League of Women Voters of Massachusetts®

Convention 2013
May 17 and 18, 2013

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Updated May 28, 2013
Dear Fellow League Members,

I want to welcome you to the LWVMA Convention 2013, “The Future of Our Democracy: What’s Next?”

At our last Convention in 2011, the Strategic Plan was presented, discussed and approved. That Plan has guided us for the past two years, and we will be presenting the progress and some new strategic goals to guide us for the next two years for your review and approval.

In addition, we will be presenting a plan for Action Priorities and for focusing our efforts on specific areas of interest to League members, based on your input from the Program Planning process. The plans are described in the following pages.

Our Convention Planning Committee has developed a great assortment of speakers, workshops, and other activities to bring us together to work toward common goals and to develop as individual local Leagues as outlined in the following pages. I urge you to attend as many as possible.

The Convention is for all Leagues in the state, and we are glad your League is represented. Thank you for making the special effort to come and for inviting your upcoming leaders and interested members – it makes a difference.

Furthermore, I would like to thank the committees that helped prepare the information in this packet, especially the Nominating, Budget, Governance, Program & Action, and Membership and Local League Services Committees; as well as Natalie Kassabian for helping to compile the information.

On behalf of the Board of Directors and the Convention Planning Committee, I extend a warm welcome to Convention 2013 and look forward to meeting with each of you!

Sincerely,

[Signature]

Eva Valentine, LWVMA President
### Convention 2013 at a Glance

<table>
<thead>
<tr>
<th><strong>Friday</strong>&lt;br&gt;May 17</th>
<th><strong>Saturday</strong>&lt;br&gt;May 18</th>
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<tbody>
<tr>
<td><strong>Registration</strong>&lt;br&gt;11:00 a.m. – 12:00 p.m.</td>
<td><strong>Registration</strong>&lt;br&gt;8:00 a.m. – 10:00 a.m.</td>
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<tr>
<td><strong>Buffet Lunch</strong>&lt;br&gt;LWVMA: Progress and Promise&lt;br&gt;Local League Showcase&lt;br&gt;12:00 p.m. – 1:45 p.m.</td>
<td><strong>Breakfast</strong>&lt;br&gt;7:30 a.m. – 8:30 a.m.</td>
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<tr>
<td><strong>Workshop Session 1</strong>&lt;br&gt;2:00 p.m. – 3:15 p.m.</td>
<td><strong>Celebrating Our Leagues</strong>&lt;br&gt;8:30 a.m. – 9:15 a.m.</td>
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<td><strong>Local League Showcase</strong>&lt;br&gt;Convention Protocol&lt;br&gt;3:30 p.m. – 4:00 p.m.</td>
<td><strong>Workshop Session 2</strong>&lt;br&gt;9:20 a.m. – 10:35 a.m.</td>
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<tr>
<td><strong>LWVUS Liaison</strong>&lt;br&gt;First Plenary Session&lt;br&gt;4:00 p.m. – 5:30 p.m.</td>
<td><strong>Workshop Session 3</strong>&lt;br&gt;10:40 a.m. – 11:55 a.m.</td>
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<tr>
<td><strong>Candidate Meet &amp; Greet and Reception</strong>&lt;br&gt;Silent Auction&lt;br&gt;6:00 p.m. – 7:00 p.m.</td>
<td><strong>Lunch</strong>&lt;br&gt;Featured Speaker: Margery Eagan&lt;br&gt;Newspaper columnist and talk show host&lt;br&gt;12:00 p.m. – 1:30 p.m.</td>
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<td><strong>Banquet</strong>&lt;br&gt;Featured Speaker: Meira Levinson&lt;br&gt;Assoc Professor of Education, Harvard University&lt;br&gt;7:00 p.m. – 8:45 p.m.</td>
<td><strong>Local League Showcase</strong>&lt;br&gt;Second Plenary Session&lt;br&gt;1:45 p.m. – 4:00 p.m.</td>
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<td><strong>Budget Q &amp; A</strong>&lt;br&gt;Convention/Parliamentary Q &amp; A&lt;br&gt;Action committees&lt;br&gt;8:45 p.m. – 10:00 p.m.</td>
<td><strong>Adjournment</strong>&lt;br&gt;4:00 p.m.</td>
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Note: This schedule is subject to change if necessary; workshop locations will be announced.

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<thead>
<tr>
<th>Workshops</th>
<th>Workshop Session 1 (Friday) 2-3:15 p.m.</th>
<th>Workshop Session 2 (Sat.) 9:20-10:35 a.m.</th>
<th>Workshop Session 3 (Sat) 10:40-11:55 a.m.</th>
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<tr>
<td>Growing and retaining members: It’s all about visibility</td>
<td>Create and Maintain a League Facebook Page 9:20-11:55 a.m.</td>
<td>League Moderator Training 9:20-11:55 a.m.</td>
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<tr>
<td>Advocating for environmental issues</td>
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<tr>
<td>We have to fix that! Updating the way we run elections</td>
<td>Making an Impact in Your Town or City</td>
<td>Effective lobbying from our LWVMA positions</td>
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<td>Events that engage young people: Civics Bee, Yellow Rose Events</td>
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<td>Think beyond Candidates’ Night</td>
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<td>Money in Politics: Last year’s issue or still a problem?</td>
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## Workshop Descriptions

### Friday, May 17
2:00 – 3:15 p.m.

<table>
<thead>
<tr>
<th>Growing and Retaining Members: It’s All about Visibility</th>
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<tr>
<td>Dee Ortner (LWV Concord-Carlisle) and Karen Price (LWV Needham)</td>
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<tr>
<td>This workshop will focus on ideas for attracting and retaining members through event calendar planning and special membership programs. Topics and materials will include membership strategies, calendar planning, event preparation, event advertising, and event funding.</td>
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<tr>
<th>Advocating for Environmental Issues</th>
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<tr>
<td>Launa Zimmaro (LWV Concord-Carlisle) and Lynn Wolbarst (LWV Sharon-Stoughton)</td>
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<tr>
<td>LWVMA Program and Action Specialists</td>
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<tr>
<td>This workshop will focus on legislation, enforcement, funding, and other areas that League members can have an impact on environmental issues locally and statewide.</td>
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<tr>
<th>We have to fix that! Updating the way we run elections</th>
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<tr>
<td>Cheryl Crawford, director of MassVote, and Nancy Brumback (LWV Sudbury) will discuss pending election reform legislation, why we need it, and how we can improve voting in Massachusetts.</td>
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### Saturday, May 18 Double Session
9:20 – 11:55 a.m.

<table>
<thead>
<tr>
<th>Create and Maintain a League Facebook Page</th>
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<tr>
<td>Elizabeth Handler (LWV Needham) and Natalie Kassabian (LWVMA staff)</td>
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<tr>
<td>This double-session workshop is for local Leagues that want to start a Facebook page but don’t know where to begin, or for Leagues with a Facebook page that is created but not being used. Registered participants must bring a laptop computer with wireless capability, 1-10 digital photographs of League events, League calendar (if available). You will each set up a Facebook page and learn the different capabilities and strategies for updating, friending, sharing, etc. This workshop is limited to a maximum of 18 people and pre-registration is required.</td>
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<th>League Moderator Training</th>
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<td>Jo-Ann Berry (LWV Acton Area) and Stefani Traina (LWV Andover-North Andover)</td>
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<td>This double-session workshop is for members who want to become an official “League-trained moderator.” The session covers how to prepare for a candidate or issue forum, moderating with confidence, tips and pointers, with plenty of opportunity to practice (with a friendly audience!). A minimum of 8 must register in order to hold this workshop and a maximum of 15 people will be accepted.</td>
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### Making an Impact in Your Town or City

Carin Kale (LWV Hamilton-Wenham), Jeanne Krieger and Peggy Enders (LWV Lexington)
This workshop will focus on ways that Leagues can have an impact in their cities or towns beyond Voter Service events. The session will include presentations on successful League sponsored local initiatives and will provide pointers on who to work with and how to make things happen locally. Come learn about Lexington’s annual “Community Conversation” that is co-sponsored with other community groups and has drawn over 160 participants. And come hear about how the Hamilton-Wenham League works directly with town officials from both communities to influence change.

### Events That Engage Young People: Civics Bee and Yellow Rose Events

Bonnie Glass (LWV Sudbury) and Cindy Nock (LWV Concord-Carlisle)
This workshop will focus on two types of events that will include engaging youth and promoting visibility.

The **Civics Bee** has had many benefits: kids who excel in civics get recognition, civics learning is reinforced, the audience learns, and the local leagues gain visibility with an age group of women (moms of middle and high schoolers) that we would like to attract as members. Learn how the Sudbury, Wayland, and Weston Leagues developed this annual contest between intergenerational teams from the 3 towns.

**Yellow Rose Events** raise our historical consciousness by highlighting the history of influential women in US History. Learn how to use the Yellow Rose Event Kit to hold an Event which might be a book club, movie night, panel discussion, brainstorming forum, or celebration. Learn how to engage High School and College students and even women in their twenties through nineties by using the tools and resources in the Yellow Rose Event kit. The League of Women Voters was founded on the premise that once women got the vote they needed to be educated voters. Part of that education needs to be learning about how women have and will influence the direction of our country.

### Money in Politics: Last Year’s Issue or Still a Problem?

Rebecca Shannon and Jackie Wolf (LWV Amherst)
This workshop will provide members and Leagues with materials they can use to bring this issue to local Leagues. The issue will be presented and tools will be discussed and distributed.
### Effective Lobbying from Our LWVMA Positions

Carole Pelchat (LWV Greater Haverhill) and Carolyn Lee (LWV Sudbury)
This session will have two themes: 1) being an effective lobbyist using LWV positions to strengthen arguments, and 2) having productive, convincing conversations with your local officials, representatives and senators. As a well-respected non-partisan organization, we are listened to by our elected officials. The positions we take matter, but we still need to make our cases strongly while listening to and addressing concerns voiced about those positions. You can effect more change by being prepared and presenting LWV positions. Expanding upon the materials and presentation from the 2013 Day on the Hill, this workshop will help you make your case, while clarifying when we can lobby as the LWV and when we must carefully present ourselves as individuals.

### Think Beyond Candidates’ Night

Nancy Brumback (LWV Sudbury) and Kelly Cox (LWV Worcester)
Candidates’ Nights are important, but there can be more to voter service. We’ll give you ideas in such areas as cable television programs, public service announcements, holding run-for-office workshops, voter registration drives and more.
Friday, May 17, 2013

Buffet Lunch
LWVMA: Progress and Promise
Local League Showcase 12:00 p.m. – 1:45 p.m.

Workshop Session 1 2:00 p.m. – 3:15 p.m.

Local League Showcase
Convention Protocol 3:30 p.m. – 4:00 p.m.

LWVUS Liaison 4:00 p.m. – 4:15 p.m.

ORDER OF BUSINESS

Presiding: Eva Valentine, LWVMA President
First Plenary Session
4:15 p.m. – 5:30 p.m.

• Call to Order
• Introductions
  Parliamentarian
  Secretary
  Convention Page
  State Board
  State Staff
  Off-Board Specialists
• Report of Credentials Committee
• Appointment of Committee to Approve Convention Minutes
• Appointment of Resolution Committee
• Adoption of Rules of Convention
• Adoption of Order of Business
• Treasurer’s Report
• Presentation of Recommended Program
• Presentation of Non-recommended Program
• Presentation of Strategic Plan Update
• Presentation of Proposed Budget
• Presentation of Local League Gifts
• Presentation of Resolutions
• Presentation of By-Laws Amendments
• Report of Nominating Committee
• Announcements
• Adjourn

Candidate Meet & Greet and Reception
Silent Auction 6:00 p.m. – 7:00 p.m.

Banquet, Featured Speaker: Meira Levinson 7:00 p.m. – 8:45 p.m.

Evening Activities 8:45 p.m. – 10:00 p.m.
Saturday, May 18, 2013

Registration 8:00 a.m. – 10:00 a.m.

Breakfast 7:30 a.m. – 8:30 a.m.

Celebrating Our Leagues 8:30 a.m. – 9:15 a.m.
  League Recognition
  Remembering Dan Scharfman
  Above and Beyond Awards
  Presentation of Membership and Leadership Development (MLD) Program

Workshops 9:20 a.m. – 11:55 p.m.

Lunch, Featured Speaker: Margery Eagan 12:00 p.m. – 1:30 p.m.

Local League Showcase 1:45 p.m. – 2:00 p.m.

Second Plenary Session 2:00 p.m. – 4:00 p.m.

Call to Order
Introduction of Parliamentarian
Report of the Credentials Committee
Outgoing President Remarks
Election of Officers, Directors and Nominating Committee
Discussion and Vote on Program
Discussion and Vote on Strategic Plan
Discussion and Vote on Budget
Discussion and Vote on Resolutions
Discussion and Vote on By-Law Amendments
Newly-Elected Co-Presidents’ Remarks
Direction to State Board
Announcements
Adjournment
Administration

LWVMA Staff
Natalie Kassabian, Program and Administrative Coordinator
Martha Maguire, Bookkeeper

The staff serves to support the Board of Directors, LWVMA committees, local Leagues and members. They follow through on Board decisions and direction. Currently, LWVMA is operating with a staff of one full-time program and administrative coordinator who works Monday to Friday, 9am – 5pm and a part-time bookkeeper who works one day a week. This structure reflects the recommendations of the Board of Directors and the available budget.

In the past biennium, we purchased two new computers. We are now fully equipped with five computers. Staff, board members and volunteers use these computers on a daily basis. Natalie has been working with our technology consultant company to improve our office technology. She has also been working as a member of the Communications Committee to upload content on our new website and continues to keep it updated along with her fellow committee members. In addition to the website, Natalie is working with Anne Borg on switching over to a new database.

Key areas of staff support include:

Board of Directors: Prepare materials for meetings; take official minutes during LWVMA and LESF meetings; coordinate meeting and conference times; communicate regularly with Board members to ensure that priorities are addressed; belong to a number of LWMVA committees and attend meetings to provide input and support; research issues; and assist with lobbying.

Local Leagues: Provide information and answer queries on all aspects of League work and operations at the local level; provide brochures on voting and membership and other support as needed.

Fundraising/Resource Development: Work with the Development Committee to prepare letters and materials for Phonathon and other fundraising events; help design and implement fundraising campaigns; attend development workshops; participate in the Development Committee; process donations in the database; provide reports to the Board and committees and prepare and mail thank you letters.

Coordination and Organization of LWVMA and Education Fund Events: Keep members and, if applicable, the public and media updated prior to the event; prepare materials; create and maintain the registration process; contact and coordinate with venues; coordinate with speakers; order supplies and contact caterers. Events include: Presidents’ Breakfasts, League Leader Lunches, Day on the Hill, public forums, fundraising events and State Convention and Council.

Coordination and implementation of communications to League members, the media and the public: Maintain the LWVMA website and Facebook page; design the layout and distribute the Massachusetts League Leaders Update and the Mass League Voter written by committee chairs or members of the Communication Committee; assist in drafting and distributing external and internal communications, including action alerts, invitations to potential speakers, thank you letters, fundraising letters and other pieces as needed.

Response to requests for information from the general public, especially near elections: Communicate via email and telephone on an ongoing basis responding to requests for presentations or information on election-related topics with high demand in weeks leading up to election; mail voter registration cards when requested throughout the year.

-10-
Maintaining an efficient office: Streamline procedures whenever possible, maintain the database, administer accounts payable and accounts receivable, run budget reports for the treasurer, reconcile bank statements, maintain and keep current mandated IRS and Massachusetts State regulations including filing Annual Reports, Lobbying Reports and updating our Group Exemption Letter and coordinate the sale and distribution of publications and promotional items.

Communications Committee

The LWVMA Communications Committee was formed as an ad hoc committee in September 2011. The Committee’s charge was to review all LWVMA forms of communication, evaluate their effectiveness, ensure review of content before distribution, and identify target audiences. As the modes of communication and the responsibilities are expanded, the Communications Committee has become a standing committee.

Progress in Fiscal Years 2011-2013

When the Committee was formed, there were specific aims:

1. Overhaul the LWVMA website.
2. Ensure all members receive a news communication at least twice per year.
3. Inform League leaders monthly, on a regular schedule, of news and information.
4. Keep our Facebook page updated and relevant.
5. Identify the distribution group of each email sent from LWVMA.
6. Improve email distribution lists to ensure that the correct audience is reached.
7. Prepare press releases and letters to the editor for advocacy issues.

Website (lwvma.org)

The LWVMA board voted on February 27, 2012, to hire Tech-Tamer (LWV member Lisa Mirabile) to redesign the lwvma.org website, working closely with the Communications Committee. The Communications Committee provided the content and consulted on the format and site plan. On February 7, 2013, the website was launched with an email to all members. The website continues to be updated and improved, and some features may be added. An email address has been established (web@lwvma.org) to receive calendar updates and other site-related communications. Natalie Kassabian and Karen Price serve as co-webmasters.

We have also approved guidelines for the types of content that can be shown on the website, and for entering, reviewing, and updating the items on the website. Once finalized, these guidelines will be posted.

Communication to all members: Mass. League Voter (MLV)

For several years there had not been a membership-wide newsletter from LWVMA. The Communications Committee started the Mass. League Voter to fill this void, with the first issue on October 3, 2011. It is distributed quarterly through Constant Contact to all members. In 2012 we started mailing the MLV to members for whom we have no email address. Natalie Kassabian prepares the MLV with input coordinated by Nancy Brumback and reviewed by the Communications Committee.

Monthly Communication with Leaders: League Leader Update (LLU)

The LLU is distributed monthly through Constant Contact to League leaders (local League board and off-board members) and any interested member who requests it. A schedule was developed to distribute the LLU the within a week following LWVMA board meetings (last Monday of month). Natalie Kassabian
prepares the LLU with input coordinated by Nancy Brumback and reviewed by the Communications Committee.

**Facebook Page**

Natalie Kassabian updates the LWVMA Facebook page regularly with photos and news and encourages members to follow our page for updates.

**Identify each email sent from LWVMA with the distribution group**

We now put at the bottom of every email sent from the office, “This email was distributed to ...” to let League leaders know whether their members, leaders only, or whoever received the email.

**Improve email distribution lists to ensure that the correct audience is reached.**

A system was put in place to let members select the communications from LWVMA that meet their needs by filling out an online form via the lwvma.org website.

In 2012 the LWVMA board approved the purchase of Neon constituent relationship management system. Once fully operational, we will consolidate all of our member information into one system, making emailing our members more efficient and accurate. With Neon operational we will no longer need the Constant Contact system for emailing. It should be noted that Neon does much more than this one function. Anne Borg and Natalie Kassabian have been attending webinars and working on the transition from our old systems to Neon.

**Press Releases and Letters to the Editor**

We have prepared press releases for bills for which LWVMA has provided oral or written testimony. These are sent to media outlets and posted on the LWVMA website. Letters to the editor of the *Boston Globe* and other newspapers are sent as issues arise. We expect to expand our public relations activities as new programs are added.

**Goals for the 2013-2014 Fiscal Year**

- Strategic Plan Goal: Communications Committee to continue robust communications program for leaders, members, the media, and the public. (Website, press releases, letters, Mass. League Voter, League Leader Update, GoogleGroup and updates for presidents). (NB: GoogleGroup and updates for presidents are discussed in the Membership and Local League Services report).
- Convert emails from Constant Contact to Neon.
- Keep website updated and relevant; add new sections as needed.
- Conduct surveys to evaluate communication outlets.
- Update media list to reach more media outlets for press releases.
- Create a Membership and Communications board portfolio.
- Create a master list and guidelines for communication outlets, preparation and review.

Committee Members: Nancy Brumback and Karen Price (Co-chairs), Anne Borg, Natalie Kassabian
Development Report

The annual Phonathon is the largest single fundraiser for the League of Women Voters (LWVMA) and the Lotte E. Scharfman Citizen Education Fund (LESF). Phonathon 2012 has once again been a big success, thanks to the generosity of many LWVMA members and friends. This year’s Phonathon Committee included Karen Price, Natalie Kassabian and Anne Borg. Again this year, we went back to a more traditional format for Phonathon – in addition to emailing requests, we “snail mailed” Phonathon letters to members and past donors for whom we do not have email addresses.

Several local Leagues made phone calls to their own and other Leagues. Thank you very much to the Andover-North Andover, Concord-Carlisle, Hamilton-Wenham, Needham, Newton, Sudbury, Wayland, and Wellesley Leagues for making phone calls for Phonathon.

Special acknowledgement goes to Newton’s Sharyn Roberts, who once again made hundreds of phone calls to members across the state.

As of mid-April, the 2012 Phonathon has raised $51,108, with checks still coming in. So far, over $5,000 has been shared with local Leagues.

LWVMA also held a very successful fundraiser in May 2012, as well as a Summer Fundraiser appeal. A Spring 2013 Fundraiser appeal is planned for later in May.

We continue to work to expand and diversify our fundraising options and resources, and use our development plan as a guide. We are looking at several fundraising options: some will provide short-term funding, while others are more long-term. Our plans include tying future fundraisers to LWVMA and LESF events and programs, and building Major Gifts and Planned Giving programs.

We invite League members to join the Development Committee; you will be part of an enthusiastic group of dedicated League members who are working to ensure the future of LWVMA.

Respectfully submitted,

Anne Borg

LWVMA 1st Vice President, Operations and Development
Finance Committee

The Finance Committee developed separate Investment and Endowment Policies for the LWVMA and for the Lotte E. Scharfman Memorial Fund. Both policy statements have been adopted. The Committee then endorsed investing the Endowment Fund (held by LESF) with Fidelity Investments in a mutual fund, as donor stipulated. The recommended fund is the Fidelity Balanced Fund, which meets the policy criteria set at moderate risk and balanced approach. The money was invested in April 2013.

A Proposed Capital Reserve Fund Plan has been developed by the Finance Committee for LESF. It should be considered by the Board of Trustees after a valuation inventory of capital equipment owned by LESF is completed.

The Finance Committee has reviewed the Treasurer’s Manual, a document that outlines the procedures followed by the Treasurer with regards to the financial operation of both the LWVMA and the LESF. The Finance Committee has recommended that the manual be sent to the LWVMA Board of Directors and that it be reviewed annually by the Treasurer and the Board of Directors for periodic updates.

Members of the Finance Committee worked with the Strategic Planning Group to update the financial goals identified two years ago for LWVMA.

Terry Yoffie
Eva Valentine (President)
Susan Quinn
Dee Ortner
Andrea Kozinetz
Lora Goldenberg
Joan Boyer (Treasurer and Acting Chair)
Governance Committee

The LWVMA Board of Directors formed the Governance Committee in 2009 and charged it with drafting policies for specific subjects and creating a policy book to be used as a reference tool to assist the Board in the governance of LWVMA. The Governance Committee is an advisory committee to the LWVMA Board of Directors and reports directly to the Board.

During the past two years the Committee drafted a new policy on holding board meetings using electronic means and reviewed and made recommendations on the debates and forums and nonpartisanship policies. It also spent significant time reviewing carefully and making recommendations on amending the Agreement and Declaration of Trust for the Lotte E. Scharfman Memorial Fund and the LWVMA bylaws. The present bylaws and amendments recommended by the Board are included in 2013 Convention Workbook.

All policies and bylaws are posted on League’s new website.

Muriel Zaginailoff, Chair, Lynn Cohen, Pat Lieberson, Marlene O’Brien, Fran O’Leary, Claire Russell

Human Resources Committee

The League of Women Voters of Massachusetts Human Resources Committee met regularly to aid and assist the President in all office personnel related items and issues. The Committee worked to assist the President in performance evaluations, reviewing and making personnel salary, bonus and professional growth recommendations. The Committee reported its recommendations to the Board of Directors.

The Committee also updated the job description of the Office Manager/Program and Administrative Coordinator and the expectations for a LWVMA Board Member.

The Committee will present an updated employee handbook to the Board of Directors which will delineate guidelines for staff compensation and benefits, following applicable state and federal regulations. All staff job descriptions will be updated.

A subcommittee of the LWVMA Human Resources Committee: Anne Borg-chair, Andrea Kozinetz, Marilyn Peterson and Karen Price met to discuss budget planning for staff salaries and benefits for 2013-2015.

Andrea Kozinetz, Chair
Anne Borg
Joan Boyer
Eva Valentine
Membership and Local League Services Committee

The Membership and Local League Services (MLLS) Committee was formed in January, 2012 to consolidate several programs under one committee. The overarching goal of MLLS is to provide the services to support LWVMA members and develop local Leagues, making the Leagues healthy and active, thus maintaining and improving active membership.

The program areas are listed below.

- Membership and Leadership Development (MLD)
- Presidents’ Council
- Field Service
- Training
- Council and Convention planning
- Local league and membership communication
- Support for local Leagues
- Local League best practices and tools
- Local League participation in LWVUS and LWVMA program and advocacy
- Support for Members-at-Large (MALs)

Background of MLLS

In May, 2011 the LWVMA approved a “Statement of Strategy” that embraced the work of the strategic planning committee that began its work in October 2010. The vision developed by the committee read “The LWVMA, in partnership with its local Leagues, will act to inspire good government and transparency so that government is responsive to the needs of its people. We will do this by providing infrastructure, information and tools to support local Leagues as they work to energize an informed citizenry to participate actively in the political process, and work to ensure transparency and good government.” The goals approved with regard to membership were:

1. Develop an external and internal communications plan and proceed to implement this plan by the end of fiscal 2012
2. Establish a Presidents’ Council that will have up to two seats on the LWVMA Board of Directors and will serve to strengthen relationships between LWVMA and local Leagues
3. Membership and Training to work with LWVUS staff and LWVMA Membership Committee to implement the Membership Recruitment Initiative (MRI) now Membership & Leadership Development (MLD) starting in summer of 2011. Primary goals are to add and support new members, identify local League training needs and run training opportunities in the regions.
4. Initiate a review of demographic targets looking for social and political engagement. A report on expansion will be presented by Membership and Training to the board by fiscal 2013.

The MLLS committee took these strategic goals very seriously, and was able to accomplish the first three, as elaborated below under Presidents’ Council and MLD, and, unfortunately made no progress on the fourth.

LWVMA board established a Communications Committee, first an ad hoc, now a standing committee, to address the first goal. The Communications Committee has provided a full report to Convention
including progress on the first goal. New strategic goals for the next biennium are inserted into the relevant sections and listed at the end of this report.

Summary of Biennium 2011-2013

Membership Trends 2012-2013

The LWVUS roster was closed on February 4, 2013. The MLLS Committee compared the 2012 membership to the 2013 and presented the results to the LWVMA board in February and the MLLS Committee in April.

There are 48 Leagues and one Member-at-Large Unit that have active members in the roster. The total membership is 2741, down 130 members since 2013, representing a 4.5% decrease. The number of members has been consistently decreasing over the past few years, and it is a trend that we hope to reverse!

The loss of 115 of the 130 is tied to 3 Leagues and the MALs. The decrease of 32 MALs was due in part to the Framingham members who were automatically enrolled as MALs when the Framingham League disbanded (at no cost to the members), but who did not renew. All MALs, including the Framingham lapsed members, were contacted under the MAL work plan described below. The decrease of 13 members from Milton represents their membership at disbandment. These members have been contacted by mail and encouraged to become a MAL or join one of the Leagues in their area. Two Leagues significantly reduced their membership, one from 35 to 4 active members, and another from 46 to 7.

On a bright note, 18 Leagues gained members, ranging from 1 to 20, with 6 Leagues adding 10 or more to their rosters. Greater Haverhill should be lauded for having the highest percentage increase (64%), while Concord-Carlisle had the highest absolute increase (20 members). Grafton also had a big increase, 10 members, a 29% increase.

The impact of MLD is reflected in the six Leagues that went through a year of MLD training in August 2012. Five of the six Leagues increased membership by 10%, 2%, 11%, 5%, and 14%. The League that had fewer members (3 fewer) did not complete the program.

1. Strategic Plan goal for next biennium: MLLS to continue to develop avenues for increasing membership through current membership and leadership programs (e.g. MLD, Field Service, Presidents’ Council), engaging members-at-large, providing support when needed, and supporting the formation of new Leagues.

2. Strategic Plan goal for next biennium: MLLS to evaluate what LWVMA has to offer demographic groups not currently members and craft a program to attract them.

Membership and Leadership Development (MLD)

MLD is a program developed and overseen by LWVUS to support local League through routine contact with trained coaches. In 2011-2012, six Leagues were enrolled in the program and attended a training session in the summer of 2011. Four of the Leagues completed the program (Concord-Carlisle, Needham, Newton, Sudbury), and one discontinued (Worcester). In 2012, four new Leagues started the program (Andover/North Andover, Norwood, Waltham, Hamilton-Wenham), and one continued
(Williamstown). There are three state coaches, Pam Holland, Ann Grantham, and Dee Ortner. The coaches hold monthly teleconferences with representatives from their assigned Leagues.

In Massachusetts, the impact of the MLD program is reflected in the comparison of the numbers of members in the coached Leagues. All four of the Leagues that completed the program increased their number of members from 2012 to 2013 by 10%, 2%, 5%, and 14%.

3. Strategic plan goal for next biennium: MLLS to continue to expand the MLD program to reach as many Leagues as possible, requiring additional coaches and building on the successful experiences of Leagues who have participated in the program.

To complete the goal: MLD coaches are needed and Leagues must agree to undertake the program. To participate Leagues should identify 2-3 people who can speak by teleconference once a month. Coaches are part of the national network of MLD coaches, and hold monthly teleconferences with their national coach.

**Presidents’ Council**

The Presidents’ Council was formed to increase communication among local League leaders and with LWVMA. In the fall of 2011 a Presidents Survey was conducted and analyzed to help determine the needs and desires of the local Leagues. Three president events were held: Presidents’ Breakfast in Needham in October 2011, a League Leaders’ Lunch was held in Amherst on April 14, 2012, and a League Leaders’ Lunch in Weymouth October 2012. These events featured presentations and roundtable discussions and were attended by about 40 leaders per event.

Presidents’ Council communications were developed over the past two years:

- Regular email communication from Karen Price to presidents to remind and reinforce deadlines, etc.
- The creation of a website “sharing site” where local League documents are shared along with presentations and handouts from Council, Convention, and Leader events.
- A GoogleGroup to enable communication among leaders. So far, the GoogleGroup has mostly been used to announce local League events and for reminders.
- A blog was attempted in 2011-2012, but was abandoned due to access issues and lack of participation.

**Field Service**

The Field Service program links Field Service Representatives with all local League leaders in defined regions. Trainings were held for Field Service Representatives on February 25, 2012, and September 15, 2012. All regions except one have one or two Field Service Reps. Field Service reps for 2011-2012 were Ruth Race, Lora Goldenberg, Phyllis Walsh, Sharyn Roberts and Bonnie Carter, and Cindy Nock and Katty Chace.

In the coming year efforts will be made to make sure every region has a Field Service program in place that is actively holding leadership meetings and supporting local Leagues. Erin Pastuszenski will serve as Field Service Director for 2013-2014.
4. Strategic Plan goal for next biennium: MLLS to strengthen the Field Service program to ensure every League has a Field Service Representative who will help strengthen Leagues, provide administrative and other assistance where needed, encourage regional public events, and foster communication among League leaders in the region.

Council 2012, May 5

The MLLS committee coordinated the workshops and most presentations for Council. Evaluations revealed that the workshops were helpful and that Council should continue as a training/communication event on non-convention years, although due to by-laws changes it is no longer required for voting on the budget.

LWVMA Convention 2013, May 17-18

The first call to Convention went out Feb 18 (3 months in advance per by laws), and the final call on April 5 (6 weeks prior). The Convention Committee (Lora Goldenberg, Carin Kale, Natalie Kassabian, Karen Price, Marilyn Peterson, and Cindy Nock) has been meeting since November 2012 and established the fees and the budget, secured speakers, determined the menus, and organized the workshops. At the time this report was written, intense efforts were continuing in preparation for Convention 2013.

Local League Surveys

A great deal of progress has been made on communication with Local Leagues and members as described above.

Local League leader input on LWVMA programs and issues has been sought through League Leader Update surveys. This past year there have been four surveys (listed below) that have guided decisions of the LWVMA board and committees.

- Presidents’ survey
- Council theme and workshop topics survey
- PMP survey
- Convention theme and workshop topics survey

Results of the surveys have been reported at meetings and in newsletters. A Presidents’ survey is planned for fall 2013.

Training

Efforts have been made to provide useful workshops at the Presidents’ Breakfast, League Leaders’ Lunch, Council, and Convention. Topics for workshops are generally based on leader input through League Leader Update surveys. Training is carried out regionally through Field Service and one-on-one through MLD.
Local League Status

The Framingham and Milton Leagues disbanded in 2012, and members were contacted about becoming MALs or joining a nearby local League.

While several contacts were made regarding starting new local Leagues, the interested parties did not respond to initial contacts from the MLLS chair.

League Best Practices

Efforts were made to ensure that LWVMA has a current contact for all local Leagues. The updated directory has been handed out at leader events and is available on request to any local League that wants to plan a regional event. Members of the LWVMA board are available to help local Leagues with their essential documents, treasury, and governance if needed.

Increasing Local League Involvement in Action and Citizen Education

With the launch of the new website, MLLS has joined with Communications and Program & Action to make LWVMA advocacy and action priorities more assessable to local Leagues. A website page lists all of the legislation LWVMA supports or opposes, with links to testimony, press releases, Action Alerts, and the bills themselves. With this information readily available, local Leagues can take a more active role in advocating, discussing, and presenting forums on these topics. A document prepared by the Program & Action Committee, “Effective League Lobbying” is available on the lwvma.org website.

With regard to Citizen Education, the LWVMA Lotte E. Scharfman Citizen Education Fund, in collaboration with the MLLS, initiated the Citizen Education Grant Program in 2012. This program offers grants of up to $250 per cycle to fund local League projects and programs. Three grants cycles resulted in thirteen Leagues receiving grants totaling $3,295 for a wide variety of citizen education projects and programs. These are listed on lwvma.org under “Citizen Education Fund.”

5. Strategic Plan goal for next biennium: MLLS to work with Program and Action and Citizen Education Committees to provide tools and opportunities for local League participation in LWVMA programs, advocacy, and forums.

Developing Membership Toolkits

The lwvma.org website includes toolkits for advocacy, holding issue forums, membership, development, local League resources, and voter service. These are available under “Member Resources.” These toolkits are constantly being expanded as tools are developed and posted.

Members at Large (MAL)

Jane Nash and Muriel Zaginailoff, working with Marilyn Peterson, developed a Work Plan for reaching out and developing a program for MALs. Jane called 41 dues-paying MALs from the database, and talked with 19. Many reported they did not receive the Mass. League Voter, several stated they need to receive printed materials, and five were interested in working together as a group. Conclusions:

- Too much time elapsed between local League severance and connections to other Leagues or LWVMA.
- Members look for involvement with other groups to replace League.
• Some members just wish to move on but will support League financially through dues.

**Plans for improving communication**

1. Synchronize email and phone numbers of MAL’s with publication roster for *Mass. League Voter* and ensure members who need printed copies get them.

2. Personal communication i.e. thank you notes to all MAL’s who participated in survey.

3. Special personal thank you note to members of the 50’s club and perhaps a follow up with a *Mass. League Voter*.

4. Special notice concerning State Convention particulars and advising that by-laws allow for 2 MAL delegates.

5. Create a “Member at Large newsletter” including items of interest from the monthly *League Leader Update* and any other news items.

**MLLS Strategic Goals for Next Biennium**

1. MLLS to continue to develop avenues for increasing membership through current membership and leadership programs (e.g. MLD, Field Service, Presidents’ Council), engaging members-at-large, providing support when needed, and supporting the formation of new Leagues.

2. MLLS to evaluate what LWVMA has to offer demographic groups not currently members and craft programs to attract them.

3. MLLS to continue to expand the MLD program to reach as many Leagues as possible, requiring additional coaches and building on the successful experiences of Leagues who have participated in the program.

4. MLLS to strengthen the Field Service program to ensure every League has a Field Service Representative who will help strengthen Leagues, provide administrative and other assistance where needed, encourage regional public events, and foster communication among League leaders in the region.

5. MLLS to work with Program and Action and Citizen Education Committees to provide tools and opportunities for local League participation in LWVMA programs, advocacy, and forums.

**MLLS Action Plans for Next Biennium**

- Expand MLD to other local Leagues, recruit and train new coaches.
- Conduct President events (such as Presidents’ Breakfast) twice a year.
- Conduct League leader survey fall 2013.
- Conduct training and develop tools for Field Service Representatives; ensure all regions have Representatives.
- Provide a vibrant overall program at Council and Convention; increase participation.
- Provide programs and assistance to struggling local Leagues.
- Keep “Member Resources” on lwvma.org website up-to-date.
- Ensure local Leagues are aware of LWVUS requests for program-related input (e.g. studies, program planning, legislative priorities).
- Provide a framework for MAL to be more involved.
• Continue communication with League leaders through website, press releases, letters, Mass. League Voter, League Leader Update, Facebook, GoogleGroup and updates for presidents.
• Expand communications to include different types of social media and op-ed pieces.
• Form a task force for expanding into demographic groups not generally represented.
• Recruit 1-2 Program & Action members to work with MLLS on advocacy tools for local Leagues for legislation and action priorities.

MLLS Committee Members

• Karen Price (Co-Chair, LWVMA VP for Membership and Local League Services, Needham President)
• Marilyn Peterson (Co-Chair, LWVMA Director for Local League Services, Acton Area Co-Chair)
• Jo-An Berry (Acton Area Co-Chair)
• Anne Borg (LWVMA VP for Development and Operations, Newton Co-President)
• Betsy Bray (MLD ex-coach, Cape Cod Area LWV Membership Chair)
• Lora Goldenberg (Field Service rep, Bedford LWV)
• Ann Grantham (MLD coach, LWV Newton Membership Chair)
• Pam Holland (MLD head coach, Westford LWV)
• Carin Kale (Hamilton-Wenham LWV President)
• Dee Ortner (MLD Coach, Concord-Carlisle LWV Membership Chair)
• Ruth Race (Field Service Rep, LWV Topsfield/Boxford/Middleton)
• Phyllis Walsh (Field Service Rep, VP Cape Cod LWV)

Field Service Representatives
Director: Marilyn Peterson
Ruth Race
Lora Goldenberg
Phyllis Walsh
Sharyn Roberts and Bonnie Carter
Cindy Nock and Katty Chace

MLD Coaches
Pam Holland, head coach
Ann Grantham
Dee Ortner

Presidents’ Council Co-chairs
Karen Price
Carin Kale

Members-at-Large Task Force
Muriel Zaginailoff
Jane Nash
Marilyn Peterson
Operations

As directed by LWVMA’s strategic plan, members of the LWVMA board have been reviewing the League’s administrative processes, making recommendations for improvements, and beginning to implement the recommendations. The Committee has worked on several different areas:

- Document organization and retention
- Technology systems, especially member and donor database
- Office policies and procedures
- LWVMA Leader Directory

Progress has been made in all areas, with more work to be done.

Document organization and retention:

As part of the Sarbanes-Oxley law, the IRS’ Form 990 now asks organizations if they have a document retention policy. The LWVMA Board of Directors approved a Document Retention Policy and Document Retention Schedule for the League on August 27, 2012.

We contacted local Leagues and asked them to send us copies of their “essential” documents so that LWVMA can maintain a depository of these documents as a back-up for local Leagues. We have received these documents from a number of local Leagues.

We are still working on organizing hard copy and electronic LWVMA documents and writing guidelines for documents to be archived at Radcliffe’s Schlesinger Library.

Technology Systems:

After almost ten years using an Access database, LWVMA is in the process of converting to a new, online constituent management database to track members and donors. The new database software is user-friendly, has many useful functions and integrates with existing QuickBooks and Authorize.net (for online payments) functions.

We have attended a number of training webinars and have sent the League’s data for conversion. We expect to be operational in June 2013.

Office policies and procedures: Policies for fundraising and office functions, as well as best practices for nonprofit organizations are being researched and drafted.

LWVMA Leader Directory: After creating the updated LWVMA Leader Directory, the maintenance of it has been transferred to Natalie and the MLLS Committee.

Committee members: Anne Borg (chair), Muriel Zaginailoff (document organization and retention, directory), Natalie Kassabian (document organization and retention, technology systems, directory)
Program and Action Committee

Committee Members
Carole Stanley Pelchat, Chair
Louise Haldeman, Secretary, Casino Gambling and Agriculture
Susan Abbott, Water
Pat Costello, Elder Affairs
Judy Deutsch, Health Care
Linda Freedman, Elections and Voting Rights
Clare Gordon, Basic Human Needs
Carolyn Lee, Good Governance
Robin Roberge, Transportation
June Michaels, Fiscal Policy
Lynn Wolbarst, Environment
Terry Yoffie, Education, Education Finance
Launa Zimmaro, Energy and Resource Conservation


On Wednesday, April 25, League members gathered in Gardner Auditorium to hear State Representative Jay Kaufman and Executive Director of Common Cause Pamela Wilmot discuss the complex layers of influence created by unrestricted financial political contributions.

Day on the Hill 2013: “Democracy Is Not a Spectator Sport”

On Wednesday, March 13, Representative Thomas Conroy presented the influences brought to bear on the development of bills presented to the legislature and where the League can influence the process. Elizabeth Saunders, Director of Massachusetts Clean Water Action, drawing on her extensive experience in grassroots organizing, lobbying, and other advocacy activities, gave advice on effective lobbying techniques.

Members of the Program and Action Committee created and distributed a pamphlet titled “Effective League Lobbying – Working at the State and Local Level to Make Change Happen.” This booklet is also now available on the LWVMA website under Member Resources – Toolkits for Members.

Both events were followed by informative presentations by Program and Action Specialists reporting on legislation being tracked over the coming year.

Legislative Advocacy

Specialists reviewed legislation, attended hearings, submitted testimony, worked with related coalitions, met with legislators and their staff, contacted local Leagues to advocate for legislation, and developed Action Alerts to notify League members of rallies and pending votes for legislation approved for support or opposition by the LWVMA Board. Examples of legislative advocacy undertaken by Program and Action Committee members since Convention 2011 include:

**Basic Human Needs**
Clare Gordon, Specialist

Efforts to improve the economic stability of low-income families continued in the 2011-2012 session and again supported in the 2013-2014 session. Additional legislation supported in the current session is a pilot program to provide support for access and success in education and training programs in high-demand occupations.
Casinos
Louise Haldeman
In the 2011-2012 session the legislature passed legislation to approve Class III gambling in Massachusetts, a program opposed by LWVMA for many years. The League continues to monitor the implementation of this legislation and efforts to support local communities in their efforts to have their concerns heard.

Education
Terry Yoffie, Specialist

Terry Yoffie, Chair
Anne Borg
Jo Corro
Susan Duncan
Mary Franz
Kathy Leonardson
Anna Whitcomb

The League supported a resolve to revive the Special Commission on Civic Education and Learning. This commission was established, and Education Specialist Terry Yoffie represents the League on that commission.

Legislation to design, pilot and implement civics as a high school graduation requirement was opposed as written. League testimony included recommendations that were incorporated into a rewrite of the bill, allowing the League to then support the legislation.

The League opposed a bill based on a ballot initiative that proposed a teacher evaluation system on Massachusetts public schools. Opposition was related to the removal of protections for teachers in current Massachusetts General Law. Prior to the initiative being voted on, an agreement was made between the DOE and the teachers union.

Efforts to ensure adequate funding, age-appropriate sex education, increase the dropout age to 18, create an early warning system and program to prevent students dropping out of school, and including civic education in the curriculum will continue to be advocated for in the current session.

Elections and Voting Rights
Linda Freedman, Specialist

A comprehensive election reform bill was given a positive vote by the House of Representatives in 2012 but failed to reach the Senate for a vote. The League continues to support a similar bill in the current session, with recommendations to expand the composition of an Election Task Force’s and parameters for proposed election audits. The League continues to work in the current session to establish a requirement for a paper ballot and Election Day registration, and has voted to support a Constitutional amendment to allow unrestricted absentee ballot voting.

Energy and Resource Conservation
Launa Zimmaro, Specialist

This area of specialty was carved out of the Environment specialty to support coverage of a number of complex issues. Landmark legislation proposing the institution of a carbon tax was researched and has received LWVMA support. Testimony has been submitted to the Joint Committee on Revenue. In addition, producer responsibility for electronic products bills are now being followed under this area.

Environment
Lynn Wolbarst, Specialist
Working with a large coalition of environmental agencies, concerted effort continued to obtain passage of the expanded bottle bill and reduce the use of toxic chemicals in consumer products in conjunction with Launa. These efforts will continue during the current session. Producer responsibility for recycling of electronic equipment was supported, and legislators were successfully petitioned to strengthen the bills.

**Equal Rights**
Longstanding efforts to eliminate gender discrimination in insurance coverage continued with support for bills involving disability coverage and life insurance. This support will continue in the current session.

**Fiscal Policy**
June Michaels, Specialist
Ongoing review of the fiscal impact of legislation and updates on budget negotiations continued. Multiple bills in the current session seeking changes in sales, real estate and income tax are being followed. A bill seeking a Constitutional amendment to allow a graduated income tax has received League support and testimony presented to the Joint Committee on Revenue.

**Good Governance**
Carolyn Lee, Specialist
Bills to increase transparency in political contributions, close campaign finance loopholes and prevent government contractors from making campaign contributions were supported, and similar efforts will continue in the current session. Legislation presented in the current session improving access to public records will also receive League support.

**Health Care**
Judith Deutsch, Specialist
Health Care Committee
Judy Deutsch, Chair
Virginia Ryan
Shelley Drowns
Paula Vandever
Janice Goodell
Jackie Wolf
Katie Murphy

During the 2011-2012 legislative session bills supported by the League were passed. These involved expanding the areas of work nurse midwives may accomplish without direct involvement of a physician, including ordering and interpreting tests and prescribing medications; establishing a ratio of income that must be expended on health care costs by health insurers; and a comprehensive bill to reduce health care costs through transparency, efficiency and innovation.

Work continues in the 2013-2014 legislative session to establish a single-payer health care program in Massachusetts, including a plan to pave the way for implementation of such a system by comparing costs under the current system with a benchmark for a single-payer system.

Judy continues to chair the LWVMA Health Care Committee and represents the League on the Mass Care coalition, being actively involved in the development of health care legislation, particularly the single-payer health care bill.

**Water Management**
Susan Abbott, Specialist
Testimony related to water quality was presented to support the expanded bottle bill legislation. In the current session the League is supporting a bill allowing communities to establish accounts, supported by fees on water usage, to fund projects that replenish depleted water supplies.
Voter Service Committee

The Voter Service Committee’s primary mission this biennium was to encourage and assist local Leagues in their voter service activities. Nancy Brumback of Sudbury and the LWVMA board, Jo-Ann Berry of the Acton Area League, and Stefani Traina of the Andover/North Andover League are the committee co-facilitators.

Monthly conference calls: The committee holds monthly teleconference calls for all voter service chairs and other interested local League members, with one central topic for each call. Call topics have included a discussion of LWVUS’ Vote411 project with Jeanette Senecal from LWVUS; formats, problems, ideas for candidates’ forums for local elections; how to hold a run-for-office workshop; high school voter registration drives; conducting multi-League candidate forums; and working effectively with local cable television. The Worcester League presented a program on its voter service projects, including registering voters at naturalization ceremonies and producing public service announcements with local students.

Candidate forums: On a state level, we proposed a candidate forum in partnership with the Mass High Tech Council to the Elizabeth Warren and Scott Brown campaigns, but they did not agree to do it.

We feel the League can perform a true service to voters by holding candidate forums in the Congressional races, which tend not to get the intense television coverage the statewide races do. The committee encouraged local Leagues to work together to hold Congressional candidate forums. Leagues held Congressional forums in the Third, Fourth and Ninth Districts last fall.

Online voter’s guide: We posted a voter’s guide for the U.S. Senate primary election on our website. We were disappointed that only two of the five candidates responded to our questionnaire, but felt it was important to share what information we did get with voters. We hope to post a similar online voter’s guide for the statewide races in 2014—with a little more notice and preparation. The committee particularly thanks the members who volunteered on very short notice to draft the questions and to serve as liaisons to the five campaigns.

High school voter registration: The committee encouraged local Leagues to conduct spring voter registration drives in the high schools in their towns, and, if possible, in adjoining towns without Leagues. We collected and publicized a statewide total—1,156 students registered by 15 local Leagues, and we hope to increase that number this spring.

The committee also encouraged local Leagues to participate in National Voter Registration Day Sept. 25, 2012.

Moderator training: We held a moderator training session in Concord in November and were pleased that the Cape Cod League did a similar training this spring. Another training is being offered at the May convention. The list of moderators available has been updated.

Other training: The committee offered a workshop on multi-League candidate forums at the 2012 Council and, in addition to moderator training, will have workshops on possible voter service and citizen education projects and on election reform legislation at the 2013 Convention.
Coalitions: LWVMA has been an active participant in two coalitions with other voting rights organizations. Last year we were a member of the Election Protection Coalition working to combat voter suppression activities at the polls and to encourage voter registration and turnout. This spring, we joined many of those same organizations to work on Beacon Hill to pass legislation to modernize Massachusetts voter registration and election procedures, including such measures as online voter registration, a way for voters to check their registration status and polling place online, early voting, no-excuse absentee voting and post-election audits. Our partners in both of these efforts have been Common Cause, Massachusetts ACLU, MassVote, and the Lawyers’ Committee for Equal Rights, among others.
Recommended Program for 2013-2015

Program is the keystone of the League, the basis for both education and action efforts. League program consists of those governmental issues the League members choose for concerted study and action. It includes adopted positions, action taken as a result of these positions, and issues for study that will lead to a position and action.

Every two years local League members review the current program of the LWVMA; recommend adoption, changes or deletions to it; and recommend new studies and priorities for action. By doing this, LWVMA can focus on its efforts on those issues that are most current, relevant and important to members. Out-of-date positions can be modified or dropped. New areas for League study can also be considered. Because the Convention’s decision remains in effect for two years, delegates need to consider our action thoughtfully and with an eye toward the future as well as the present.

A comprehensive packet of program planning materials was sent to all local Leagues November 9, 2012. Local Leagues gathered the opinions and suggestions of their members on state program planning. Responses were due in to the state League office by February 1, 2013.

At its March 25, 2013 meeting, the Board of Directors of LWVMA approved a program plan to recommend to the membership at Convention 2013. Per by-laws, this plan was distributed to local League presidents at least 6 weeks prior to Convention. The approved plan will guide LWVMA for the next two years.

In developing the plan the Board considered the Program Planning reports from 21 participating local Leagues, the LWVUS legislative priorities for 2013, bills currently being considered by the MA Legislature, likelihood of success and relevance of different proposals, and available leadership to carry out the program.

The LWVUS Board has already established the following as its Legislative Priorities for 2013:
- Money in Politics and the many facets of Election Reform.
- In addition, the following were included as a second tier of focus for 2013: Climate Change, Gun Safety and Immigration.

The LWVMA Board strongly recommends that, in deciding whether to adopt priority action items and studies, delegates consider carefully the financial and personnel resources that are available at both the state and local level. To ensure that our program initiatives are successful, delegates must be confident that their Leagues are willing to participate actively. We also should be sure to not dilute our resources by having too many priority items and studies.

LWVMA will continue to take action on a wide variety of issues with the support and guidance of the Program and Action Committee.

Recommended Study (majority vote required)

At its April 29, 2013 meeting, the Board reconsidered and recommended a study proposal from LWV-Amherst. The study is consistent with LWVUS and LWVMA action priorities.

The LWVMA Board recommends a new study for the next biennium submitted by LWV Amherst. Massachusetts after Citizens United. SO WHAT DO WE DO NOW?

This study will consider whether or not the League’s existing campaign finance positions are adequate to meet the challenges of Citizens United and related recent Supreme Court decisions, and if not, what additional positions are needed.
**Recommended Re-Study:** The board recommends no new re-studies.

**Recommended Concurrence (2/3 vote required)**

The Board recommends the adoption of a new position on transportation by concurrence with the position of LWV of California. This position will replace the current LWVMA position, which will be archived.

**Rationale:** The LWVMA position on transportation is the result of a study completed in 1975. In 2009 the LWVMA Convention voted to re-study transportation. For a variety of reasons, the study was not completed. With the increased focus on transportation this year, the LWVMA Board determined that the LWV California transportation position would provide a strong basis for LWVMA to participate in the discussion of transportation issues and proposed legislation that has already begun in Massachusetts.

**League of Women Voters of California Position on Transportation**

**Position in Brief**

Support a transportation system to move people and goods which includes a variety of transportation modes, with emphasis on increased public transportation services and other viable alternatives to reduce vehicle miles traveled; is efficient, convenient, and cost effective; is safe and secure; serves all segments of the population and diverse geographic needs; minimizes harmful effects on the environment; is integrated with land use; and is supported by extensive public education.

**Positions**

1) Transportation and land use planning should be integrated to promote reduced vehicle mile traveled through a jobs/housing balance and requirements that land use development facilitate use of transit and other alternatives to single occupant vehicles

2) Planning for transportation should promote:
   a. Strategies to influence travel behavior, such as fees, taxes and tolls, combined with mitigation measures for low income persons;
   b. Alternative to single occupant vehicle travel, such as high occupancy vehicle lanes, expanded transit, car/van pools and bicycle lanes;
   c. Other strategies to improve traffic flow, such as flextime and telecommuting;
   d. Project evaluation processes which include early and informed public participation, analysis of alternative routes and modes, analysis of costs and benefits of each alternative, and consideration of consistency with regional and state transportation systems.

3) Transportation funding should come from all levels of government, but regional and local levels should have maximum flexibility to select the modes and projects on which to spend allocated funds. User fees and other revenues derived from transportation related sources should be designated for transportation uses, including use of highway users’ taxes for transportation-related services such as smog control and transit. A variety of other funding methods are appropriate, including general funds, sales tax revenues and private sources such as developer fees. All funding should be evaluated in terms of equitable sharing of transportation costs, effect on travel behavior and indirect economic impacts.

4) Government responsibility includes:
   a. Provision for early and informed public participation in the planning process;
   b. Cooperation and coordination among agencies and between different levels of government;
   c. Maintenance of existing transportation systems.

5) The state should be responsible for setting statewide standards and for planning on a statewide level with provision for a strong regional role.

6) Regional decision making should include extensive local input.

**Position History:** LWV California Adopted 1981; Revised 1985; New Position 1991; Readopted at last convention.
LWVMA Action Priorities 2013-2015

What is an Action Priority?

By selecting these three areas for Action Priority, LWVMA and its local Leagues will seek opportunities to participate in action that addresses these issues. Opportunities may include, but are not limited to, support or opposition of legislation at all levels of government, participating in approved coalitions, conducting issue forums, encouraging attendance at events and rallies, and lobbying officials. The LWVMA will seek to provide members and local Leagues with communication outlets, tools and materials to focus on the Action Priorities. The Action Priorities will appear on the home page of the LWVMA website.

Legislative specialists will continue to follow all legislation in their areas of expertise, issue Action Alerts, and encourage participation in advocacy efforts. Action Priorities will only change by a vote of the membership.

Board recommendations for LWVMA Action Priorities 2013-2015 (majority vote required)

- Improving elections, including, but not limited to, voting systems that are easy to use, administer and encourage voter turnout, election financing/money in politics, voter registration and engagement, and opposition to voter suppression efforts.
- The environment, including, but not limited to, reduction, reuse and recycling measures; measures to address climate change; and comprehensive water management.
- Civic education and engagement, including, but not limited to, encouraging civic education in our schools and civic engagement in our communities and our state and municipal governments.

LWVMA Action Items (majority votes required on each)

An action item is a specific course of action that LWVMA members will undertake during the next two years. The Board recommends two action items:

Recommendation: LWVMA will establish a review committee to consider the uses of technology in voter registration and voting and research the positives and negatives associated with each technology, including the security of such systems. The review committee should report back to the membership at Council 2014.

Recommendation: LWVMA will establish a review committee to develop a plan for state action on transportation, taking into account local League studies and action on transportation. The review committee should report back to the membership at Council 2014.
Non-Recommended Program/Action Items Proposed by Local Leagues

Non-Recommended New Studies

<table>
<thead>
<tr>
<th>Issue</th>
<th>Location</th>
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<tr>
<td>Use of modern technologies in the voting process</td>
<td>Hamilton-Wenham</td>
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<td>Human trafficking</td>
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<td>Needham (by concurrence)</td>
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<td>Balancing work and family issues</td>
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<td>Absentee voting</td>
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<td>Civics education in our schools</td>
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<tr>
<td>Water quality with an emphasis on regional planning and conservation</td>
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<td>Economic impacts of climate change and what can be done to mitigate this</td>
<td>Sudbury</td>
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<td>Mental health services</td>
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<td>Physician-assisted suicide</td>
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<td>Conflict of Interest</td>
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<td>Deer tick control</td>
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<td>Topsfield/Boxford/Middleton</td>
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Non-Recommended Re-studies/Re-evaluations/Updates of Current Positions

<table>
<thead>
<tr>
<th>Issue</th>
<th>Location</th>
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<tbody>
<tr>
<td>Land use related to farming and conservation, particularly focused on preservation of farmland</td>
<td>Westford</td>
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<td>Falmouth</td>
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<td>Andover/North Andover</td>
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<td>Caring for seniors</td>
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<td>Westwood/Walpole</td>
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<td>New technologies in reproduction</td>
<td>Winchester</td>
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<td>Casino Gambling</td>
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<td>State Corrections policy</td>
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<td>Mental health issues</td>
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## Non-Recommended Priority Action Issues

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<th>Issue</th>
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<tr>
<td>Gun Control</td>
<td>Topsfield/Boxford/Middleton</td>
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<td>Transparency in tax exemptions</td>
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<td>Cost/Benefit Analysis of MA Health Plan</td>
<td>Andover/North Andover</td>
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<td>Cape Cod Area</td>
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<td>Belmont</td>
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<td>Comprehensive water management</td>
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<td>Increase mental health beds</td>
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<td>Cape Cod Area</td>
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<td>Control of invasive plants</td>
<td>Andover/North Andover</td>
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<tr>
<td>Support renewable energy resources</td>
<td>Brookline</td>
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<td>Oppose nuclear dependence</td>
<td>Brookline</td>
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<tr>
<td>Oppose fracking</td>
<td>Brookline</td>
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<tr>
<td>Land use</td>
<td>Needham</td>
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<td>Revenue reform</td>
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<td>Transportation</td>
<td>Needham</td>
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<td>Federal and state role in Special Ed mandates</td>
<td>Winchester</td>
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<tr>
<td>Disclosure in all areas of government/politics</td>
<td>Sudbury</td>
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<tr>
<td>Improved health care</td>
<td>Sudbury</td>
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Submitted by Carole Stanley Pelchat, Vice President, Program and Action Chair
Recommended Program Positions for 2013 – 2015

GOVERNMENT

GOAL: Promote an open governmental system that is representative, accountable and responsive; that has a fair and adequate fiscal basis; that protects individual liberties established by the constitutions; and that assures opportunities for citizen participation in government decision-making [...],(LWVUS)

CITIZEN RIGHTS/INDIVIDUAL LIBERTIES

(LWVUS)

GOAL: Oppose major threats to basic constitutional rights (1947)

COUNTY GOVERNMENT AND REGIONAL PLANNING (1984)

GOAL: An effective state government; an intermediate level of government to solve regional problems, either through a revised county structure or an emerging regionalism; regional planning on a statewide basis; high visibility for county and/or regional government; and home rule for counties

The League supports:

- Redrawing county lines to form more natural and functional regions
- A county fiscal year to coincide with the state fiscal year
- Fiscal authority for local county advisory (financial) boards
- Administrative structures that would deliver services in an accountable and effective manner
- Evaluation of existing and potential county services in relation to cost, need, effectiveness, and appropriateness to that level of Government
- Adequate and equitable financial resources to deliver services
- Optional forms of county or regional government
- Abolition of county Government only at local discretion

COURTS

GOAL: A judicial system that provides equal justice for all through effective, modern administration, qualified judicial personnel, a strengthened probation service, and procedures and practices that ensure due process of law

Unified Court System (1972)

The League supports:

- Greater exercise by the Supreme Judicial Court of the powers of general superintendence of the courts for the furtherance of justice and the improvement of administration
- The establishment of an intermediate appellate court
- Strengthened management resources
- State assumption of costs and state fiscal administration
- Flexible assignment of judges to equalize the workload

Selection of Judges (1972)

The League supports:

- A nonpartisan selection system with a nominating commission composed of lawyers and lay members to propose names for all judicial appointments
- Mandatory appointment by the governor from among the names proposed
- A requirement that all judges be lawyers and give full time to their jobs
- Orientation and in-service training for all judges

Judicial Conduct and Tenure (1972)

The League supports:

- A nonpartisan judicial performance commission composed of judges, lawyers, and lay members to
receive and investigate complaints from any source about judicial conduct or disability. Upon recommendation of this commission the Supreme Judicial Court shall have authority for discipline, removal, or retirement of judges.

- Mandatory retirement of judges at age 70 with provision for limited service by recall

**Legal Counsel for Indigent People (1973)**

The League supports:

- A public defender system with sufficient funding to meet the need for adequate salaries, expanded staff, and strengthened administration
- Supplementary and coordinated use of assigned counsel with public defenders subject to standardized rules and fees to assure adequate supply of counsel
- Reduced fee counsel for the near poor
- Greater involvement of the private bar and law schools
- A flexible indigency standard with guidelines so as to neither cut off the needy nor overuse free counsel

**Pretrial Detention (1973)**

The League supports:

- Expanded use of release on recognizance (ROR)
- Speedy trial
- Elimination of the bail bondsman
- Court-administered bail

**Probation Services (1973)**

The League supports:

- State recruitment, training, evaluation, and supervision of personnel
- An adequate number of probation officers, effective use of personnel, and expanded use of paraprofessionals and trained volunteers
- The development of community resources through combined local support and state subsidy

**Indictment (1973)**

The League supports:

- The defendant’s option of screening by a preliminary district court hearing, or screening by a grand jury or waiver of screening, and a plea of guilty
- The defendant’s right to examine the transcript of the grand jury proceedings before trial

**Plea Bargaining (1974)**

The League supports:

- Standardized procedures for negotiations between the prosecution and defense and/or defendant
- Approval of a tentative plea agreement by the court followed by formal approval in open court

**Juries (1974)**

The League supports:

- Use of a uniform, random selection method
- Elimination of legal exemptions
- Elimination of peremptory challenges
- A statewide, computerized management system
- Adequate pay and shorter service
- Public education about citizen responsibility to serve
- Use of 12-member juries in the superior courts
- Use of 6- or 12-member juries in the district courts at the option of the defendant
- Use of unanimous verdicts in all criminal cases
The League supports:

- Use of adequate and accurate information about the defendant (1974)
- Required training, shared experience, and continuing education for judges about sentencing
- Legislative criteria and guidelines for sentencing (1974)
- More sentencing alternatives (1974)
- Written reasons for sentencing (1974)
- Use of a prison sentence for: offenders who commit violent crimes against the person, habitual criminals, a sanction of last resort (1985)
- The use of adequately funded and supervised alternative punishments for: offenders who commit nonviolent crimes, first offenders, non-habitual offenders, offenders who commit minor crimes, offenders where mitigating circumstances exist (1985)
- Sentence lengths that encourage rehabilitation and reintegration into society (1985)

The League opposes:

- Indeterminate sentences (1974)
- The death penalty (1985)

**Merger of Probate, Juvenile, and District Court Functions as They Affect the Family (1974)**

The League supports:

- Court consolidation so that jurisdiction over family matters is no longer fragmented.

Until such time as court consolidation is accomplished, the League will work for:

- Coordinated efforts among courts and agencies in dealing with family-related problems
- Continued support for the measures outlined in the existing corrections position

- Keeping status offenses under the jurisdiction of the court
- Special training for juvenile judges who would hear only juvenile cases

**Family Law (1977)**

The League supports:

- The legal right of adoptees to know their origins under the following conditions:
  - The court directs that medical records of biological parents and general statements regarding heritage be provided the court, at the request of an adoptee who has reached the age of majority and with the consent of the biological parents, provides information to the adoptee regarding the identity of the biological parents
- The same waiting period for all grounds for divorce
- Need and ability to pay as the basis for decisions on questions of alimony, property settlement, and child support
- Statewide, uniform guidelines for alimony and child support
- Mandatory separate counsel or advocate for children when custody is an issue in contested divorce actions
- Community property measures

**ELECTION PROCESS (LWVUS)**

**Campaign Finance (1974, 1982)**

GOAL: Improve methods of financing political campaigns in order to ensure the public’s right to know, combat corruption and undue influence, enable candidates to compete more equitably for public office, and promote citizen participation in the political process.

**EXECUTIVE BRANCH (1963)**
GOAL: An effective state government; a strong executive branch with lines of authority and responsibility clearly defined

The League supports:

- The power of the governor to reorganize the executive departments
- The right of the governor to appoint policy-making department heads whose terms will be concurrent with the governor’s
- Abolition of the Governor’s Council
- A shortened ballot


GOAL: A state and local tax structure that will have an equitable impact on taxpayers and adequately support state and local services with consideration of the effect on the state and local economies; distribution of state aid in a manner that will equalize municipal resources; a comprehensive state budget system that will provide a basis for the evaluation of the cost and effectiveness of current state programs and long-range capital expenditures; up-to-date, uniform and accurate property valuation; and efficient management of the revenue collection systems

**The Fiscal Relationship between the State and Local governments (2008)** ...

The League of Women Voters of Massachusetts believes that the Fiscal Relationship between the state and local government should incorporate and balance the following principles:

- Equitability: The Massachusetts LWV currently has positions that support the distribution of state funds in a manner that helps to equalize the resources of different municipalities. The equitability principle reinforces this position and its importance was affirmed (2008).
- Flexibility in local spending: Many municipal spending decisions are controlled either by state mandates or through laws that restrict municipal spending choices. This principle would support allowing municipalities to have more control over local spending decisions, in light of the lack of equitability in state revenue distribution.
- Flexibility in local revenue-raising: Currently Massachusetts municipalities have very few options for raising revenue locally. This principle would support allowing municipalities more flexibility in raising revenue, in light of the lack of equitability in state revenue distribution.
- Dependability: A dependable budget relationship between the state and municipalities would ensure that state aid to municipalities is consistent and predictable year to year. On balance, dependability is of lesser importance than the other principles.

The League of Women Voters of Massachusetts supports changes in state laws to ease the financial burden on municipalities in the areas of:

- Municipal employee health insurance
- Municipal employee pensions

**Tax structure**

The Leagues’ opposition to “new local non-property taxes by state wide mandate or local option (1993) was eliminated (2008).

Proposals for new local non property taxes by state wide mandate or local option will be evaluated based on principles” in Fiscal Relationship section.

**The League supports:**

- The use of certain commonly accepted criteria in judging taxes, particularly equitability, economic effect, flexibility,
ease and cost of collection, and adequacy of yield (1967, 1979, 1993)

- A greater reliance on state-collected taxes to reduce the burden on the property tax (1970)
- Enforcement of taxing income-producing properties of tax-exempt institutions (1970)
- An income tax with a graduated rate applied to income from all sources (1970)
- Equal deductions and exemptions for earned and unearned income (enacted, 1967)
- A tax on rental income
- Preferential treatment for long term capital gains for income tax purposes (1992)
- A capital gains tax that gives preferential treatment to the gain received from the sale of a primary residence (1992)
- An increase in revenue from the sales tax by broadening its base; continued provision for exemption of necessities such as food and medication, and clothing, with a lower limit (1970, 1993)
- The application of “sunset” provisions to sales tax exemptions, for the purpose of providing periodic legislative review as to whether these exemptions reflect the criteria of equitability, economic effect, ease and cost of collections, and adequacy of yield (1993)
- The broadening of the sales tax to include certain nonessential services sold to individuals when taxing those services would meet LWVM criteria and when the greater burden would fall on those most able to pay (1993)
- A modification in the estate tax to provide for a full exemption for the surviving spouse
- A modification in the estate tax to increase the level of the no-tax status to correspond more closely to the federal estate tax exemption, and to make this level subject to periodic review
- Increased taxes on liquor and cigarettes (1979)
- User fees (1979)

The League opposes:

- A general sales tax (1970)
- Adoption of new, local non-property taxes by statewide mandate or local option (1993)

Earmarking Revenues (1992)

The League opposes:

- Earmarking specific revenues for specific purposes (1992)

If an earmarking measure should be proposed and adopted, the League would support that it be:

- Statutory instead of constitutional (1992)
- Subject to periodic review (1992)
- Subject to “sunset” provisions that limit the duration of such designation and allow the reversion of the earmarked revenues to the general fund (1992)

Tax and Spending Limits (1980)

The League opposes constitutional amendments to impose tax and spending limits (1980)

The League will evaluate statutory tax and spending limits at the state and local levels by applying the following criteria:

Tax and spending limits should:

- Allow a community to meet its own public service requirements
- Recognize and provide for varying fiscal situations
- Encourage good fiscal planning
• Meet commonly accepted criteria used in judging taxes
• Allow for proper budget procedures

Tax and spending limits should not:

• Be borne unduly by the poor
• Cause detrimental changes in the balance of power between state and local government
• Encourage spending and taxing up to the limit

State Mandates (1979)

The League supports:

• Realistic fiscal notes on any enacted legislation that would have an impact on local budgets
• A requirement for a greater-than-majority vote of the legislature for passage of major unfounded state-mandated programs
• Adequate levels of state funding for state-mandated programs

The League opposes:

• Absolute prohibition of state-mandated programs

Distribution of State Aid (1971)

The League supports:

• Distribution of state aid to cities and towns on an equalizing basis for public education and other municipal services
• Continuation of state categorical grants for special programs, with the distribution of such funds on an equalizing basis

Property Tax Administration

The League supports:

• A method of levying the property tax to allow different tax burdens on different types of property (classification) with local flexibility within a range established by legislation (1980)
• The use of up-to-date and uniformly accurate property valuations to ensure that state aid distribution formulas and assessments, using local valuations as their base, are fair (1970)
• Strengthened and improved assessment procedures at both the state and local levels of government (1970)
• State publication of an up-to-date manual of assessment guidelines (1970)
• State-established qualification standards for those performing the assessment of property on both the state and local levels (1970)

State Budgetary Procedures (1969)

The League supports:

• A comprehensive budget system
• Identification of expenditures in terms of the services to be performed
• Evaluation of governmental programs in relation to needs
• Informed action by the legislature and interested citizen groups
• Long-range planning
• Adequate accounting and auditing systems

HOME RULE (1966)

GOAL: An effective state Government home rule for Massachusetts cities and towns in local matters

The League supports:

• Constitutional home rule for Massachusetts cities and towns (1966)
• Sharing of functions among all levels of government
• Right of federal, state, and regional Governments to set standards of performance in broad area of public concern
• Cost-sharing by all levels of government to implement standards
• Statutory implementation of home rule

LEGISLATURE
GOAL: An effective state government; a strong and highly visible legislative branch, districted on the basis of population into contiguous, compact, single-member districts by an appointed, bipartisan commission, and that maintains its traditional role as a democratic forum (1967)

The League supports:

- Single-member districts to carry out the one-person, one-vote concept (1974)
- An appointed, bipartisan districting commission (1973)
- A smaller membership in the House of Representatives (reduction by at least one-third of the 240 members) (1978)
- A salary level high enough to attract and keep qualified legislators (1967)
- The principle of free petition with some modification in the procedure for handling bills during the second year of the biennium (1967)
- Strict adherence to the rules of late filing
- Joint committees organized to reflect major areas of legislative concern with majority and minority parties making their own committee assignments (1967)
- Adequate legal and research help
- The Legislative Research Bureau (1967)
- Legislative procedures and a calendar that promote both efficiency and democracy (1988)
- A requirement that the Legislature prorogue (adjourn) no later than the election in state election years (1988)

The League opposes:

- Limiting the legislative session to less than seven months (1988)
- A filing fee (1967)

PUBLIC PERSONNEL (1969)
GOAL: A public personnel system based upon merit principles and enlightened practices

The League supports:

- Efforts to ensure a personnel administration adequately staffed and financed, directed by qualified persons, and ultimately unified in a single agency (unification enacted in 1974)
- Improved and expedited methods of recruitment, examination, and appointment
- Improved incentives, such as proper remuneration, in-service training and wider opportunities for promotion
- Modification of veterans’ preference

The League opposes:

- Improper extension of civil service coverage

VOTING RIGHTS (LWVUS) (1970)
GOAL: Protect the right of every citizen to vote; encourage all citizens to vote

The League of Women Voters of the United States believes that voting is a fundamental citizen right that must be guaranteed.

Resolutions passed by LWVUS Convention as interpretations to the Citizen’s Right to Vote Position:

- In order to ensure integrity and voter confidence in elections, the LWVUS supports the implementation of voting systems and procedures that are secure, accurate, re-countable, and accessible.
- The position on the Citizens’ Right to Vote can be interpreted to affirm that
LWVUS supports only voting systems that are designed so that:

1. they employ a voter-verifiable paper ballot or other paper record, said paper being the official record of the voter’s intent; and
2. the voter can verify, either by eye or with the aid of suitable devices for those who have impaired vision, that the paper ballot/record accurately reflects his or her intent; and
3. such verification takes place while the voter is still in the process of voting; and
4. the paper ballot/record is used for audits and recounts; and
5. the vote totals can be verified by an independent hand count of the paper ballot/record; and
6. routine audits of the paper ballot/record in randomly selected precincts can be conducted in every election, and the results published by the jurisdiction. (2006)

**VOTING SYSTEMS** (2005)

GOAL: Voting systems should be easy to use, administer and understand, encourage high voter turnout, encourage real discussion on issues, promote minority representation, and encourage candidates to run.

When electing someone to a single executive office at the state level, such as governor or attorney general, including primary and general elections, the voting system should require the winner to obtain a majority of the votes.

The League supports instant runoff voting. Cost and complexity make two-round runoff not acceptable

**NATURAL RESOURCES (LWVUS)**

GOAL: Promote an environment beneficial to life through the protection and wise management of natural resources in the public interest by recognizing the interrelationship of air quality, energy, land use, waste management and water resources (1986)

**SOCIAL POLICY**

GOAL: Promote social and economic justice, secure equal rights for all and combat discrimination and poverty (1980)

**CHILD ABUSE PREVENTION AND TREATMENT** (1991)

GOAL: The prevention of child abuse and neglect; the protection and care of children experiencing abuse and neglect

The League supports:

- A significant role played by Government in ensuring meaningful and adequately funded services to children experiencing abuse and neglect, and to their families.
- Programs and policies that emphasize the safety and protection of the child, with family preservation as an important, but subordinate goal
- A strong focus on child abuse prevention including education programs for both children and adults
- An extension of the statutes of limitations for bringing up accusations of child abuse
• Measures to minimize the trauma suffered by children in child abuse proceedings, including the following revisions of standard courtroom procedures:
  o Scheduling priority given to child abuse cases
  o Videotape and closed-circuit television testimony of the child permitted in conjunction with procedures to protect the rights of the accused
  o Limited hearsay exceptions allowed in conjunction with clear judicial guidelines to ensure the reliability of witnesses and preserve the rights of the accused
  o Measures taken to provide a courtroom atmosphere that is not intimidating to children
  o Special training for judges and other investigation and judicial personnel in dealing sensitively with children
• Development of legislative sentencing guidelines for child abuse perpetrators, with therapy as an integral part of the sentence

CORRECTIONS
GOAL: A sound corrections system that provides opportunities for the rehabilitation of the adult and juvenile offender (pre-1965)
The League supports:

• Measures to protect the civil and individual rights of the offender and to promote the offender’s rehabilitation through individualized treatment (pre-1965)
• Legislation to separate administrative functions from areas of professional judgment and to delineate clear lines of authority and accountability in the state agency responsible for juvenile programs (pre-1965)
• Measures to provide competitive salaries for trained personnel and measures to implement public personnel standards (pre-1965)
• Programs in existing institutions and in communities for prevention, detection, and treatment of juvenile delinquency (1975)
• Measures that provide sufficient prison space to ensure humane living conditions for prisoners (pre-1965)
• Measures that provide sufficient prison space at the minimum security and pre-release levels to permit the gradual reintegration of the prisoner into society (1985)
• Programs within the Department of Corrections that gradually allow the prisoner more freedom and more responsibility as merited (1985)
• Programs that provide supervision and support upon release from prison (1985)
• Programs for women within the Department of Corrections that include job training education, and training for parenting (1985)
• Separate facilities for the female mentally ill and criminally insane (1985)
• Improved opportunities for mother-child contact (1985)
• Access to an adequate range of reintegration services for female inmates (1985)

DAY CARE (1984)
GOAL: A coordinated state policy for quality day care for the children of Massachusetts with adequate funding for implementation by the responsible state agencies
The League supports:

• The development of a state policy on child day care programs. The policy should coordinate such functions as licensing, funding, regulation, and enforcement; and it should expedite communication between agencies, providers, and consumers.
• Minimum standards of quality for child day care programs including:
  o a safe and clean physical environment
  o appropriately trained, qualified, and compensated day care center staffs and family day care providers
  o suitable ratio of staff to children
  o adequate programs and curriculum
• The state licensing of family day care, group day care centers, and after school day care with clear procedures for such licensing
• Adequate staffing and funding of state agencies responsible for enforcement of state licensing requirements and regulations
• State regulation of family day care, group day care, and after-school child care programs that would include licensing requirements, space restrictions, the number of children in a program, the qualifications of providers, staff, and supervisors, staff ratios, health care, nutrition, safety, equipment, records and confidentiality, admission policies, parental permission, and information to parents
• Limiting state support of day care to children of low-income families, children of handicapped parents, handicapped children, or children in need of protective services. State support for child day care could take the form of direct subsidies or vouchers to individuals for purchasing services, funding programs or technical assistance. The private sector should be encouraged to support child day care.

DOMESTIC VIOLENCE (1993)
GOAL: The prevention of domestic violence; a strong statewide response to domestic violence that is integrated, interdisciplinary, and adequately funded, involving all segments of the criminal justice system, the medical community, the schools, social services, and the private sector, with a primary focus on the safety of victims.

The League supports:
Police
• Ongoing training about domestic violence of all police
• Policies favoring the use of arrest as a preferred response to a domestic violence incident
• Carefully followed procedures for gathering and preserving evidence, so that cases can be prosecuted even if victims refuse to testify
Courts
• Ongoing training about domestic violence of all judges and court personnel
• Expedited court resolution of domestic violence cases
• The timely sharing of relevant information among courts, as well as with other parties in the criminal justice system
• Consideration by the probate court of a history of domestic abuse when making divorce, child custody and visitation decisions
District Attorneys
• Statewide availability of well-trained and funded victim witness advocates
• Training about domestic violence of district attorney staff
• Policies encouraging prosecution, even when victims are unwilling to testify
Probation
• Training about domestic violence of all probation officers
• Strict monitoring of compliance with probation
• Sanctions for probation violation

Medical Community
• Training of medical personnel in recognizing signs of domestic violence and treating victims
• Clearly defined protocols for treating domestic violence victims
• An educational role played by medical providers
• Provision of support services, such as social service referrals, support groups and literature

Schools
• Educational programs and policies, beginning in the earliest grades, that focus on violence prevention, conflict resolution and self-esteem building

Services to Victims
• Coordinated and well-publicized services for victims and their families, including:
  o shelters
  o transitional and long-term affordable housing
  o counseling and support groups
  o interpreters
  o hotlines
  o job training
• Involvement of community groups and the clergy in speaking out against domestic violence, making referrals and providing services
• Special attention system wide paid to the needs of child victims/witnesses

Programs for Batterers
• Evaluation of the effectiveness of existing programs
• Research into other treatment methods

Other
• Public campaigns to raise awareness of domestic violence

The League opposes:
• Glorification of violence in the media

EDUCATION
GOAL: Equal access to education (LWVUS 1967)

Statewide Standards (1967)
The League supports:
• The principle that the state Board of Education should set minimum educational standards for local public systems with reasonable criteria for implementation
• The principle that the state Board of Education should provide services to assist local schools and to motivate them to improve the quality of education
• Reasonable measures to implement these services
• Adequate teacher certification

Equal Opportunity
The League supports:
• Increased school aid to localities on an equalizing basis (1948)

Fiscal Autonomy (1977)
The League supports:
• Fiscal autonomy of the Department of Education within the appropriation granted by the legislature
• Financial independence of school committees

The League opposes:
• Measures that require school committees to set tax rates and send out tax bills to fund school department budgets

School Committee/Teacher Relationships
The League supports:
• Public comment before collective bargaining contract proposals are
drafted, publication of the proposals before negotiations begin, and progress reports on negotiations (1976)
- School committee authority to set education policy (1976)
- Provisions in the law for the evaluation of all professional school personnel on a regular basis through the use of specified procedures (1986)

Higher Education (1961)

The League supports:
- Measures to strengthen the state-supported institutions of higher education, including administrative independence with respect to budget and personnel
- A sound program of state-supported two-year colleges under the Massachusetts Board of Regional Community Colleges

Education Reform (2001)

The League of Women Voters of Massachusetts believes that all students have an equal right to education. The League further recognizes that an educated citizenry is a vital component of a democratic society and an invaluable tool of a thriving economy. Statewide curriculum standards benefit the students of the Commonwealth by providing a common basis of instruction for all students no matter where they live and greatly reduce the negative impact on those students whose place of residence changes during their school years. Well-crafted standards should challenge and raise academic performance of all students while taking into account differences in ability and learning styles.

Curriculum Standards

The League supports:
- Statewide curriculum standards for all public schools that are challenging, age-appropriate and developed through a process that includes participation by classroom teachers, educators from all levels, business people, and recognized experts in the given field of study.
- The establishment of a regular process of review and revision. Such a process should allow for feedback to and from teachers and the community to be made in a timely and orderly manner. Once accepted by the State Board of Education, standards should be allowed to remain in place long enough to allow for consistency and continuity of classroom instruction.
- Standards that recognize different levels of student ability.
- The principle that curriculum standards allow for flexibility and enhance the ability of individual teachers to choose the approach best suited to the needs of their students. The standards should not bar individual school districts from introducing additional material not specifically covered under the curriculum standards. Care must be taken to see that standards remain as broad guidelines rather than specific instructional outlines.
- The right of individual school districts to be able to set higher (but not lower) standards than those set by the state.

The League opposes:
- The introduction of statewide mandated textbooks or other materials.

Assessment

The League supports:
- The use of a state designated test (such as the MCAS in use in 2002) that is based on the approved curriculum standards, as an important tool for measuring progress. Such a test should
not be the sole instrument of student assessment.

- The right of individual school districts to be able to use such additional methods of assessment as are favored by the community and are appropriate to the student body. These may include nationally distributed tests, portfolios of student work, and the results of course exams and other forms of assessment as are normally given by teachers.

- The development of assessment measures which might be more appropriate to students who attend vocational or other specialized school programs.

The Leagues opposes:

- Exempting such students from meeting at least the minimum curriculum standard.

Graduation requirements

The League supports:

- The requirement that in order to graduate from high school all students must demonstrate the ability to meet minimum state curriculum standards.

- Multiple criteria for graduation including a passing score on a state designated test or a validated alternative, satisfactory completion of course requirements, and any other graduation requirements that are determined by the local district and approved by the Department of Education.

- That alternative methods for determining that students meet minimum state standards for graduation should be available as a substitute for passing the state test.

- The awarding of appropriate forms of certification to students who may, due to severe disability, be incapable of passing the state test. Such certification should reflect the student’s other achievements such as attendance, and progress toward goals.

Assistance

The League supports:

- Measures to aid students and districts that have difficulty in meeting state standards.
  - Such measures must include early intervention and remediation for students who appear to be in danger of failing state tests and help for teachers and districts in meeting the needs of such students.
  - Students should be allowed reasonable opportunities to retake exams. A process of appeal to the State should be implemented for students who fail the state test (currently the MCAS) but whose test scores or demonstrated abilities appear to be on the borderline.
  - State supported on-line help for students should be continued and other avenues explored. The League recognizes that it is the responsibility of students and parents to take advantage of the help being offered.
  - Adequate funding and expertise from the State to all districts to aid in the above measures. Such funding should be based on the demonstrated needs of those districts and should not be subtracted from such state aid as might be due the district for other needs.

The League opposes:

- Any effort to use test results as a punitive measure against individual school districts, students, or teachers.
The emphasis should be on encouraging and facilitating success.

- Any measure that might encourage poorly performing students to leave school before graduation.

**School Choice (1994)**

The League opposes:

- Statewide inter-district public school choice

If statewide inter-district public school choice were established, the League would consider the following features essential:

- Equalizing, consistent, and mandatory state funding for public school districts
- No punitive loss of state aid to sending schools, but oversight and assistance designed to improve problem areas, in order to protect students who remain
- Clear, timely, easily-obtainable information about the process by which students apply for admission to receiving schools, and about criteria used to assess applicants for admission, made available in every language used in the school district; parent participation in decision making when process and criteria are established
- Vigorous and adequately funded outreach programs to provide parents with timely and accurate information available in every language used in the school district, about the choice program and about individual schools
- Admission and assessment of choice students designed to achieve equality and student body diversity with equal access for all who apply in a timely manner; transportation programs to assure such access
- Impartial periodic evaluation of the educational effectiveness of school choice for both sending and receiving schools

**Special Education (1999)**

The League supports:

- The principle that special education programs should ensure that students are educated to reach their full individual potential, learning to the best of their abilities the skills they will need to lead productive lives as informed and contributing citizens in their communities.
- The following measures that are vital to the success of special education programs:
  - comprehensive outreach and assessment to identify and serve children in need of special education services as early as possible
  - review and, if needed, revision of the processes and procedures used to identify children in need of special education services to ensure their effectiveness and accuracy; appropriate and on-going training of regular education teachers and staff to address the needs of special education students in their classrooms;
  - the development of practical and timely measurements that the public can use to calculate the effectiveness of special education programs;
  - widely disseminated and clear communications with parents and educators about the availability and applicability of special education services; and
  - the principle that local school districts should be responsible for the provision of a full range of services to special education students in order to meet the goals of their Individual Education Plans.
Financing Special Education (2000)

The League supports:

• The principle that federal and state governments assume the major burden of the costs (including transportation) associated with special education mandates
  o Funding should be based on actual costs rather than arbitrary formulas
  o The federal government should fully fund the Individuals with Disabilities Education Act to the maximum amount provided under law
  o Local financial responsibility for the costs of individual students should be capped; the state should fund costs in excess of the cap
  o There should be a state funding mechanism in place to aid local school districts in meeting extraordinary costs due to unexpected special education enrollments
  o When feasible, local school districts should access other existing sources of funding (e.g. Medicaid, private medical insurance, grants, etc.)

EQUALITY OF OPPORTUNITY (LWVUS)

The League supports:

• Equal access to education, employment and housing
• Ratification of the Equal Rights Amendment and efforts to bring laws into compliance with the goals of the ERA (1989)

HANDGUN CONTROL

GOAL: Elimination of the private possession of handguns (1974) and assault weapons (1989)

The League supports:

• Limitation of the sale and possession of handguns and assault weapons to law enforcement and military personnel
• A possible exception for sportsmen if the guns are used and stored away from the home under controlled conditions

Until such time as a ban on the private possession of handguns and assault weapons becomes law, the League supports:

• Improved and standardized licensing procedures
• Training in the use of handguns and assault weapons and the responsibilities of ownership
• Education of the public to the dangers of the handgun in the home
• Strict enforcement of the present laws concerning handgun ownership
• Measures to encourage the removal of all handguns and assault weapons from the home and street

HEALTH CARE (LWVUS)

Statement of Position on Health Care as Announced by National Board, April 1993:

GOALS: The League of Women Voters of the United States believes that a basic level of quality health care at an affordable cost should be available to all U.S. residents. Other U.S. health care policy goals should include the equitable distribution of services, efficient and economical delivery of care, advancement of medical research and technology, and a reasonable total national expenditure level for health care.

Basic Level of Quality of Care: Every U.S. resident should have access to a basic level of care that includes the prevention of disease, health promotion and education, primary care (including prenatal and reproductive health), acute care, long-term care and mental health care. Dental, vision and hearing care also are important but lower in priority. The League
believes that under any system of health care reform, consumers/patients should be permitted to purchase services or insurance coverage beyond the basic level.

Financing and Administration: The League favors a national health insurance plan financed through general taxes in place of individual insurance premiums.* As the United States moves toward a national health insurance plan, an employer-based system of health care reform that provides universal access is acceptable to the League. The League supports administration of the U.S. health care system either by a combination of the private and public sectors or by a combination of federal, state and/or regional government agencies.

The League is opposed to a strictly private market-based model of financing the health care system. The League also is opposed to the administration of the health care system solely by the private sector or the states.

Taxes: The League supports increased taxes to finance a basic level of health care for all U.S. residents, provided health care reforms contain effective cost control strategies.

Cost Control: The League believes that efficient and economical delivery of care can be enhanced by such cost control methods as:

- the reduction of administrative costs,
- regional planning for the allocation of personnel, facilities and equipment,
- the establishment of maximum levels of public reimbursement to providers,
- malpractice reform,
- the use of managed care,
- utilization review of treatment,
- mandatory second opinions before surgery or extensive treatment,
- consumer accountability through deductible and co-payments.

Equity Issues: The League believes that health care services could be more equitably distributed by:

- allocating medical resources to underserved areas,
- providing for training health care professionals in needed fields of care,
- standardizing basic levels of service for publicly funded health care programs,
- requiring insurance plans to use community rating instead of experience rating,
- establishing insurance pools for small businesses and organizations.

Allocation of Resources to Individuals: The League believes that the ability of a patient to pay for services should not be a consideration in the allocation of health care resources. Limited resources should be allocated based on the following criteria considered together: the urgency of the medical condition, the life expectancy of the patient, the expected outcome of the treatment, the cost of the procedure, the duration of care, the quality of life of the patient after treatment, and the wishes of the patient and the family.

*commonly known as the "single-payer" approach, as explained in the LWVUS 2004-6 "Impact On Issues," p.66

HEALTH CARE (LWVM)

GOAL: An affordable health care system that provides equal access to quality health care for all (1983)

The League supports:

- A state and regional health care planning system that will set guidelines for allocation of health care resources in Massachusetts
• Development of a state health plan by regional planning committees with final coordination and implementation at the state level
• Coordination of planning, financing and regulation so that goals of the plan are accomplished
• Public financing of health care provided by federal and state taxes for people who cannot pay
• Citizen participation in planning, coordinating, financing, regulating, managing, and monitoring including consumer representation on planning committees
• Consumer education on maintaining health, use of the health care system, costs, and patients’ rights
• Emphasis on preventive medicine, use of alternative settings, individual responsibility for health maintenance, control of environmental hazards, and consumer education
• Rigorous monitoring on a regular basis by government, citizens and the health care community
• Procedures for licensing, accreditation and certification of institutions and professionals that assure competence and reasonable standards in the practice of health care
• Improving access to health care by removing geographic, linguistic, and cultural barriers

LEGALIZED CASINO GAMBLING

GOAL: Opposition to establishment of legalized casino gambling in Massachusetts (1982)

If casino gambling became legal, the League would support:

• Limited locations causing the least detrimental social and environmental impact, with acceptable road access and public transportation, and as part

MEETING BASIC HUMAN NEEDS (LWVUS)

GOAL: Support programs and policies to prevent or reduce poverty and to promote self-sufficiency for individuals and families (revised 1989)

REPRODUCTIVE CHOICES

GOAL: Freedom of individuals to make informed reproductive decisions based on their own convictions and beliefs (1972)

The League supports:
• Emphasis on preventive measures to avoid unwanted pregnancies
• Sex education in the schools and community
• Access to family planning information, services and devices for all who want them
• Wide distribution of information about contraception and sterilization
• Treating abortion as a medical procedure to be decided upon by a woman and her physician
• Public funding for birth control and abortion services for the poor
• Research on birth control methods

The League opposes:
• Restrictive birth control and abortion laws

TRANSPORTATION (1975)
GOAL: A statewide public transportation service, accessible to all, that provides access to jobs, housing, and services while creating minimum disruption of the environment; public monies allocated flexibly to meet public transportation needs

Decision-making

The League supports:
• Basing transportation decisions on full information and data provided to the public and decision makers, with special emphasis on need for service, alternate modes, and cost and benefits
• Strengthening regional decision making by measures that provide maximum citizen and local government comment
• Informed and effective involvement of citizens in decision making through provisions for ongoing participation from the earliest planning stages, and widespread notification of public meetings held at times and places convenient for interested citizens
• Measures to promote convenient, reliable, safe, clean, and well-publicized services

Funding

The League supports:
• Placing all transportation monies in a general transportation fund that is available to all modes
• Allocating funds on the basis of service needs
• Allocating funds in a manner that will equalize municipal and/or regional resources
• Funding policies that encourage increased availability and quality of public transportation and provide incentives for cost effectiveness

Fares

The League supports:
• A fare system partially financed by the user
• Fare experiments that help meet needs of communities and users, and provide incentives to increase ridership

Authorities

The League supports:
• Using, for public transportation purposes, authority revenues in excess of those needed for operating and maintenance costs
• Making the authorities more accountable to both the state and the public
Strategic Planning Update Review and Progress
Report to Convention, May 2013, LWVMA Board of Directors

Goal of Strategic Planning Review

The LWVMA will complete the first two years of the 4-year Strategic Plan in June 2013. As we plan for the second two years, years 3 and 4, the LWVMA board, at its November 26, 2012 meeting, decided to undertake a review of each of the major areas of the Strategic Plan to determine progress toward the goals and to evaluate the goals themselves to see if they should be revised, removed, or new goals added for years 3 and 4. The process began in December 2012 and was completed on April 29, 2013.

Major areas (in the order reviews were completed)
1. Program and Action
2. Finance
3. Citizen Education/Voter Service
4. Operations
5. Membership (now Membership and Local League Services)

Review Committees and Order of Completion
Review committees were been established, and chaired by 2-3 board members not involved, or minimally involved, in the area being reviewed.

Charge: determine if the goals of Strategic Plan are being met or whether sufficient plans are in place to do so, whether the goals need to be revised, and what are possible forward-thinking actions for Strategic Plan years 3 and 4. Report back to the LWVMA board on the established timeline.

Board Review Committees

Program and Action
- Karen Price, Muriel Zaganailoff, Anne Borg

Finances
- Marilyn Peterson and Nancy Brumback

Operations
- Marilyn Peterson and Nancy Brumback

Citizen Education/Voter Service
- Karen Price, Joan Boyer, Anne Borg

Membership and LL Services
- Andrea Kozinetz and Carole Pelchat
2013 STRATEGIC PLAN REVIEW: PROGRAM AND ACTION

Goals, Progress, Recommendations

1. **Program and Action and Voter Service to work together to accomplish the mission of an informed citizenry and an effective government. Their proposed plan and goal will be presented for member approval by the end of fiscal 2012.**

   Progress: Plan and goal were not presented for member approval by the end of fiscal 2012.
   Recommendation: We recommend this goal be deleted, and replaced with a more specific goal.

2. **Program and Action to have no more than three primary advocacy issues. Those issues that are not the top three priorities will continue to be followed by our specialists**

   Progress: The priorities were not presented to the membership in 2011. At its January 2013 meeting, the board established three priority advocacy issues: Improving Elections, Money and Politics, and the Environment. After 2013 program planning, the board will recommend advocacy areas to the membership for approval at Convention.
   Recommendation: We think it is the role of LWVMA, not Program and Action, to establish priority advocacy issues. We recommend changing “no more than 3” to “no more than 5” priority advocacy issues. We do not currently recommend having 5, but do not want to be restricted to 3. Change “issues” to “areas” to be more general.

3. **Program and Action and Voter Service to coordinate programs to accomplish the mission and vision. Looking forward, Program and Action and Voter Service will operate together to support the priorities set by the members.**

   Progress: This goal is vague and difficult to evaluate, and very similar to the first goal. While we agree that all committees of LWVMA should work together toward LWVMA goals, we are not sure what “operate together” really means with regard to Program and Action and Voter Service.
   Recommendation: We recommend this goal be deleted, and replaced with a more specific goal.

4. **Program and Action to build strong relationships with coalition partners and officials of the legislative and executive branches of local governments and with all branches of state government to accomplish LWVMA goals of good government and transparency.**

   Progress: This is a worthwhile goal that is being accomplished by some specialists in varying degrees. Additional staff may be required to fully meet this goal.
   Recommendation: We are not sure what the “goals of good government and transparency” are, so we replaced them with the established and more general mission and vision.

**NEW GOAL (1)**

*Program and Action to broaden its scope to include developing program activities and materials around the priority advocacy areas.*

This goal clearly broadens the work of Program and Action to include working on the advocacy priorities established by LWVMA.

**NEW GOAL (2)**

*Program and Action, in cooperation with Membership and Local League Services, to develop tools and materials that address the advocacy priorities, so that local Leagues are aware of the priorities and able to take action locally, and so that LWVMA can increase its capacity to advocate*
effectively through informed and educated members.
This new goal stresses the need to bring advocacy to the local Leagues and all members.

NEW GOAL (3)
Program and Action and Membership and Local League Services to work together to strengthen the program planning process.
This new goal emphasizes the importance of the program planning process.

2013 STRATEGIC PLAN REVIEW: FINANCE

Goals, Progress, Recommendations

1. Overall goal: Change the funding model and expand revenue sources, while limiting expenses.
   Progress: We feel expenses have been greatly limited, but the funding model remains based almost entirely on contributions from individual members and local Leagues.
   Recommendation: Continue goal.

2. LWVMA Board to commit to expanding funding sources with all board members participating in fund development. A development plan will be created and approved by the board by July 2011.
   Progress: The timetable assumed the input of a development consultant, whom the board decided not to continue using until more pressing concerns had been dealt with. A development plan has been prepared, discussed, and some specific fundraising actions have been taken with our existing donor base. The need remains to appoint a formal development committee and formalize a plan, but much of that work hinges on LWVMA resuming programs and projects that will appeal to potential donors.
   Recommendation: Continue goal.

3. LWVMA Board to commit to programs that are self-funding and returning revenue to the LWVMA.
   Progress: Largely completed and ongoing. Great effort has been made to insure that our membership events are self-funding.
   Recommendation: Add “whenever possible.” Our goal should allow for some programs that may cost money, but will generate visibility and other less tangible benefits.

4. LWVMA Board to commit to reducing expenditures.
   Progress: Completed and ongoing.
   Recommendation: Replace “reducing” with “controlling.” Not all expenditures, especially after our recent cuts, can be reduced, but all should be controlled.

5. LWVMA Board to commit to finding new revenue sources.
   Progress: Not started in a meaningful way. We first need to resume programs and projects to appeal to donors beyond our membership.
   Recommendation: Continue goal.

6. LWVMA to commit to education of the board in reading and understanding financial statements as well as becoming informed about risk management.
   Progress: In progress.
Recommendation: Delete this goal. We see educating the board on financial matters and risk management as essential, but as a responsibility, not a goal. That responsibility could be assigned to the treasurer or the Finance Committee.

NEW GOAL
LWVMA Board to commit to creating and funding programs that further the League’s stated mission, that increase its visibility and that attract new members and funding resources.

2013 STRATEGIC PLAN REVIEW: CITIZEN EDUCATION/VOTER SERVICE

Goals, Progress, Recommendations

1: Program and Action and Voter Service to work together to accomplish the mission of an informed citizenry and an effective government. Their proposed plan and goals will be presented for member approval by the end of fiscal 2012.

Progress: Limited progress toward the goal of working together. No plan was presented. Examples of working together include election reform legislation and including a section on holding issue forums in the Advocacy Booklet (from Day on the Hill).
Recommendation: We recommend this goal be deleted, and replaced with a more specific goal.

2: Voter Service will be a priority. Emphasis will be placed on the local Leagues strengthening their ability to provide Voter Service/Citizen Education. LWVMA Voter Service will also coordinate area and regional activities.

Progress: There has been significant progress toward this goal
- Monthly conference calls with local League Voter Service chairs
- Creating an online voter guide for the U.S. Senate special election.
- In fall 2012, several local Leagues collaborated on candidate forums for US Congress and state House & Senate. Several of those forums were initiated through the conference calls or through connections made during the calls and Council workshop.
- The local League grant program also encourages more VS/CE activity. Both the grant program and the teleconferences help spread good ideas.
Recommendation: Change “Voter Service/Citizen Education” to “Citizen Education/Voter Service” and change “coordinate” to “support.”

3: LWVMA to reclaim our position as provider of candidate forums and debates.

Progress: There has been progress with encouraging local League and regional forums and debates, and an attempt was made to have a senate debate (2012), but it is unlikely LWVMA will “reclaim our position.”
Recommendation: Reword goal to make it more realistic goal and involve local Leagues. Replace with “LWVMA to encourage educated voters through candidate forums, ballot question information, voter guides, television, and other means for statewide elections when feasible, and through local Leagues by providing guidance, materials, and support.”
4: Program and Action and Voter Service to coordinate programs to accomplish the mission and vision. Looking forward, Program and Action and Voter Service will operate together to support the priorities set by the members.

Progress: VS and P+A have worked together to coordinate programs as noted under Goal 1. Recommendation: Reword to be more specific. The citizen education grants are a good example of encouraging local Leagues to do programs and the coalition with Rootstrikers to hold campaign finance forums. “LWVMA to hold and encourage local Leagues to hold Citizen Education programs to accomplish the mission and vision.”

2013 STRATEGIC PLAN REVIEW: BOARD OPERATIONS

Goals, Progress, Recommendations

1. **Overall goal: Shift LWVMA Board structure and operations to implement strategic priorities.**
   Progress: In progress. New board members have been added. New committees have been created, but more as a response to circumstances than as part of a defined plan.
   Recommendation: Replace goal.

2. **LWVMA to study and consider board design, organization and expansion. A plan will be presented to membership by the end of fiscal 2012.**
   Progress: Not started in any meaningful way.
   Recommendation: Replace goal.

3. **LWVMA Board to implement the strategic plan and provide periodic reporting to members.**
   Progress: In progress. We feel the Board has an awareness of the Strategic Plan and has worked to implement many of its recommendations. The membership has received updates at the League Leaders events and at Council 2012, and we acknowledge the work of Karen Price in keeping attention focused on meeting the needs the Strategic Plan identified and not letting the work of the Strategic Plan committee languish in a file.
   Recommendation: Replace goal.

4. **LWVMA Board to institute processes for managing board operations. This would include explicit objective setting for each board member with an operational portfolio, monthly progress updates and annual individual and collective evaluations.**
   Progress: We feel the portfolios need to be more clearly identified and defined. The reporting procedure needs a logical timetable for reports based on portfolio or committee activity.
   Recommendation: Replace goal.

5. **LWVMA to implement structural changes to support the effective implementation of the strategy.**
   Progress: We feel this goal is vague and unclear.
   Recommendation:

6. **LWVMA Nominating Committee to implement a board training and orientation program to assure that sitting board members are supported in their roles.**
   Progress: This goal was undertaken by the 2011 Nominating Committee and will be acted on again by the 2013 Nominating Committee.
   Recommendation: Remove goal. Eliminate the final goal in the original document that charges the Nominating Committee with Board training and orientation. We greatly appreciate the work of the past and current Nominating Committees in taking on this responsibility, but we do not feel it
should be part of that committee’s duties. Training and orientation should be a responsibility of the board itself.

7. **Priority in year one (fiscal 2012) will be to implement strong administrative systems. A board portfolio will be added to oversee operational issues for LWVMA.**
   Progress: Completed
   Recommendation: Goal no longer needed, continue ensuring operations is part of a board member’s responsibilities.

### 2013 STRATEGIC PLAN REVIEW: MEMBERSHIP AND LOCAL LEAGUE SERVICES

**Goals, Progress, Recommendations**

**Overall goal:** Create Strong Connections between LWVMA and local Leagues through communications and leadership development.

Progress: Connections have been strengthened through electronic communication, Membership and Leadership Development, Field Service, and regularly-scheduled leadership events. Additional volunteers are needed such as MLD coaches, Field Service Representations, etc.

Recommendation: Continue goal.

1. **Develop an external and internal communications plan and proceed to implement this plan by the end of fiscal 2012.**
   Progress: Established the Mass. League Voter, an all-member Newsletter distributed four times a year. Printed versions are mailed for members without email. Produce Prepare monthly League Leader Update for local League board members. Completely revised lwvma.org website, including an area for local League resources. Established a leaders sharing website where documents from local Leagues and leadership events are posted and a Google Group for local leaders’ on-line discussion.
   Recommendation: Communications Committee should reexamine current communication.

2. **Establish a Presidents’ Council that will have up to two seats on the LWVMA Board of Directors and will serve to strengthen relationships between LWVMA and local Leagues.**
   Progress: The Council has been established. The two seats on the board would necessitate a by-laws modification and is considered unnecessary.
   Recommendation: This goal has been completed and is no longer required. The Presidents’ Council will continue.

3. **Membership and Training to work with LWVUS staff and LWVMA Membership Committee to implement the Membership Recruitment Initiative (MRI) now Membership & Leadership Development (MLD) starting in summer of 2011. Primary goals are to add and support new members, identify local League training needs and run training opportunities in the regions.**
   Progress: MLD was implements and is in process.
   Recommendation: The goal “to implement” has been met and a new goal has been added (new goal 3).

4. **Initiate a review of demographic targets looking for social and political engagement. A report on expansion will be presented by Membership and Training to the Board by fiscal 2013.**
   Progress: This goal has not been started.
   Recommendation: Retain goal, reworded as below (goal 2).
Strategic Planning Recommended Goals
Years 3 and 4 (2013-2015)

Recommended Goals Program and Action 2013-2015

1. LWVMA to have no more than five priority advocacy areas at any given time. Program and Action should develop and implement a plan to focus advocacy on the priority areas. Those issues that are not the top priorities will continue to be followed by our PA specialists.

2. Program and Action to build strong relationships with coalition partners and officials of the legislative and executive branches of local governments and with all branches of state government to accomplish LWVMA mission and vision.

3. Program and Action to broaden its scope to include developing program activities and materials around the priority advocacy areas.

4. Program and Action, in cooperation with Membership and Local League Services, to develop tools and materials that address the advocacy priorities, so that local Leagues are aware of the priorities and able to take action locally, and so that LWVMA can increase its capacity to advocate effectively through informed and educated members.

5. Program and Action and Membership and Local League Services to work together to strengthen the program planning process.

Recommended Goals Finance 2013-2015

1. Overall goal: Change the funding model and expand revenue sources, while limiting expenses.

2. LWVMA Board to commit to expanding funding sources with all board members participating in fund development.

3. LWVMA Board to commit to programs that are self-funding and returning revenue to the LWVMA, whenever possible.

4. LWVMA Board to commit to controlling expenditures.

5. LWVMA Board to commit to finding new revenue sources.

6. LWVMA Board to commit to creating and funding programs that further the League’s stated mission, that increase its visibility and that attract new members and funding resources.

Recommended Goals Citizen Education/Voter Service 2013-2015

1. Citizen Education/Voter Service will be a priority. Emphasis will be placed on the local Leagues strengthening their ability to provide Citizen Education/Voter Service. LWVMA Voter Service will also support area and regional activities.

2. LWVMA to encourage educated voters through candidate forums, ballot question information, voter guides, television, and other means for statewide elections when feasible, and through local Leagues by providing guidance, materials, and support.
3. LWVMA to hold and to encourage local Leagues to hold Citizen Education programs to accomplish the mission and vision.

4. LWVMA to encourage voter registration and voting, and to support election laws and procedures to make voting accessible to all citizens.

Recommended Goals Operations 2013-2015

We recommend extensively rewriting the operations goals to make them clearer while leaving the specific procedures to attain those goals up to the board. Here are our suggestions for a revised Operations section of the Strategic Plan's goals:

1. Overall goal: LWVMA Board to structure its operations in order to implement the provisions of the Strategic Plan successfully.

2. LWVMA Board to review the overall Board structure and practices to increase its effectiveness. This goal should include orientation and training for Board members.

3. LWVMA Board to define specific portfolios it considers necessary, establish expectations for those portfolios and assign responsibility for them.

4. LWVMA Board to provide periodic reports to the membership on progress meeting the goals of the Strategic Plan.

Recommended Goals Membership and Local League Services 2013-2015

1. MLLS to continue to develop avenues for increasing membership through current membership and leadership programs (e.g. MLD, Field Service, Presidents’ Council), engaging members-at-large, providing support when needed, and supporting the formation of new Leagues.

2. MLLS to evaluate what LWVMA has to offer demographic groups not currently members and craft programs to attract them.

3. MLLS to continue to expand the MLD program to reach as many Leagues as possible, requiring additional coaches and building on the successful experiences of Leagues who have participated in the program.

4. MLLS to strengthen the Field Service program to ensure every League has a Field Service Representative who will help strengthen Leagues, provide administrative and other assistance where needed, encourage regional public events, and foster communication among League leaders in the region.

5. MLLS to work with Program and Action and Citizen Education Committees to provide tools and opportunities for local League participation in LWVMA programs, advocacy, and forums.

6. Communications Committee to continue robust communications program for leaders, members, the media, and the public.
General Information for Convention

Information for Delegates

The sovereign body of the League of Women Voters of Massachusetts is the state Convention, which is composed of delegates from each local League and members of the state board. A delegate should be informed about the issues to be considered and be aware of the opinions of League constituents in regard to them. The delegate is free to form independent judgments as a result of knowledge gained from Convention deliberations. In other words, a delegate comes to Convention "informed but not instructed."
The member chosen to attend Convention must be prepared to interpret Convention decisions to the membership over the next two years. It is the delegate's responsibility to report to the local League not only the official actions of the Convention but also the "flavor" of the Convention.

It is important that delegates stay until the Convention is adjourned!

READ this Convention Workbook. Study the proposed Convention rules, which set Convention procedures not covered in the bylaws. Convention rules are adopted by a two-thirds vote on the first day and may be altered at any time during the Convention by a two-thirds vote. Robert's Rules of Order, Newly Revised will control the general conduct of the meeting. See Parliamentary Motions Guide in this workbook. A majority vote of those present and voting adopts the Order of Business. It may be altered by a two-thirds vote at any time thereafter.

Local Leagues assign delegates by submitting the Delegate Form. Upon arrival at Convention, delegates must register for the Convention in person. The official badge must be worn during the entire Convention; there is no admission to the Convention hall without it.

One delegate slot may be used by two members of the same League, one for each plenary session (Friday and Saturday). The two names and corresponding days should be noted on the Delegate Form. Both members will receive a nametag and convention book.

A substitute delegate or an alternative observer from the same local League (in the event the registered member cannot attend), must bring a letter of authorization from the local League president to present to the Credentials Committee so that registration may be accomplished and the name on the pre-typed badge changed. Pick up the envelope of the person originally registered first, and then go to the credentials table.

A local League may obtain up to two additional delegate slots from a different League(s). It is the responsibility of the League requesting slot(s) to obtain the consent of the donor League and inform LWVMA. The delegate should bring a printed copy of the email to Convention for the credentials committee. Step-by-step instructions were described in the May 3 League Leader Update.

Be on time for all events. The first plenary meeting will start on Friday at 4:00 p.m. promptly. Once the Convention is called to order, latecomers may have to wait to be seated.

Election of officers, directors, and members of the Nominating Committee will take place on Saturday, May 18. After the report of the Nominating Committee has been read, Friday, May 17, nominations from the floor are in order providing the prior consent of the nominee has been obtained. If balloting is necessary, the polls will be open for voting at 11:45 a.m. Saturday until 2:00 p.m. Otherwise, election of officers, directors, and members of the
Nominating Committee will take place Saturday, May 18.

During the plenary meetings, matters requiring the attention of state board members should be sent (in writing) to the page.

In the decision on program, please notice that a vote to consider a not-recommended item is not the same as a vote to adopt it. It merely means that at this time you feel the item has sufficient value so that the Convention should be allowed to debate its merits. If you vote against consideration, it means that at this time you do not feel the item has sufficient merit to take up the attention of the delegates at Convention.

Votes are first taken by voice or standing votes. When the results cannot be determined by the chair, delegates will cast their votes by submitting a card to the usher (green for YES, red for NO).

Only announcements relating directly to the program or the welfare of delegates will be made from the platform or shown on the projector within the Convention hall.

Delegates are encouraged to bring lobbying material with them. Delegates must distribute their own material outside the Convention hall. Only materials issued by the Convention office may be distributed within the hall.

Delegates may take pictures at any time during Convention unless the picture-taking process becomes disruptive.
Parliamentary Procedure

The purpose of parliamentary procedure is to expedite, not impede, the conduct of business. It insures that a minority has a fair chance to be heard and to influence the group. Any matter to be brought before a group for its decision, or to the chair for information or a ruling, is done so by a "motion." Once an issue has been raised by a motion, it must be resolved before the Convention is over. It need not be resolved immediately or in the form originally proposed. It can even be lost, but it cannot be forgotten. A great deal of time may be taken up by the processes of resolution. Therefore, it is important that delegates use their common sense and a "feel" for the temper of the meeting not to waste Convention time by unsuitable motions, by prolonged debate, or by needless points of order or information. The aim is to arrive effectively and democratically at conclusions that are reasonably acceptable to the total body.

A working knowledge of basic parliamentary procedure will greatly enhance the effectiveness of the delegate. Consult Robert's Rules of Order, Newly Revised or Simplified Parliamentary Procedure. (Your president probably has a copy.)

The Convention parliamentarian is willing to assist any delegate. She will also be available in the Convention hall fifteen minutes before each meeting or by appointment when the Convention is not in plenary session.

Parliamentary Motions Guide, included in this workbook, lists the motions that you may make to accomplish what you wish to do.

Motions and Microphones

A delegate wishing to address the Convention should go to a microphone, wait for recognition, and then state their name and League.

From time to time the chair may designate pro and con microphones. Be alert to which is which and line up at the proper one.

A long motion must be written in duplicate on forms available from the ushers. It is essential that the mover's name and League be included. Give both copies to an usher immediately so the usher can take one copy to the chair and one copy to the operator of the projector. You may have the usher bring the motion to the chair at any time before you make the motion.

Q&A Sessions on Budget and Program

On Friday, May 17, Q & A sessions on the budget and state program will be held from 8:45 p.m. to 10:30 p.m. At this time there will be ample opportunity for members to ask questions and make suggestions about the scope of the items and the possibilities for action.

Pre-Convention Procedure for Non-recommended Items

Non-recommended items must be proposed at the first plenary session of Convention, which will convene at 4:00 pm on Friday, May 18.

Caucuses and Other Ways to Support Non-recommended Items

League members who wish to work for a non-recommended item should consult with their board, note the other Leagues on the list of non-recommended items and formulate a strategy. Members might contact other interested Leagues and plan a caucus before
Convention starts or on Friday evening of Convention and notify all Leagues of the caucus.

Caucuses are a tradition of Convention, and meeting rooms may be reserved for caucuses held on Friday, May 18 from 8:30 p.m. to 10:30 p.m. (See registration table for caucus room reservation form.) Topics and locations of caucuses will be listed on the Convention announcements board. State board members, state program specialists and Program Strategy Committee members may be invited to participate in a caucus; they may not participate in a caucus unless their attendance is requested.

If a member feels strongly about an item, the member should attend a caucus and help prepare an effective strategy for getting it adopted. A caucus is a place to promote interest in an item, to clarify its scope, and to plan a presentation. A caucus may also be used to promote any other business properly before the Convention. The goal of the caucus is to put the expressions of attitudes, interests, and aims into a broadly persuasive form that will appeal to the Convention. Much planning takes place beforehand, over meals and in corridors and delegates’ rooms, but it is at the caucus meeting that the plans gel and points are marshaled. Here is where an enthusiastic speaker who projects well is selected to present the item.

Some tips for running a good caucus
- Have a well-structured proposal for item focus and scope
- Be prepared to discuss modifications
- Use only about half your caucus time developing a consensus around it, then develop a list of strong and weak points and answers to possible objections. Decide who should speak to these different points
- Strive for balance, coverage, and brevity
- Have speakers meet again Friday evening or Saturday morning before the plenary session to make sure all is in place

Other suggestions are to talk up the item informally whenever the occasion arises, to assign someone to make up and distribute a fact sheet, and to provide for lapel badges. Imagination and a firm foundation can do wonders.
Proposed Rules of Convention

(Rules shall be adopted at the first meeting.)

1. Admission to the Convention shall be limited to persons displaying official badges, which shall be worn at all meetings of the Convention.

2. Local League delegates, state board delegates, and observers shall be identified by designated name tags. They may enter the Convention hall after the Convention has started, but shall not be seated during an address.

3. Only local League delegates and state board delegates may vote.

4. If the vote cannot be determined by voice vote or by rising, the vote shall be counted using green (YES) and red (NO) cards.

5. Only local League delegates, state board delegates, and those authorized by the chair may address the assembly. During debate on a motion, no delegate may speak more than once to that motion until all others who wish to speak have done so. After the original presentation, debate shall be limited to two minutes for each speaker.

6. When addressing the Convention, a speaker shall use a microphone and announce name and League.

7. Any motion or amendment to a motion of substantial length (or, if requested by the chair, any other motion) shall be written in duplicate on forms provided by the usher.

8. No announcements from the floor shall be made which do not relate to the business of Convention or the welfare of the members.

9. Substitution of a delegate shall be approved by the Credentials Committee only upon receipt of written authorization from the local League president.

10. Alternate observers shall be approved by the Credentials Committee only upon receipt of written authorization from the local League president.

11. Procedure for adoption of program:

   Definition of Program: “The program of the League of Women Voters of Massachusetts shall consist of those state governmental issues chosen by the convention for concerted study and action or concurrence” (LWVMA Bylaws Article XI, Sec. 2.) Recommended items shall be moved for adoption by a state board member who may then make a statement of not more than five minutes. Not recommended items may be moved for consideration and presented in a statement of not more than five minutes in the exact wording submitted to the state board at least three months prior to the opening of Convention, or in a wording which, although not exactly the same, has been approved by the Program Strategy Committee prior to the Call to Order of the Convention as within the subject content of an item submitted to the state board at least three months prior to the opening of Convention.

   This motion is not debatable and no questions shall be allowed, except that, at this time, a state board member shall
give the official negative, in not more than three minutes, if requested to do so by a delegate. A vote shall be taken on consideration of each not-recommended item. An item that receives a majority vote for consideration is automatically moved for adoption at the appropriate time for such items without a further notion.

When it is time for debate on program, recommended items that have been moved for adoption shall be debated. After debate on the recommended items, not recommended items that have been voted for consideration shall be debated. When debate on all the items has been completed, votes shall be taken first on the recommended items in the order in which they were presented. A two-thirds vote shall be required to adopt a not-recommended item.

12. Procedure for adoption of resolutions, if any proposed:

A resolution may be offered by a local League or state board or through a delegate’s petition (25 signatures required). It shall be in writing and identified by the League (or delegates’ names and Leagues) and shall be read to the Convention by the sponsor at a time specified in the Order of Business (please refer to Robert’s Rules of Order, Newly Revised for form of resolution or ask Convention parliamentarian for assistance). The resolution shall be sent immediately to the Resolutions Committee without debate or question. The Resolutions Committee shall be responsible for determining whether a resolution is appropriate for consideration by the Convention, eliminating duplications, and putting resolutions in proper form. The Resolutions Committee may rewrite a resolution substantially but only with the sponsor’s consent. Editorial changes do not require the sponsor’s permission or approval. Resolutions shall be debated and voted upon by the delegate body at a time specified in the Order of Business.
# Parliamentary Motions Guide

Adapted from Town Meeting Time

The motions are listed in order of precedence. Any motion can be introduced if it is higher on the chart than the pending motion.

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Privileged motions</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>End the meeting</td>
<td>I move to <strong>adjourn</strong></td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Adjourn to another time</td>
<td>I move to <strong>adjourn to...</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Find out if there’s a quorum</td>
<td>I rise to a <strong>point of no quorum</strong></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>None</td>
</tr>
<tr>
<td>Set the time to/at which to adjourn</td>
<td>I move to <strong>adjourn to/at...</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Register complaint</td>
<td>I rise to a <strong>question of privilege</strong></td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>None</td>
</tr>
<tr>
<td>Subsidiary motions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lay motion aside temporarily</td>
<td>I move that this be <strong>laid on the table</strong></td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>2/3</td>
</tr>
<tr>
<td>Close debate</td>
<td>I move the <strong>previous question</strong></td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>2/3</td>
</tr>
<tr>
<td>Limit or extend debate</td>
<td>I move that <strong>debate be limited to...</strong></td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>2/3</td>
</tr>
<tr>
<td>Postpone motion to a certain time</td>
<td>I move to <strong>postpone the motion to ...</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Refer motion to committee</td>
<td>I move to <strong>refer the motion to...</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Modify wording of a motion</td>
<td>I move to <strong>amend (or substitute)...</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Kill main motion</td>
<td>I move that the motion be <strong>postponed indefinitely</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>-------------</td>
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<td>---------------</td>
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<td>------------</td>
<td>-------</td>
</tr>
<tr>
<td><strong>Incidental motions</strong> – same rank as motion out of which they arise.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enforce rules</td>
<td>I rise to a <strong>point of order</strong></td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>None</td>
</tr>
<tr>
<td>Submit matter to the meeting</td>
<td>I <strong>appeal</strong> from the ruling of the chair</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Divide the motion</td>
<td>I move to <strong>divide the question</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Separate consideration</td>
<td>I move for <strong>separate consideration...</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Fix the method of voting</td>
<td>I move to <strong>vote</strong> on this motion by...</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Nominate someone to a committee</td>
<td>I <strong>nominate</strong>...</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Plurality</td>
</tr>
<tr>
<td>Withdraw or modify a your own motion</td>
<td>I move to <strong>withdraw/modify</strong> my motion...</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Suspend rules</td>
<td>I move to <strong>suspend the rules to</strong>...</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td><strong>Main motions</strong> – no order of precedence. Introduce only when nothing else pending.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make a main motion</td>
<td>I move...</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Various</td>
</tr>
<tr>
<td>Reconsider or rescind a motion”</td>
<td>I move to <strong>reconsider/rescind</strong> the vote...</td>
<td>No</td>
<td>Yes</td>
<td>**”</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Take matter from the table</td>
<td>I move to <strong>take from the table</strong>...</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Advance an article</td>
<td>I move to <strong>advance</strong> article...</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
</tbody>
</table>

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* Unanimous if rule protects minorities; out of order if rule protects absentees.
*” Same rank and debatable to same extent as motion being reconsidered.
Local League Gifts to LWVMA

At state Convention, as well as throughout the year, local Leagues and other donors make contributions to the League of Women Voters of Massachusetts. There will be an opportunity for local Leagues to announce their gifts at state convention. If your annual meeting did not take place before state convention, you can still announce a gift by adding the words "...pending the vote of Annual Meeting."

Occasionally a local League makes a donation for a specific LWVMA activity or purpose. Although very much appreciated, these restricted donations are sometimes made to fund a project for which there are insufficient workers at the state level. At the same time, projects for which there exist interested volunteers cannot go forward for lack of funds.

All unrestricted gifts above the amount already anticipated in the budget will be used to supplement projects and/or committees whose budgets have been limited.

The information below should be given to Natalie Kassabian to give notice of a gift. If you have any questions about donating additional money to the state League, please contact Natalie Kassabian at Convention

League of Women Voters of: ______________________________________________

Contact Person: ________________________________________________

Telephone Number: (Day) ______________________ Email: ____________________

Gift Amount: _____________________

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Fiscal Years 2013-2015 Budget Overview

As a result of amendments made to the LWVMA Bylaws at the 2011 Convention, the Budget Committee prepared the budgets for the LWVMA and the Lotte E. Scharfman Memorial Fund (LESF) for two fiscal years. Input was received from the LWVMA Board of Directors and LESF Trustees at an in-person budget priorities meeting held in early January 2013. At this meeting, the group agreed that additional staff is needed to move the organization forward.

Please note that the Lotte E. Scharfman Memorial Fund Budget is presented for your information only and will be presented to the LESF Trustees for approval at their annual meeting in June.

The state of the LWVMA / LESF financial health is better than a few years ago after a couple of years of stringent cost cutting including cost reductions in rent and staff, as well as across the board, and increases in donations primarily from members and local Leagues. During the past two years, there have been cash surpluses at the end of the fiscal years. It is because of this that the board has requested that LWVMA and LESF take the opportunity to use a reasonable amount of cash reserves to hire additional office staff in order to meet the goals of increasing programs and projects, increasing income through fundraising, and attracting new members. This is why a Transfer from Reserves is shown on line 7 of the LWVMA budget and line 21 of the LESF budget.

Certain line items to note:

LWVMA line 21 (and LESF line 33), Credit Card Service Fees: LWVMA Treasurer, Joan Boyer, was able to reduce the fees paid when someone makes a donation via credit card at the LWVMA website.

LWVMA line 22 (and LESF line 34), Audit / Review by CPA: Because net income is below a certain amount, the League’s financial records are not required to undergo a full audit, but a less thorough review. However, the board and the Budget Committee agreed that our financials should undergo a more expensive full audit in fiscal year 2013-2014 and continue with an annual review in the following fiscal year.

LWVMA line 27, Worker’s Compensation and Business Liability Insurance: Note that this now also includes Directors Insurance. Again, thanks to Joan Boyer, our overall insurance costs have been reduced.

The Lotte E. Scharfman Memorial Fund is the tax-deductible 501(c)3 arm of the LWVMA, its Education Fund. As a non-profit charitable entity, its income can only be used for Voter Services and Education, not Action or Advocacy. Each year, the board estimates what percent of the League’s activities are Voter Service and Education and certain LWVMA operating and payroll expenses are covered by the LESF (reflected in the Reimbursement lines). The Board determined that 40% would be the reimbursement rate for the next two years' budgets, as it was for the current year’s budget.

LESF line 25, Citizens Education Fund Grant Program: This has been a successful program and the amount to be disbursed is anticipated to increase.
LESF line 26, Youth Directory: It is anticipated that grants or sponsorships will be obtained to cover costs of an updated “Directory of Civic Engagement & Leadership Programs for Massachusetts Youth,” to be reflected in LESF line 15, Grants.

LESF line 36, Capital Expenditures: Capital purchases (e.g. computers, furniture) are made by the LESF because of its 501(c)3 status and are recorded here. It is anticipated that a new computer purchase is needed in the next year or two.

Submitted by the Budget Committee:

Elizabeth Handler, Chair, Needham
Anne Borg, LWVMA Vice-President, Newton
Joan Boyer, LWVMA Treasurer (ex-officio), Falmouth
Andrea Kozinetz, LWVMA Director, Newton
Carolyn Lee, Sudbury
June Michaels, Cape Ann Area
Marilyn Peterson, LWVMA Director, Acton Area
Karen Price, LWVMA Vice-President, Needham
Eva Valentine, LWVMA President (ex-officio), Haverhill
## LWVMA FY2013-15 Board-Approved Budget

<table>
<thead>
<tr>
<th>Item</th>
<th>FY'12-13 Actual YTD 3/31/13</th>
<th>FY'12-'13 Approved Budget</th>
<th>FY'13-'14 Proposed Budget</th>
<th>FY'14-'15 Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dues (Per Member Payments)</td>
<td>45,228.63</td>
<td>56,928.00</td>
<td>55,054.00</td>
<td>51,750.00</td>
</tr>
<tr>
<td>Registration Fees - Convention and Presidents' Breakfast</td>
<td>660.00</td>
<td>10,150.00</td>
<td>4,200.00</td>
<td>16,200.00</td>
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<tr>
<td>Contributions and Development</td>
<td>32,551.05</td>
<td>22,500.00</td>
<td>35,500.00</td>
<td>37,000.00</td>
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<tr>
<td>Promotional Items</td>
<td>1,670.73</td>
<td>500.00</td>
<td>1,000.00</td>
<td>1,000.00</td>
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<tr>
<td>Interest/Dividend Income</td>
<td>203.28</td>
<td>550.00</td>
<td>300.00</td>
<td>300.00</td>
</tr>
<tr>
<td>Transfer from Reserves</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>80,313.69</td>
<td>90,628.00</td>
<td>115,207.00</td>
<td>126,906.00</td>
</tr>
<tr>
<td><strong>9 Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services to Local Leagues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presidents' Breakfast and Day on the Hill</td>
<td>676.44</td>
<td>1,200.00</td>
<td>1,700.00</td>
<td>1,750.00</td>
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<tr>
<td>LWVMA Convn (2013), Council (2014), Convn (2015)</td>
<td>582.51</td>
<td>300.00</td>
<td>1,525.00</td>
<td>1,525.00</td>
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<tr>
<td>LWVUS Council (2013), Convn (2014), Council (2015)</td>
<td>10,000.00</td>
<td>3,000.00</td>
<td>15,000.00</td>
<td></td>
</tr>
<tr>
<td>Contact Management Software</td>
<td>961.59</td>
<td>1,620.00</td>
<td>1,925.00</td>
<td>1,925.00</td>
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<tr>
<td>Projects (Lobbying and Action)</td>
<td>2,278.00</td>
<td>1,375.00</td>
<td>1,950.00</td>
<td>2,100.00</td>
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<tr>
<td>Contributions and Development</td>
<td>1,479.87</td>
<td>5,400.00</td>
<td>6,900.00</td>
<td>6,900.00</td>
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<tr>
<td>Communications, Publications and Products</td>
<td>1,379.50</td>
<td>1,245.00</td>
<td>682.00</td>
<td>475.00</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>59,958.21</td>
<td>90,582.00</td>
<td>115,207.00</td>
<td>126,906.00</td>
</tr>
</tbody>
</table>

### Reimbursed by LESF

<table>
<thead>
<tr>
<th>Item</th>
<th>Reimbursed Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>10 Salaries and Benefits reimbursed by LESF</strong></td>
<td>19,132.66</td>
</tr>
<tr>
<td><strong>11 Rent and utilities reimbursed by LESF</strong></td>
<td>9,986.78</td>
</tr>
<tr>
<td><strong>12 Phonothon expenses reimbursed by LESF</strong></td>
<td>2,916.00</td>
</tr>
<tr>
<td><strong>13 Voter expenses reimbursed by LESF</strong></td>
<td>448.00</td>
</tr>
<tr>
<td><strong>Total Reimbursed by LESF</strong></td>
<td>(29,119.44)</td>
</tr>
</tbody>
</table>

### Net Income

<table>
<thead>
<tr>
<th>Item</th>
<th>FY'12-13</th>
<th>FY'12-'13</th>
<th>FY'13-'14</th>
<th>FY'14-'15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Income</strong></td>
<td>20,355.48</td>
<td>46.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>
LWVMA Fiscal 2011-2012 Auditor’s Report
Statement of Assets, Liabilities and Fund Balance-Modified Cash Basis; Year Ended June 30, 2012

Support and revenue:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local league assessments</td>
<td>$58,709</td>
</tr>
<tr>
<td>Local league gifts</td>
<td>$8,600</td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>$317</td>
</tr>
<tr>
<td>Resource development</td>
<td>$45,901</td>
</tr>
<tr>
<td>Convention/council revenue</td>
<td>$3,105</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>$116,632</strong></td>
</tr>
</tbody>
</table>

Expenses:

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and General</td>
<td>$63,943</td>
</tr>
<tr>
<td>Program expenses</td>
<td>$11,500</td>
</tr>
<tr>
<td>Fund raising expenses</td>
<td>$2,904</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$78,347</strong></td>
</tr>
</tbody>
</table>

Excess of revenues and support over expenses: $38,285

Net assets, beginning of year: $208,959

Net assets, end of year: $247,244

**ASSETS**

<table>
<thead>
<tr>
<th>Current assets:</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$107,760</td>
</tr>
<tr>
<td>Investments</td>
<td>$10,000</td>
</tr>
<tr>
<td>Due from affiliate</td>
<td>$129,484</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$247,244</strong></td>
</tr>
</tbody>
</table>

**LIABILITIES AND NET ASSETS**

Current Liabilities: $0

Net Assets:

<table>
<thead>
<tr>
<th>Undesignated</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$231,018</td>
</tr>
<tr>
<td>Unrestricted - designated</td>
<td>$16,226</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$247,244</strong></td>
</tr>
</tbody>
</table>
The League of Women Voters of Massachusetts
Proposed Bylaws Amendments

**The League of Women Voters of Massachusetts Bylaws**


**ARTICLE I – Name**

Sec. 1. Name. The name of this organization shall be the League of Women Voters of Massachusetts, hereinafter referred to in these bylaws as LWVMA. LWVMA is an integral part of the League of Women Voters of the United States, hereinafter referred to in these bylaws as LWVUS.

**ARTICLE II – Purposes and Policy**

*Rationale: This brings this heading into compliance with the LWVUS bylaws, as required.*

Sec. 1. Purposes. The purposes of LWVMA are to promote political responsibility through informed and active participation in government and to act on selected governmental issues.

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

**ARTICLE III – Membership**

Sec. 1. Eligibility. Any person who subscribes to the purpose and policy of the League of Women Voters of the United States shall be eligible for membership.

Sec. 2. Types of Membership.

a. Voting Members. Citizens at least 18 years of age who join the League shall be voting members of local Leagues, state Leagues, and of LWVUS; (1) individuals who live within an area of a local League may join that League or any other local League; (2) those who reside outside the area of any local League may join a local League or shall be state members-at-large; (3) those who have been members of the League for 50 years or more shall be life members excused from payment of dues.

b. Associate Members. All others who join the League shall be associate members.

**ARTICLE IV – Officers**

*Sec. 1. Enumeration and Election of Officers. The officers of LWVMA shall be a president, no more than four vice-presidents who shall be ranked numerically, a secretary and a treasurer. Throughout these bylaws, the term “president” shall also mean co-presidents. They The officers shall be elected by the convention and hold office until the conclusion of the next regular biennial convention or until their successors have been qualified and elected. Rationale: LWVMA has had co-presidents in the past. We think the bylaws should explicitly allow co-presidents. “The officers” clarifies the subject of the sentence.*

Sec. 2. The President. The president shall preside at meetings of the organization and of the Board of Directors of LWVMA, hereinafter referred to as the state board, except in the event of a potential
conflict of interest or shall designate another member of the state board to preside in the event of her/his absence or a potential conflict of interest. (1) The president may, in the absence or disability of the treasurer, sign or endorse checks, drafts and notes; shall sign all contracts and other instruments when so authorized by the state board; shall be an ex-officio member of all LWVMA committees with full voting rights (2) except the Nominating Committee; shall have such usual powers of supervision and management as may pertain to the office of the president and shall perform such other duties as may be designated by the state board. In the event of absence, resignation, removal, disability or death of a co-president, the remaining co-president(s) shall possess all the powers and perform all the duties of that office. (3)

Rationale: (1) Removing this wording resolves a conflict with wording in the next section, which states that the “vice-presidents, in order of their rank, shall, in the event of absence.... of the president, possess all the powers and perform all the duties of that office.”

(2) This clarifies the meaning of ex-officio. According to Robert’s Rules of Order: “As an ex-officio member of a committee, the president has the same rights as the other committee members....”

(3) This establishes the order of succession in the event of there being co-presidents.

Sec. 3. The Vice Presidents. The vice-presidents, in order of their rank, shall, in the event of absence, resignation, removal, disability or death of the president, possess all the powers and perform all the duties of that office. In the event that no vice-president is able to serve in this capacity, the state board shall elect one of their members to fill the vacancy. The vice-presidents shall perform such other duties as the president and the state board may designate.

Sec. 4. The Secretary. The secretary or secretary pro tem shall ensure that minutes are taken of all conventions and councils of the League, and of all meetings of the state board; shall notify all officers and directors of their election or removal; shall sign with the president all contracts and other instruments when so authorized by the state board, and shall perform such other functions as may be incident to the office.

Sec. 5. The Treasurer. The treasurer shall be responsible for the collection and receipt of all monies due. The treasurer shall be the custodian of these monies, and shall deposit them in financial institutions designated by the state board. The treasurer shall present periodic financial reports to the state board at its regular meetings and a report to the convention or council.

ARTICLE V – Board of Directors

Sec. 1. Number, Manner of Selection and Term of Office. The state board shall consist of the officers of the League, nine elected directors and not more than nine appointed directors. The elected directors shall be elected by the convention and shall serve until the conclusion of the next regular biennial convention or until their successors have been elected and qualified. The officers and elected directors shall appoint such additional directors, not exceeding nine, as they deem necessary to carry on the work of the League. The term of office of appointed directors shall expire concurrently with the term of office of the elected directors.

Sec. 2. Qualifications. Only a voting member of a local League or of LWVMA shall be elected or appointed or shall continue to serve as an officer or director of this organization.

Sec. 3. Vacancies. Any vacancy, other than in the presidency, occurring in the state board by reason of the resignation, removal, death or disqualification of an officer or director shall be filled, until the next convention, by a majority vote of the remaining members of the state board.

Sec. 4. Powers and Duties. The state board shall have full charge of the property and business of the organization with full power and authority to manage and conduct the same, subject to the instructions of the convention and council. The state board shall plan and direct the work necessary to
carry out the program as adopted by the convention and council and it shall develop legislative priorities based on LWVMA and LWVUS positions.

It shall accept responsibility delegated to it by the Board of Directors of the League of Women Voters of the United States (hereinafter referred to as the national board) for the organization and development of local Leagues, for the carrying out of program and for promotion in the local Leagues of finance programs requisite to further the work of the League as a whole, and the support of an adequate state and national budget. The state board shall create and designate such standing and ad hoc committees as it may deem necessary and shall perform such other duties as are specified in these bylaws.

Rationale: This is an editorial revision; LWVUS is already defined in Article I.

Sec. 5. Conflict of Interest. State board members shall not participate in any League decision-making process in which they or any of their relations have a financial interest. The term “their relations” shall mean their spouse, partner, parent, sibling, child (including stepchild or adoptive child), grandparent, grandchild, aunt, uncle, spouse’s parent or spouse’s sibling.

Sec. 5. Specific Policies. The state board shall establish policies relating to its members’ nonpartisanship activities and potential conflicts of interest as well as other areas of concern.

Rationale: The board has a conflict of interest policy, and we believe that having a policy and a description of conflict of interest in the bylaws is redundant and could lead to inconsistencies between the two. However, we feel that policies on conflict of interest and nonpartisanship, among other concerns, are very important and that requiring them should be part of the bylaws.

Sec. 6. Regular Meetings. There shall be no fewer than four regular meetings of the state board annually during the fiscal year. The president shall send notice of all regular meetings to notify each member of the state board and all local League presidents of all regular meetings in writing at least ten days before any such meeting, notice thereof giving the date, time and place of the meeting and the method by which the meeting will be held. Throughout these bylaws, the term “send” shall mean to transmit electronically or otherwise in writing. No action taken at any regular state board meeting attended by a majority of the members of the state board shall be invalidated because of the failure of any member or members of the state board to receive any notice properly sent or because of any irregularity in any notice actually received. Any League member may attend any regular state board meeting as an auditor. Any local League, upon written request of its board sent to the president of the state League, shall be given a hearing at a subsequent meeting of the state board.

Rationale: (1) This change reflects current practice: that the League essentially runs on a fiscal-year basis. It is also consistent with the change proposed in sec. 8 of this article.

(2) The current bylaws use a number of different words and phrases to describe how communications should be made among board members and between LWVMA and local Leagues. We believe they should be consistent throughout, and decided “send” was the simplest, most direct and most inclusive verb to use. Similar changes are being recommended in several sections below.

(3) This is an editorial revision to reflect current practice.

(4) This reflects both current board practice and quicker delivery of communications using electronic means.

(5) This explains that “send” means using traditional methods of communicating in writing as well as using electronic means.
Sec. 7. Special Meetings. The president may call special meetings of the state board, and shall call a special meeting upon the written request of at least one-third of the members of the state board. Members of the state board shall be notified in writing of the date, time and place of special meetings and the method by which the meeting will be held at least three days prior to the meeting. During a convention or council the president may, or upon the request of at least one-third of the members of the board shall, call a special meeting of the state board by giving personal notice to each member of the state board.

Sec. 8. Resignation and Removal of Officers and Members of the State Board. Three consecutive absences from a state board meeting by any officer or director during a fiscal year without valid reason, as determined by the state board, shall constitute a resignation. Any officer or director may be removed for cause as determined by a vote of two-thirds of the total membership of the board not including the officer or director sought to be removed, who shall have no right to vote with respect to any such action.

   Rationale: These changes reflect our belief in the importance of board members' attendance at meetings by tightening the attendance requirement.

Sec. 9. Quorum. A majority of the members of the state board shall constitute a quorum.

Sec. 10. Executive Committee. The elected officers shall constitute an executive committee to act in emergencies between meetings of the state board. Any action of the executive committee shall be submitted to the state board for approval at the next regular meeting.

ARTICLE VI – Local Leagues

Sec. 1. Local Leagues.

   a. Definition. Local Leagues are those Leagues which have been so recognized by LWVUS.

   b. Recognition. Members shall be organized into local Leagues in order to promote the purposes of the League and to take action on local governmental matters. When there is, in any community in the state, a group of members which meets the recognition standards for local Leagues as adopted by the state board and at the national convention, the state board shall recommend to the national board that recognition be granted. When such recognition is granted, the local League shall become an integral part of LWVUS and LWVMA.

   c. Withdrawal of Recognition. When a local League recurrently fails to live up to the recognition standards, the state board shall recommend to the national board that recognition be withdrawn. Final action rests with the national board. All funds held by a local League from which recognition has been withdrawn shall be paid to LWVMA.

ARTICLE VII – Financial Administration

Sec. 1. Fiscal Year. The fiscal year of LWVMA shall commence on the first of July of each year and shall end on June 30 of the following year.

Sec. 2. Financial Support.

   a. Local Leagues shall assume responsibility for the financial support of LWVMA annually in such manner as shall be determined by convention or council of the state League.

   b. Members-at-large shall pay annual dues to the state League in such amount as shall be determined by the state board.

Sec. 3. Budget. The state board shall submit a proposed biennial budget to the convention for adoption. This budget shall provide for the support of the state League. A copy of the proposed budget shall be sent to each local League president or other contact designated by the local League ("primary contact") at least six weeks in advance of the convention.
Rationale: “Proposed” is an editorial revision for accuracy. “Primary contact” reflects current practice.

Sec. 4. Budget Committee. The state board shall appoint a budget committee of at least three members, in addition to the treasurer. The budget committee shall be appointed for a two-year term at least six months before the convention. The chair of the budget committee shall not be a member of the state board. The budget committee shall prepare the biennial budget for review by the board at least four months before the convention and may provide budgetary guidance to the board during the biennium. The treasurer shall be an ex-officio member of the budget committee but shall not be eligible to serve as chair.

Rationale: The 2011 LWVMA convention amended the bylaws to have future conventions approve a two-year, rather than a one-year, budget. This section needs to be changed to reflect that amendment. Another change relates to assuring the independence of the budget committee by requiring an off-board chair. Other proposed changes are based on a similar amendment made to the LWVUS bylaws last June, which are meant to allow the board to call on the Budget Committee’s expertise and the Budget Committee to raise issues if needed during the two years between conventions.

Sec. 5. Audit. The books of the treasurer shall be audited or reviewed annually by a public accountant and shall be available in the files of LWVMA along with the audit reports.

Sec. 6. Distribution of Funds on Dissolution. In the event of a dissolution for any cause of LWVMA, all monies and securities which may at the time be owned by or under the absolute control of LWVMA shall be paid to LWVUS after the state board has paid or made provision for the payment of all the liabilities of LWVMA. All other property of whatsoever nature, whether real, personal, or mixed, which may at the time be owned by or under the control of LWVMA shall be disposed of by any officer or employee of the organization having possession of same to such person, organization, or corporation, for such public, charitable or educational uses and purposes as may be designated by the then state board; the designation of person, organization or corporation and of use and purpose to be at the absolute discretion of said board.

ARTICLE VIII – Convention

Sec. 1. Place, Date, Call, and Notification. A convention of LWVMA shall be held biennially at a time and place to be determined by the state board. The president shall send a first call for the convention to the presidents/primary contacts of local Leagues not less than three months prior to the opening date of the convention fixed on said call. Thereafter the state board may advance or postpone the opening date of the convention not more than two weeks from the date fixed in the first call. A final call for the convention shall be sent by the president to the presidents/primary contacts of local Leagues at least six weeks before convention.

Sec. 2. Composition. The convention shall consist of the delegates of the local Leagues, delegates of the members-at-large, and the members of the state board. The local League delegates shall be chosen by the local League boards according to the representation formula as provided in Sec. 4 of this Article with consideration of the general membership’s suggestions. Members-at-large delegates shall be chosen by the state board according to the representation formula as provided in Sec. 4 of this Article with consideration of suggestions of the members-at-large.

Rationale: This is an editorial revision for clarification.

Sec. 3. Qualifications of Delegates and Voting. Each delegate must be a voting member of LWVMA. Each delegate shall be entitled to one vote only at the convention even though the delegate may be attending in two or more capacities. Absentee or proxy voting shall not be permitted. The convention shall be the sole judge of whether a delegate is qualified to vote.
Sec. 4. Representation.

a. Each recognized local League in the Commonwealth of Massachusetts shall be entitled to at least two delegates. Local Leagues having more than 50 voting members shall be entitled to one additional delegate for each additional 25 voting members or fraction thereof. The number of voting members shall be determined by the number indicated in the official LWVMA membership count report submitted by the local League in January of the convention year.

b. Members-at-large shall be entitled to at least two delegates. If there are more than 50 members-at-large, members-at-large are entitled to one additional delegate for each additional 25 members-at-large or fraction thereof. The number of members-at-large shall be determined by the number indicated in the official January LWVUS membership count report submitted by LWVMA in January of the convention year.

Sec. 5. Authorization for Action. The convention shall consider and authorize for action a program, shall elect officers and directors, shall adopt a biennial budget, and shall transact such other business as may be presented.

Sec. 6. Quorum. A quorum shall consist of 50 delegates other than the state board; a majority of the delegates, not including the state board, registered for the convention provided that not fewer than one-third of local Leagues are represented.

Rationale: This is similar to current requirements in the LWVUS bylaws as well as in those of several state Leagues. We believe that the number of delegates required for a quorum should not by a static number but should instead fluctuate in response to changes in League membership. We also believe that the quorum should be based on the number of registered delegates because the convention is composed of representatives of local Leagues.

Sec. 7. Observers. Members of LWVMA may attend the convention as non-voting observers.

ARTICLE IX – Council

Sec. 1. Place, Date, Call, and Notification. The state board may convene a council meeting if it determines that a change in program or budget is necessary or that other official business must be transacted between conventions. Additionally, the state board may convene a council meeting for any other reason it deems appropriate.

The state board shall convene a council meeting if 25% of local Leagues request that a council be convened. The date, time, place and method of the meeting shall be determined by the state board; however, the board must convene a council within three months of receiving a request to do so from 25% of local Leagues. A formal call shall be sent by the president to the presidents/primary contacts of all local Leagues at least eight weeks before a council meeting.

Sec. 2. Composition. The council shall be composed of the state board, two members-at-large delegates chosen by the state board which shall take into consideration the suggestions from the members-at-large and two delegates from each local League chosen by the local League board which shall take into consideration the suggestions from their general membership. The council shall consist of the delegates of the local Leagues, delegates of the members-at-large, and the members of the state board. The local League delegates shall be chosen by the local League boards according to the representation formula as provided in Sec. 4 of this Article with consideration of the general membership’s suggestions. Members-at-large delegates shall be chosen by the state board according to the representation formula as provided in Sec. 4 of this Article with consideration of suggestions of the members-at-large.

Sec. 3. Qualifications of Delegates and Voting. Each delegate must be a voting member of LWVMA. Each delegate shall be entitled to one vote only at the council even though the delegate
may be attending in two or more capacities. Absentee or proxy voting shall not be permitted. The council shall be the sole judge of whether a delegate is qualified to vote.

**Sec. 4. Representation.**

a. Each recognized local League in the Commonwealth of Massachusetts shall be entitled to at least two delegates. Local Leagues having more than 50 voting members shall be entitled to one additional delegate for each additional 25 voting members or fraction thereof. The number of voting members shall be determined by the number indicated in the official LWVMA membership count report submitted by the local League in January of the council year.

b. Members-at-large shall be entitled to at least two delegates. If there are more than 50 members-at-large, members-at-large are entitled to one additional delegate for each additional 25 members-at-large or fraction thereof. The number of members-at-large shall be determined by the number indicated in the official January LWVUS membership count report submitted by LWVMA in January of the council year.

*Rationale:* The changes and additions here make the allocation of and requirements for delegates at council to be the same as those for convention delegates. The sections below are renumbered as a result of these additions.

**Sec. 35. Procedures and Authorization for Action.** The council shall consider changing the program and budget on recommendation of the state board or a local League board using the following procedures:

a. At least four weeks before the meeting, any local League board proposing a change shall submit it in writing to the state board.

b. At least two weeks before the meeting, the state board shall send notice of the meeting and all proposed changes to the presidents/presidents/primary contacts of local Leagues.

c. Any change proposed by a local League and not recommended by the state board shall first require a majority vote of the council for consideration.

d. A two-thirds vote shall be required to adopt any change.

The council is authorized to change the program and budget only in the event of an emergency. The council shall transact such other business as shall be presented by the state board.

**Sec. 46. Quorum.** A quorum shall consist of not fewer than 50 delegates other than the state board a majority of the delegates, not including the state board, registered for the council, provided that one-third of local Leagues are represented. A quorum shall be required only for council meetings at which official business is transacted.

*Rationale:* We believe that the requirements for reaching quorum for council should be the same as for convention.

**Sec. 57. Observers.** Members of LWVMA may attend the council as non-voting observers.

**ARTICLE X – Nominations and Elections**

**Sec. 1. Nominating Committee.** The nominating committee shall consist of five members, two of whom shall be members of the state board. The chair and two members, who shall not be members of the state board, shall be elected by the convention. Nominations for these offices shall be made by the current nominating committee. The other members of the committee shall be appointed by the state board following the convention. Vacancies occurring in the nominating committee by reason of death, resignation or disqualification shall be filled by the state board.
Sec. 2. Suggestions by the Local Leagues. The president of LWVMA shall send the name and address contact information of the chair of the nominating committee to the president/primary contact of each recognized local League. It shall be the duty of the chair of the nominating committee to request through the president/primary contact of each local League suggestions for nominations for the offices to be filled. These suggestions for nominations by local Leagues shall be sent by the president/primary contact or secretary of such local League to the chair of the nominating committee at least three months before the convention. Any member may send suggestions to the chair of the nominating committee.

**Rationale:** “Contact information” reflects current practice.

Sec. 3. Report of Nominating Committee and Nominations from Floor. The report of the nominating committee of its nominations for officers, directors, and the chair and two members of the succeeding nominating committee shall be sent to the local Leagues six weeks before the date of the convention. The report of the nominating committee shall be presented to the convention at its first session. Immediately following the presentation of this report, nominations may be made from the floor by any member of the convention provided that the consent of the nominee shall have been secured.

Sec. 4. Election Committee. The state board shall appoint an election committee at least six weeks before the date of the convention. The election committee shall consist of at least three members, and no member shall be a member of the state board or a nominee for officer, director or member of the nominating committee. In the event of any contested races, the election shall be in the charge of an election committee appointed by the president at the first session of the convention. The election shall be by ballot, except that if there is only one nominee for each office it shall be by voice vote. A majority vote of those present and voting shall constitute an election.

**Rationale:** We believe that having the president appoint the election committee could potentially lead to a conflict of interest if she chooses to run for office and if that office is contested at convention. Transferring the appointing power to the board reduces the possibility of a conflict. We also feel that, because it is not known until the first day of convention if there will be any contested races, the election committee should be appointed before convention so they will have time to plan for a possible election by ballot. And last, we believe that the bylaws should specify the makeup of the committee and, to preclude any possible conflict of interest, that no nominee for office should be allowed to serve on the committee.

Sec. 5. Election. The election shall be in the charge of the election committee. The election shall be by ballot, except that if there is only one nominee for each office it shall be by voice vote. A majority vote of those present and voting shall constitute an election.

**Rationale:** This is an editorial revision necessitated by the insertion of the new text in Sec. 4.

ARTICLE XI – Program

Sec. 1. Authorization. The governmental principles adopted by the national convention, and supported by the League as a whole, constitute the authorization for the adoption of program.

Sec. 2. Definition of Program. The program of LWVMA shall consist of those state governmental issues chosen by the convention for concerted study and action or concurrence. All action shall reflect and uphold the Principles of the organization.

Sec. 3. Adoption of Program. The convention shall adopt the program, using the following procedures:

a. Local League boards may send their suggestions for state program to the state board at least three months prior to the opening date of the convention.
b. The state board shall consider the recommendations and shall formulate a proposed recommended program from these recommendations which shall be sent to the local League presidents/primary contacts at least six weeks prior to the opening date of convention.

c. A majority vote shall be required for the adoption of the proposed program recommended by the state board.

d. Any recommendations for the state program submitted to the state board at least three months before the convention, but not recommended by the state board, may be adopted by the convention provided consideration is ordered by a majority vote and at a subsequent session the proposal for adoption receives a two-thirds vote.

e. Recommendations for changes in the proposed program submitted by local League boards and received by the state board at least three weeks before the opening of the convention shall be considered by the state board prior to the convention at which time the state board may modify the proposed recommended state program, provided that such changes shall not be voted on by the convention at the same session on which they are proposed.

Sec. 4. Adoption of New Positions by Consensus.

a. A proposed position or amendment to a current position based on member study and consensus shall be presented to the state board.

b. The state board shall consider the proposal and, if recommended for a vote at convention, will send the recommended position to local League presidents/primary contacts at least six weeks prior to the opening date of convention.

Rationale: This is an editorial revision.

c. A majority vote of delegates present at convention is required to adopt new positions based on member study.

Sec. 5. Adoption of New Position by Concurrence.

a. A local League or the state board may propose the adoption or amendment of a new position by concurrence on the floor of the convention.

b. The proposed position, along with pros and cons on the issue and an explanation of the rationale for using this form of member agreement, must be submitted to the state board no less than three months prior to the opening date of convention.

c. The state board shall consider the proposal and, if recommended for a vote at convention, will send all material to local League presidents/primary contacts at least six weeks prior to the opening date of convention.

d. A two-thirds vote of delegates present is required to amend or adopt a position by concurrence on the floor of the convention.

Sec. 6. Council Action. The council may change the program as provided in Article IX, Sec. 35.

Rationale: The changed section number is necessitated by the renumbering of sections in Art. IX.

Sec. 7. Member Action. Members may act in the name of LWVMA only when authorized to do so by the state board.

Sec. 8. Local League Action. Local Leagues may take action on state governmental matters only when authorized to do so by the state board. Local Leagues may act only in conformity with, or not contrary to, the position taken by LWVMA and/or LWVUS.
ARTICLE XII – National Convention and Council

Sec. 1. National Convention. The state board shall elect delegates to the national convention in the number specified by LWVUS bylaws. The delegates, one of whom shall be LWVMA shall include the president or a duly authorized representative, and all delegates must be voting members of the League.

Rationale: This, and the same recommendation in the next section, clears up any confusion caused by the word “one” in the case of there being co-presidents.

Sec. 2. National Council. The state board shall elect delegates to the national council in the number specified by LWVUS bylaws. The delegates, one of whom shall be LWVMA shall include the president or a duly authorized representative, and all delegates must be voting members of the League.

ARTICLE XIII – Parliamentary Authority

Sec. 1. Parliamentary Authority. The rules contained in the most recent edition of Robert’s Rules of Order Newly Revised shall govern the organization in all cases to which they are applicable and in which they are not inconsistent with these bylaws.

ARTICLE XIV – Amendments

Sec. 1. Amendments. These bylaws may be amended at any convention by a two-thirds vote provided that the proposed amendment was submitted to the state board at least three months prior to a convention. All such proposed amendments shall be sent by the state board to the presidents/primary contacts of all local Leagues at least six weeks prior to a convention together with the recommendations of the state board. The presidents/primary contacts of all local Leagues shall notify the members of their respective Leagues of the proposed amendments. The failure of a local League president/primary contact to give such notice or failure of any member to receive such notice shall not invalidate amendments to the
Report of the Nominating Committee

The 2011-2013 Nominating Committee is charged with presenting to the 2013 Convention a slate of officers, directors and off-board Nominating Committee members for the 2013-2015 biennium. The Nominating Committee solicited nominations and suggestions from the full membership and leadership of the LWVMA and conducted interviews and meetings. We appreciate the dedication, talents, time and energy invested by all League members in helping to nominate qualified, willing leaders. We are also grateful for the excellent leadership that the current Board of Directors has provided to LWVMA over the past two years.

The Nominating Committee will propose to the 2013 Convention the following slate of officers and directors to serve on the Board of Directors of the League of Women Voters of Massachusetts for the 2013-2015 biennium:

<table>
<thead>
<tr>
<th>Co-President</th>
<th>Anne Borg, LWV of Newton</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-President</td>
<td>Marilyn Peterson, LWV-Acton Area</td>
</tr>
<tr>
<td>1st Vice President</td>
<td>Karen Price, LWV of Needham</td>
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<tr>
<td>2nd Vice President</td>
<td>Nancy Brumback, LWV of Sudbury</td>
</tr>
<tr>
<td>Secretary</td>
<td>Dee Ortner, LWV of Concord-Carlisle</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Andrea Kozinetz, LWV of Newton</td>
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<tr>
<td>Director</td>
<td>Jean Cherdack, LWV of Northampton Area</td>
</tr>
<tr>
<td>Director</td>
<td>Marlene O’Brien, LWV of Wellesley</td>
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<tr>
<td>Director</td>
<td>Carole Pelchat, LWV of Greater Haverhill</td>
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<tr>
<td>Director</td>
<td>Becky Shannon, LWV of Amherst</td>
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<tr>
<td>Director</td>
<td>Launa Zimmaro, LWV of Concord-Carlisle</td>
</tr>
</tbody>
</table>

The Nominating Committee will also propose to the 2013 Convention the following League members for service on the 2013-2015 Nominating Committee of the League of Women Voters of Massachusetts:

<table>
<thead>
<tr>
<th>Nominating Committee Chair</th>
<th>Shelia Martin, LWV of Boston</th>
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<tbody>
<tr>
<td>Nominating Committee</td>
<td>Lee Bona, LWV of the Worcester Area</td>
</tr>
<tr>
<td>Nominating Committee</td>
<td>Florence Seldin, LWV of the Cape Cod Area</td>
</tr>
</tbody>
</table>
The biographical statements below provide information on nominees’ leadership roles and contributions within and outside the League and their civic and professional accomplishments. We encourage all members to reach out and offer their support to these exceptionally talented League leaders.

Submitted by the Nominating Committee (nominating@lwvma.org), Erin Pastuszenski, chair (LWV Concord-Carlisle), Nancy Brumback (LWV Sudbury), Andrea Kozinetz (LWV Newton), Florence Seldin (LWV Cape Cod Area) and Terry Yoffie (LWV Newton)

BIOGRAPHICAL STATEMENTS

Anne Swingle Borg, nominee for Co-President

Anne Swingle Borg is LWVMA’s 1st Vice President and a Scharfman Fund trustee. She was one of LWVMA’s original Membership and Leadership Development coaches and a member of the Strategic Planning Committee. Anne is one of the Newton League’s co-presidents, and has served as vice president, treasurer, communications chair, membership database manager, and voters’ guide editor.

Anne is a board member of the Newton Historical Society. Her past civic leadership roles include: Newton School Committee member, PTO president, school council chair, board member of Newton PTO Council and the Newton METCO Community Scholarship Committee, and secretary of the Newton Friends of Library.

A Wellesley College graduate who has pursued graduate work at Wheelock College, Anne is chair of the Wellesley Book Awards Program for Greater Boston; served three years, including chair, on the selection committee for the Wellesley College Alumnae Achievement Award; and was co-president of Wellesley College Alumnae of Boston.

Marilyn Peterson, nominee for Co-President

Marilyn Peterson was appointed to the LWVMA board in 2012 and serves as Director of Local League Services. She also serves as co-chair of the Acton Area LWV. During her 30+ years as a member, Marilyn served the local League in numerous capacities. She is most proud of the impact that LWV-AA has had in streamlining the effectiveness of Open Town Meeting during her tenure.

A graduate of Wellesley College and the BU School of Education, Marilyn’s professional experience includes Director of Technical Publications and Marketing Director in emerging networking companies.

Marilyn currently serves on the Acton Board of Appeals and the Acton Trust Advisory Committee. In the past she served on the Finance Committee and on the board of the Minuteman Regional Career and Technical High School. She also serves on the board of Domestic Violence Services Network where she has played a leadership role in expanding the organization’s outreach to victims.

Karen Price, nominee for 1st Vice President

Karen Price has served as President of the Needham League for four years and is finishing a two-year term as LWVMA Vice President for Membership and Local League Services (MLLS). As a member of the
LWVMA board she co-chairs the MLLS and Communications Committees, the Presidents Council, and the Phonathon. As a trustee of the Lotte E. Scharfman Citizen Education Fund, she chairs the Citizen Education Local League Grant Committee. Karen has a passion for fostering communication among local Leagues, and has initiated regular communication through email, a discussion group, local League presence on the LWVMA website, and a document sharing website.

Professionally, Karen is Director of Scientific Administration for the International Breast Cancer Study Group. In this role she has co-authored almost 100 medical publications in the area of breast cancer treatment. As a former teacher in the Peace Corps, Karen, along with her former students, sits on the board of a non-profit that works to improve education in Zwedru, Liberia.

**Nancy Brumback, nominee for 2nd Vice President**

Nancy Brumback was elected an LWVMA director in 2011 and oversees voter service activities. Over the past two years, she has chaired the advocacy policy committee, served on the nominating, communications, and website development committees, and is a Scharfman Fund trustee. Nancy represents LWVMA on coalitions to combat voter suppression and to reform election laws, working with such organizations as Common Cause, ACLU and MassVOTE.

She first got involved at the state level with candidates’ forums for Congressional District and U. S. Senate special elections, and realized what great women are in Leagues across the state. In the Sudbury League, she is voter service co-chair and has been co-president and bulletin editor.

Professionally, Nancy has been a journalist since high school and still works as a free-lance reporter. She graduated from the College of William & Mary and has a master’s degree from New York University. Nancy is a director of Sudbury TV, the non-profit corporation for Sudbury's cable channels.

**Dee Ortner, nominee for Secretary**

Dee Ortner serves on the LWVMA Finance Committee and as a Membership and Leadership Development (MLD) coach. For the past two years, she has served on the LWV Concord-Carlisle Board as Membership Chair.

Professionally, Dee collaborates on executive education programs and coaches executive/senior business professionals on advanced English language skills. Prior experience in education included teaching graduate courses in strategy and management and serving as an academic advisor. Business experience included IT strategy and planning positions in industry and the US Environmental Protection Agency. Early in her career, Dee wrote about urban and stormwater runoff and consulted on environmental engineering programs.

Dee holds an MS degree in Management from SUNY-Stony Brook, an MS in Water Resources Engineering from Villanova University, and a BA in Physics from Boston College (formerly Newton College). Dee was elected and served as Chairman of the Metropolitan Water Board for the City and County of Santa Fe, NM and as President of the PTSA in Westhampton Beach, NY.
Andrea Kozinetz, nominee for Treasurer

Andrea Kozinetz is a long time Board member of the League of Women Voters of Newton. She is currently LWVN’s treasurer.

Andrea was appointed to the LWVMA Board in 2012 and has been a member of the state League’s budget, finance and nominating committees. Andrea chairs the LWVMA’s Human Resources Committee.

Andrea is Director of Human Resources at The Hamilton Company, a large property management company in Boston. She is also a board member for The Coolidge Corner Theatre Foundation and the Newton Community Service Center.

Jean Cherdack, nominee for Director

In 1983, a friend took Jean Cherdack along to a local LWV meeting and within a year she was asked to be president of the Glen Rock, NJ, LWV. Jean served for two terms before returning to work full time. She actively continued her membership participating in voter registration, local, state and national studies, and candidates’ nights. Upon retiring in 2009, she again served as president until moving to Western Massachusetts where she joined the Northampton Area LWV and currently serves as Secretary.

Most of her professional career was spent as Assistant to the Principal of a large suburban high school where she also ran the animal rights club and was president and chief negotiator for the Secretaries Union. She has a BA in History and was enrolled in a Master’s Program at Seton Hall University in the Judaic Christian Studies Department.

Jean has a long history of volunteering. Her most rewarding volunteer work was as an EMT in New Jersey and her current involvement with “It Takes a Village” helping women living in the hill towns of Western Massachusetts enjoy those beautiful first months of motherhood.

Marlene O’Brien, nominee for Director

Marlene O’Brien has loved working with devoted League members on civic engagement, education and advocacy, and governance. After having served on the LWVMA and LWVUS boards, she recently returned to serving as president of the Wellesley League, now in its 75th anniversary year and about 110 members strong. At the state level, she has served on the governance committee with longtime fellow committee members Lynn Cohen, Pat Lieberson, Fran O’Leary, Claire Russell and Muriel Zaginailloff, and has chaired this and the nominating committee in the past. At the national level, she has worked on governance, advocacy, education, and development, and has chaired the LWVUS bylaws committee.

A graduate of Harvard-Radcliffe and Harvard Law School, Marlene has practiced law in the private and public sectors and has volunteered for a variety of civic, bar, and alumni organizations.

Carole Pelchat, nominee for Director

Carole Pelchat has served on the LWVMA Board of Directors as legislative director (2006-2007) and as vice president (2007-2013), and has chaired the Program and Action Committee since 2007. She first became a League member when she joined the Andover/North Andover League. With that League’s
support, Carol was a founding member of the LWV of Greater Haverhill, where she now serves as President.

Before receiving her master’s degree in health services management from Lesley College, Carole earned a bachelor of science degree in medical records administration from Northeastern. Her professional background includes working as a hospital medical records administrator and in a variety of positions for the Department of Mental Health. She retired as an investigations manager with DMH in 2002.

As part of her volunteer work, Carole is a Haverhill Public Library volunteer, has led Merrimack Valley Soroptimist as its president, and has served as a parenting aide and grammar school library assistant.

Becky Shannon, nominee for Director

A League member for over 20 years, Becky Shannon served as secretary and co-president of the Concord-Carlisle League before moving this past year to Northampton. In her new home, she joined the Amherst League, continuing a partnership she had begun as a Concord-Carlisle League leader.

During Becky’s tenure as co-president, the Concord-Carlisle League produced the Life In The Balance programs on waste, food and energy, and together with the Amherst and Sudbury Leagues, the Democracy In The Balance Project to educate the public on campaign finance. The Leagues introduced the “DIB” program at the 2012 LWVUS Convention.

As an active member of the Concord community, Becky served on many town, school and community committees and from 2002 to 2008 was a member the Concord and Concord-Carlisle School Committees.

Democracy and citizenship engagement go hand-in-hand; Becky is grateful to the LWV for providing the structure and friendships that help her understand and be a participant in the issues of our day.

Launa Zimmaro, nominee for Director

Launa Zimmaro has been a member of the of the League of Women Voters of Concord-Carlisle since 2008, having joined the League shortly after retiring from a 35 year career as an elementary school educator and principal. In addition to her work with her local League, Launa has been a member of the LWVMA Program and Action Committee for the past three years, with a focus on environmental policy and legislation.

Launa also serves on the executive committee of the Massachusetts Sierra Club Chapter and on the steering committees of Don’t Waste Massachusetts and the Massachusetts Product Stewardship Council, two organizations dedicated to sustainable waste reduction and management practices.

At the local level, Launa has been a member of the Carlisle Household Recycling Committee for the past five years. In 2010, Launa initiated and currently serves as the Project Facilitator of Carlisle Grows Green, the Carlisle Public School Organic Garden and Composting Project, a school-wide composting program at the Carlisle Public School.
Shelia Martin, nominee for Nominating Committee Chair

Shelia Martin served on the LWV of Boston’s board from 1995 to 2000, including as president (1998-2000), and is past chair of the Boston League’s nominating committee. She served on the LWVUS board (2000-2004), including as 2nd vice president and nominating committee member (2002-2004). Shelia was also selected as a LWVUS Shur Fellow, serving from 2011 to 2013.

Professionally, Shelia is Program Manager for Masshealth, the Medicaid agency for Massachusetts. She holds a BA from UMass Boston’s College of Public and Community Service and a MSW from the Boston College Graduate School of Social Work. Shelia served on the board of the Massachusetts chapter of the National Association of Social Workers from 2005 to 2008.

In her community, Shelia serves on the executive committee of the Ward 5 Democratic Committee. She is former co-chair of the New Majority, a community coalition dedicated to educating communities of color about civic engagement and election of candidates of color to public office.

Lee Bona, nominee for Nominating Committee

Lee Bona was a community organizer in Brooklyn, New York, before spending nine years at Columbia University in various administrative capacities. Besides an M.A. from New York University, she did postgraduate work at Teachers College, Columbia University. In 1996, Lee graduated from the New England School of Law (Boston) and practiced law as a solo practitioner, as well as doing project management for two nonprofits over the years.

In 1996, Lee also joined the League of Women Voters, Worcester Area. Lee had wonderful mentors in the Worcester Area League and has added public relations, legislative liaison, social media development (web and Facebook), voter services chair, treasurer, VP, and president (two 3-year terms) to her Local League portfolio. Lee’s focus during the past three years has been on recruiting and developing younger board members, encouraging forays into new programming, and growing membership.

Florence Seldin, nominee for Nominating Committee

Florence Seldin, current chair of the Chatham Board of Selectmen, has served as the Cape Cod Area League’s president, vice president, voter service chair, and nominating committee chair. A League volunteer and leader whose membership spans over 50 years, Florence has been a member of the LWVMA Board of Directors, and for the past six years, has served as on the LWVMA’s nominating committee, including as chair.

Holding a doctorate degree in education from the University of Rochester, Florence has served in a full range of teaching and administrative including elementary school principal to superintendent of schools.

Florence’s leadership in Chatham government and civic life has been wide-ranging. She has served as vice president of the Community Development Corporation, as a member of the Cape Cod Water Protection Collaborative, as chair of Chatham’s Community Preservation and Affordable Housing Committees and as the Town’s representative to the Cape Cod Commission.
<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
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<tbody>
<tr>
<td>Mrs. George Fearing</td>
<td>1920-1923</td>
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<tr>
<td>Mrs. Arthur G. Rotch</td>
<td>1923-1926</td>
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<td>Mrs. Robert Denormandie</td>
<td>1926-1929</td>
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<tr>
<td>Mary Tenney Healey</td>
<td>1929-1931</td>
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<td>Mrs. Ronald Baker</td>
<td>1931-1933</td>
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<td>Mrs. Henry Randolph Brigham</td>
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<td>Mrs. Richard H. Field</td>
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<td>Merle Fainsod</td>
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<tr>
<td>Mrs. LaRue Brown</td>
<td>1939-1942</td>
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<td>Suvia Whittemore</td>
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<td>Ruth Lurie</td>
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<td>Mrs. Alan Morse</td>
<td>1948-1951</td>
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<td>Mrs. Edgar Driscoll</td>
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<td>Helene Stoneman</td>
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<td>Peggy Bruce</td>
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<td>Rae Kipp</td>
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<td>Harriet Bates</td>
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<td>Lotte E. Scharfman</td>
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<td>Errol Jacobsen</td>
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<td>Margaret Lynch</td>
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<td>Florence Rubin</td>
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<td>Susan Wiltshire</td>
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<td>Barabara Fegan</td>
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<td>Margaret Bliss</td>
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<td>Susan Shaer</td>
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<td>Arlene Stamm</td>
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<td>Risa Nyman</td>
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<td>Deena Whitfield</td>
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<td>Nancy Carapezza</td>
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<tr>
<td>Dona Kemp</td>
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<td>Madhu Sridhar</td>
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<td>Diane L. Jeffery</td>
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<td>Zaxaro Bennett</td>
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<tr>
<td>Marcia Hirshberg</td>
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