publicity and campaign materials. The letter of understanding must be submitted to the LWVOR Board before it approves participation in a coalition. The liaison will keep the Board informed of any proposed significant action by the coalition.

7.7. CAUCUSES

A caucus is an informal meeting for the purpose of sharing information. Participation of the LWVOR in caucuses is subject to Board approval and will be evaluated by the same criteria as used for coalition membership, keeping in mind that this involvement is informal and that caucus members may or may not reach consensus and may withdraw at any time. The Board will appoint a League member as the official liaison between the LWVOR Board and the caucus. The liaison will keep the Board apprised of any upcoming significant action by the caucus.

7.8. LEAGUE REPRESENTATION

Nomination of a League member to represent the League on a state board, commission, task force or committee is subject to Board approval and will be evaluated by the following criteria: (See also section 1 Nonpartisan Policy, Appointments and Appendix A.)

- The state entity deals with issues that correspond to League priorities and positions.
- The League nominee has the necessary skill set or qualification to serve.
- There is an adequate process in place for the Action Team to solicit qualified members who are interested in serving.
- The nominee has a clear understanding of the responsibilities, travel requirements and the time commitment needed to serve.
- The League has developed an adequate review process to determine if nominees are qualified and have knowledge of League process and positions. The review team should include relevant portfolio chairs and relevant board members.
- If there is more than one nominee to be considered, the League has established clear criteria on which to base the selection.
- If the nominee is selected, the League member will keep the Board informed of actions and decisions of the state entity either by written or oral reports to the Board.

8. PUBLICATIONS

8.1. BOARD APPROVAL

It is the responsibility of the Board to approve all materials published in its name and to set up procedures for checking materials that will assure accuracy and readability.

8.2. VOTER

The Oregon Voter will be published at least four times a year, or as the budget allows, and sent to all members. It will contain such articles as the Board determines.

8.3. PRINTING AND DISTRIBUTION

The Board approves the number of publications to print and any pricing policies. Publications may be distributed for free, sold at cost, or as a fundraiser. The Board will make a diligent effort to secure funding so that all major publications are distributed to League members without charge. All major LWVOR publications, including the Voter, study reports, Voters' Guide, and Legislative Report will be made available on the Internet at the LWVOR website or other site approved by the Board. The President will approve the publication of any other material on the LWVOR web page.

9. MEMBERSHIP

9.1. LWVOR MEMBERS AT LARGE

9.1.1. Definition

Members at Large are members of the League of Women Voters who reside in Oregon and are not enrolled in any local League. The LWVOR Board may organize members at large into Units at Large.

9.1.2. Voting rights

Members at Large, except associates, are voting members of the League of Women Voters of Oregon. They may serve as officers and directors of this organization.

9.2. ASSOCIATES

Associates are non-voting, dues-paying persons who are either not citizens of the United States, not of voting age, or not residents of the United States or its territories.

9.3. State UNITS

9.3.1. Definition

A State Unit is made up of five or more members at large (MALs) from a geographic (or politically defined) area. MALs pay dues directly to the LWVOR. A State Unit is established and operates under the direction of the LWVOR Board.

9.3.2. Mailings

A State Unit receives materials as designated by the LWVOR Board.

9.3.3. Meetings

A State Unit must have at least two League related meetings or activities per year, one related to voter service and one related to LWVOR or LWVUS program.

9.3.4. Program

A State Unit may participate in the program selection process, suggesting state and national governmental issues to be studied, reviewed, or retained. Members may also participate in the program consensus/member agreement process, discussing a program item adopted by LWVOR or LWVUS and reporting their views on the subject. The State Unit may not adopt local positions. It may, with approval of the LWVOR Board, undertake a community analysis and/or local government survey.

9.3.5. Voter Service and Citizen Education

A State Unit is encouraged, with the approval of the LWVOR Board, to undertake voter service or citizen education projects in the community.

9.3.6. Advisor

An advisor will be assigned to each State Unit to provide counsel, guidance, and linkage to the LWVOR Board. The State Unit will send reports to the advisor at least twice a year, and will keep in close contact through personal contact, phone calls, mail or email.

9.3.7. Action

A State Unit may, with the approval of the LWVOR Board, take action using LWVOR or LWVUS positions.

9.3.8. Nonpartisan Policy

The State Unit must establish a nonpartisan policy that guides the political activities of its leadership team.

9.3.9. Leadership

It is important that leadership in the unit be developed and that no person feels overwhelmed. A State Unit is encouraged to develop a leadership team that fits their needs. A Unit Chair should be designated.

The Unit Chair is the main contact with LWVOR for the State Unit. The Unit Chair should conduct the business portion of unit meetings, sharing information received with other members, and is responsible for submitting reports on the unit's activities to the advisor. It is recommended that the Unit Chair be chosen in April of each year.

There should be at least one other designated position such as Vice Chair, Recorder or Treasurer who is responsible for keeping track of members, forwarding changes of the members' contact information to the LWVOR office, collecting and disbursing any monies, and keeping a record of the Unit's activities.

9.3.10. First Study

If the State Unit decides to do a study of local government or some aspect of local government with the goal of becoming a full-fledged local League, LWVOR will provide financial support. The State Unit will submit a study plan and budget to the LWVOR Board for approval before proceeding.

9.3.11 MLD

State Units are strongly encouraged to participate in the Membership and Leadership and Development (MLD) Program.

9.3.12 Petty Cash

While a State Unit may create and have its own budget, LWVOR may also set up a petty cash account for the new State Unit, which can be used for small expenses, i.e., mailing and copying costs. This account will be reimbursed as receipts are received by the state office either through physical mail or electronically via email.

9.3.13 Other expenses

If a State Unit needs assistance with another project financially, the State Unit must submit that project in writing to the LWVOR office. The LWVOR board must approve both content and proposed expenditures before the project begins.

9.3.14 Local League status

A State Unit may apply to the LWVOR Board and the LWVUS to become a local League.

10. LWVOR CONVENTION AND COUNCIL

10.1. CONVENTION/COUNCIL COMMITTEE

The LWVOR Board will appoint a Convention/Council committee to work with the host League and to make arrangements for the Convention or Council.

10.2. BOARD DECISIONS

The Board is responsible for the following decisions:

- Approve site.
- Approve contracts.
- Determine theme and program (including speakers and workshops).
- Approve budget and grant financial aid to local Leagues if warranted.

10.3. HOST LEAGUE REIMBURSEMENT

Local Host League(s) will perform such functions as registration, credentials and decorations. Host Leagues will be reimbursed by LWVOR a total of \$200 (Council) and \$300 (Convention) regardless of whether the actual expenses meet these amounts. In addition, the local arrangements chair and local committee members will be reimbursed for mileage at a rate specified under Section 5.2 of these Policies, Procedures and Guidelines, if traveling is necessary to carry out the work. The Host League(s) will receive complete guidelines and suggestions for implementing host functions the year before the event.

11. DELEGATES TO NATIONAL CONVENTION AND COUNCIL

11.1. ELECTING DELEGATES

The LWVOR Board of Directors shall elect delegates to national Council and Convention in the number allowed the LWVOR under the provisions of the bylaws of LWVUS. The current President will automatically be selected as the primary delegate. Any delegate should intend to serve on the LWVOR Board the following year.

11.2. LWVUS COUNCIL

Given the financial means to send more than one delegate, the person attending will be chosen in this order: 1) the most appropriate vice-president; 2) the other vice-president; 3) the Board member with the most appropriate portfolio, including other officers.

11.3. LWVUS CONVENTION

Given the financial means to send more than one delegate, those persons attending will be chosen in this order: 1) a vice-president; 2) the other vice-president; 3) the Board member with the most appropriate portfolio, including other officers.

12. CONFLICT OF INTEREST POLICY

12.1. PURPOSE

The purpose of the conflict of interest policy is to protect the interests of the League of Women Voters of Oregon (LWVOR), a tax-exempt organization, when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of LWVOR. 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.

12.2. DEFINITIONS

12.2.1. Interested Person

Any director, principal officer, or staff member, who has a direct or indirect financial interest, as defined below, is an interested person.

12.2.2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which LWVOR has a transaction or arrangement,
- b. A compensation arrangement with LWVOR or with any entity or individual with which LWVOR has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which LWVOR is negotiating a transaction or arrangement.

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 section 12.3.2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board decides that a conflict of interest exists.

12.3. PROCEDURES

12.3.1. 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 considering the proposed transaction or arrangement.

12.3.2. Determining Whether a Conflict of Interest Exists

a. An interested person may make a presentation at the governing board meeting to disclose a financial interest and all material facts, but after the presentation and any discussion, 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. After exercising due diligence, the governing board shall determine whether LWVOR 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.

c. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board shall determine, by a majority vote of the disinterested directors, whether the transaction or arrangement is in LWVOR's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall decide whether to enter into the transaction or arrangement.

12.3.4. Violations of the Conflicts of Interest Policy

a. If the governing board 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 determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

12.4. RECORDS OF PROCEEDINGS

The minutes of the governing board and all committees with board delegated powers shall contain:

a. The names of those 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 decision as to whether a conflict of interest in fact existed.

b. The names of those 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.

12.5. CONFLICT OF INTEREST STATEMENTS

Each director, principal officer, and staff member shall, when entering a new term of office or at least biennially, sign and affirm the following statement:

Conflict of Interest Statement

This is to confirm that I:

- a. Received a copy of the LWVOR conflict of interest policy,
- b. Read and understand the policy,
- c. Agreed to comply with the policy, and
- d. Understand LWVOR is a charitable organization and in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

Name _____ Date _____

Signature _____

Appendix A

GUIDELINES FOR LEAGUE MEMBERS SERVING ON PUBLIC BOARDS, COMMISSIONS AND COMMITTEES

“The League sometimes takes the initiative in recommending people to serve on appointed public commissions and committees. Board members are often asked to serve on such committees, either as individuals or as representatives of the League. Such service enables League leaders to further League program goals. However, even if a League member represents the League on a commission, the board is not bound to support that commission’s recommendations. If the recommendations differ from or cover more points than the League’s position, the board should clarify the League stance and what it does and does not endorse in the commission’s report.” (From the LWVUS Publication, League Basics)

Having a League background, access to League information, and knowledge of League positions are assets that make you a valuable member of any group. As stated above, it is important to understand whether you are being asked to represent the League (hold a “League seat”) or whether you are being asked to serve as an individual with a League recommendation. Here are things to keep in mind:

- Representing the League means that because you are the League’s voice in the group, you are expected to carefully adhere to League positions, and it is recommended that you get guidance from League leadership when key decisions are made.
- Being asked to serve as an individual usually occurs when the League is asked to fill a seat on behalf of the "public" or if an agency or organization wants to have a "citizen" member. You should make it clear to other members of the group that, although you are a member of the League, you will be speaking as an individual and not on behalf of the League. When appropriate to the discussion you may want to quote or paraphrase League positions, and in those cases you should state the source. You don’t need permission from League leadership to state your opinions or arrive at decisions, although we are happy to give guidance or opinions if consulted.
- While serving on the board, commission, or committee your responsibilities to the League include:
 1. Sending the board a periodic report to keep the board updated about the group and your participation. Send this report to the LWVOR office administrator in the LWVOR office at lwvor@lwvor.org. It will then be forwarded to the appropriate League leadership.
 2. Keeping the board informed in a timely manner if you are unhappy with the direction of the group or if a forthcoming report or publication is counter to League positions.
 3. Providing the board with copies of final drafts of documents that the group produces.
 4. Notifying the board as soon as possible if you will no longer be able to participate in the group.