



## *Transformation Roadmap: Progress and Continuing Strategic Goals*

Dear League Leaders,

A little over two years ago, the League published a [Transformation Roadmap](#). It was the synthesis of many threads of work, including input from Leagues across the country, interviews with internal and external stakeholders, and review of the larger nonprofit environment. The catalyst for the document (and efforts that went into creating it) was an acknowledgement of the changing external environment and a desire to ensure that the League entered its second century strong, visible, and relevant.

Over the past biennium, all levels of the League have embraced this transformation and implemented many of the associated action steps identified in the Roadmap. The result is a changed League from top to bottom. While the Convention proceedings and workbook will tell more of the story, some key successes include:

- Committing to [diversity, equity, and inclusion](#) – in word and practice;
- Using data to tell our story of impact through the creation of a data and evaluation program at LWV and a network of data ambassadors;
- Supporting the work of state and local Leagues through a record number and amount of pass-thru grants and training/technical support (including the establishment of an [organizing department](#));
- Lifting the administrative burden on Leagues through upgrades to systems, such as [the roster management system](#);
- Focusing on the Campaign for Making Democracy Work® including entering into [litigation](#) to protect voters in 20 states;
- Upgrading our award-winning one stop shop for voter education, [VOTE411.org](#), to better serve record numbers of Leagues and voters; and
- Launching the [People-Powered Fair Maps](#) campaign, a first-of-its-kind national campaign address redistricting reform.

While these achievements are exciting, we know that many challenges still lie before us. Much like our foremothers 100 years ago upon winning the right to vote, we know that we must “continue the fight.”

With that in mind, the board began to reflect on what strategies are needed to build upon this work. This document is designed to explain that process and next steps.

On behalf of the entire board and staff, we want to thank you for your continued commitment to the League. Your contributions to the different stages of the strategic planning process and leadership in the execution of the incredible efforts to fulfill our mission and strengthen our organization are ensuring that our 100<sup>th</sup> anniversary year is a success and a preview of an amazing second century.

A handwritten signature in cursive script, appearing to read "Chris Carson".

Chris Carson, President

A handwritten signature in cursive script, appearing to read "Virginia Kase".

Virginia Kase, CEO



## PROCESS

In the spring of 2019, the LWV embarked on a process to identify a new set of strategic goals or framework for 2020-2024. These goals were meant to build upon the great work being done by all levels of the organization, to provide a way for us to further refine, strengthen and amplify that work, and to overcome any shortcomings or gaps.

Progress on the Transformation Roadmap to date has been impressive, especially in areas of building internal capacity and culture change to help advance our mission impact work. A strategy was needed to advance this work to the next level.

In the expanding (and ever more crowded) democracy space, defining where the League boldly lead is critical. This relies upon the ability to consistently articulate our story and establish goals that we can continue to attract donors, supporters, and members as well as continue to have the impact that we want on our democracy.

The first phase of research included collecting and analyzing data from inside and outside the League network, including the following:

- **Bright spots research** – LWVUS identified victories and changes that demonstrated progress and excitement for the future among state and local Leagues. There were hundreds of bright spots to find, each one providing evidence of progress and seeds of change for the future.
- **Environmental scan** – LWVUS also updated its environmental scan with new research on the democracy landscape.
- **Survey of State and Local Leagues** – Over 400 Leagues completed the survey, which focused on progress and obstacles in advancing Diversity, Equity and Inclusion.
- **Discussions at National Council** – State and national leaders gathered at National Council discussed initial findings from the above and provided insights and feedback on progress and gaps.



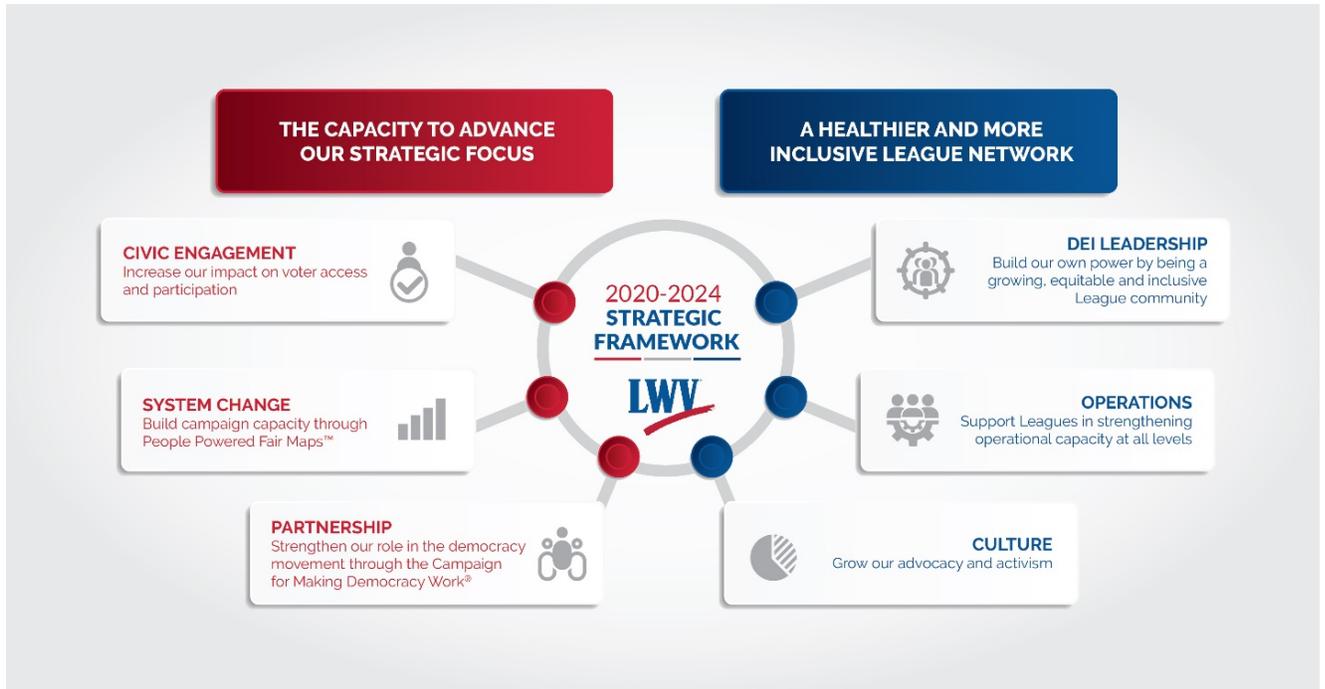
A second phase of work began in the fall of 2019 with the launch of the Futures Committee, a group of dedicated local, state, and national leaders. They met in-person and via conference call over several months to provide input and feedback. The Board, the staff, and the Futures Committee all contributed to the strategic framework that the national board approved in early 2020.

The strategic framework was the foundation on which the biennium budget and annual operating plan for LWVUS/EF were built.

- FUTURES COMMITTEE**
- Adena Ishii (CA)
  - Aisha Piracha-Zakariya (CA)
  - Alfreda Brown (OH)
  - Amy Scott-Stoltz (SD)
  - Carolyn Jefferson-Jenkins (NC)
  - Chris Carson (LWVUS)
  - Deborah Turner (LWVUS)
  - Gwen Miller (DE)
  - Linda Duckworth (NE)
  - Lisa Plencner (IN)
  - Marisol Zenteno (FL)
  - Nancy Hedinger (NJ)
  - Ruth Stemler (CO)
  - Sharon Cranford (KS)
  - Sondra Cosgrove (NV)

**OVERVIEW**

Building on two of the key pillars of the Transformation Roadmap, the strategic goals for the next four years have been organized into building our capacity to advance our strategic focus and building a healthier and more inclusive League network to advance our mission.



**UNDERSTANDING THE GOALS**

- **CIVIC ENGAGEMENT: Increase our impact on voter access and participation**



As the League of Women Voters, we have a historical memory of when women did not have the right to vote. Still today, too many Americans still don't have their voices heard in choosing our representatives. Whether it is through outright disenfranchisement or more subtle methods, over 50% of the voting age population of the United States does not vote. For that reason, we are committed to continuing to be a national leader on voter participation and access.

*What does this look like:*

- *Promote VOTE411 as a trusted source for election information*
  - *Drive turnout among underrepresented communities*
  - *Support states in eliminating barriers to ballot box*
- **SYSTEM CHANGE: Build campaign capacity by focusing on People Powered Fair Maps™**  
After the Supreme Court's ruling in June of 2019 failing to limit partisan gerrymandering, we committed to engage in a People Powered Fair Maps campaign in all 50 states and DC. This is the League's most ambitious campaign in scope and impact since winning the right for women to vote 100 years ago. Building our capacity to focus on this issue is essential to making measurable progress on all our issues. We will need to engage our whole system in order to run such a complex and multi-faceted campaign. In doing so, we will develop the capacity to run and win on other key issues in the future.

*What does this look like:*

- *Support states as part of the People Powered Fair Maps™ campaign*
  - *Raise visibility around the impact of LWV redistricting education efforts in communities*
  - *Equip volunteers to talk about the campaign*
- **PARTNERSHIP: Strengthen our role in the pro-Democracy movement through our work on the Campaign for Making Democracy Work®**  
The coordinated and interdependent system of attacks on democratic institutions, which disproportionately impacts communities of color and young people will continue regardless of who wins in November of 2020. It is therefore important for the League to be a powerful, inclusive and equitable partner in the pro-Democracy movement. As a predominantly white organization, the League will continue to examine the ways in which we need to adapt and change in order to fully live into our potential.

*What does this look like:*

- *Use coalition involvement to support federal priorities*
  - *Work collectively within coalition to pass fundamental reform that empowers people and reduce participation barriers for voters*
  - *Support efforts to promote pro-democracy legislation and defeat anti-democracy legislation*
- **DEI LEADERSHIP: Build our power by being a growing, equitable and inclusive League community**



100 years ago local Leagues brought grassroots leadership and activism to the national campaign for women’s suffrage. Looking back now, we see clearly that we were not as equitable and inclusive as we should have been. Now is the time to not only build on our history of working together on shared goals, but to ensure we are doing so in a way that is welcoming of all people, equitable and inclusive. Only by leveraging the potential in all of us will we be able to have the influence and impact we need to win.

*Examples of what this looks like:*

- *Conduct an internal review of League materials, policies, and resources including Impact on Issues and LWV website with a DEI lens*
  - *Support Leagues and Board by building out training and resources they can apply to ensure that new members feel welcome and can participate without barriers*
  - *Train members on effective advocacy and lobbying strategies with a DEI focus*
- **OPERATIONS: Support Leagues in strengthening operational capacity at all levels**  
Over the last two years of implementing the Transformation Roadmap, the Leagues have made tremendous strides in modernizing and streamlining operations. This work will continue over the next four years as we seek to grow our capacity and leverage technology at every level.

*Examples of what this looks like:*

- *Continue to diversify revenue streams for LWV*
  - *Develop an understanding of the importance of impact, outcomes, and evaluation within all levels of the League*
  - *Improve use of technology at national office and across Leagues*
- **CULTURE: Grow our advocacy and activism**  
With Leagues in every state in the country, thousands of volunteers and a fierce commitment to democracy, we will build on our strengths and become even more widely known for our leadership and partnership on advocacy and activism.

*Examples of what this looks like:*

- *Offer trainings and resources to build leaders’ knowledge and skills around organizing and mobilizing to effectively run issue campaigns*
- *Increase capacity to lobby and impact change at the international, national and state levels*
- *Strengthen our ability to convey key messages*

ADVANCING THE STRATEGIC GOALS TOGETHER



Much like the Transformation Roadmap, there is a role for all Leagues in this strategic framework. The national board and staff are committed to the framework and to supporting Leagues as they engage in this work.

To know whether we are making progress, we need to count the things that matter most. This may require some changes in how we collect and share information within the organization. This is made easier when we know why it is important to know and how we keep track of what is working and where to provide help where it is needed.

## Voter Access

- Impact the civic participation of **32 million voters.**
- Register, educate, contact, and protect voters

## Fair Maps

- Protect or improve electoral district maps in **25 states.**
- Ballot initiatives, state constitutional protections, and state legislative wins