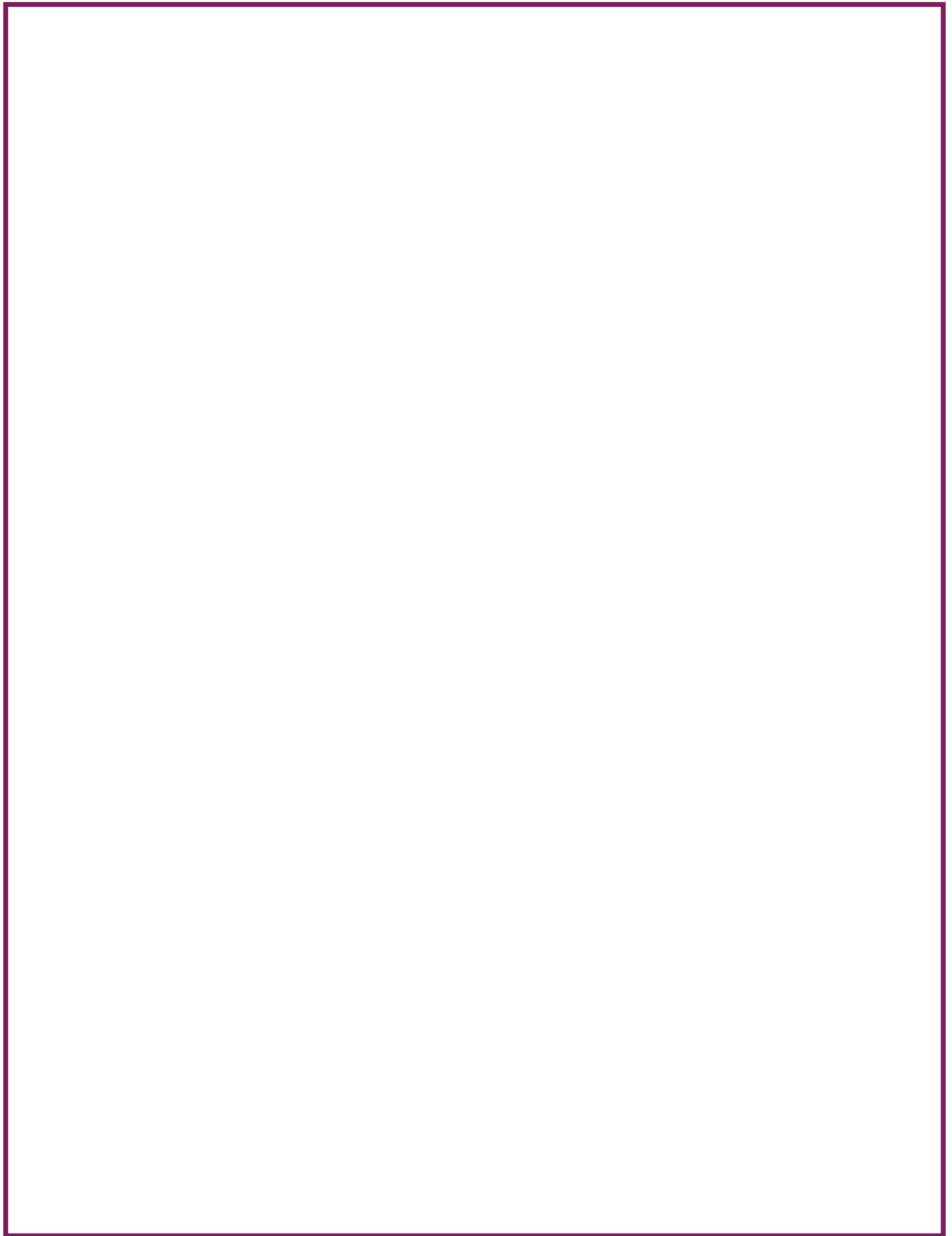


UNITE AND RISE:  
**CENTRAL RAPPAHANNOCK  
REGION UNITED VOICES**  
**PLAYBOOK I**

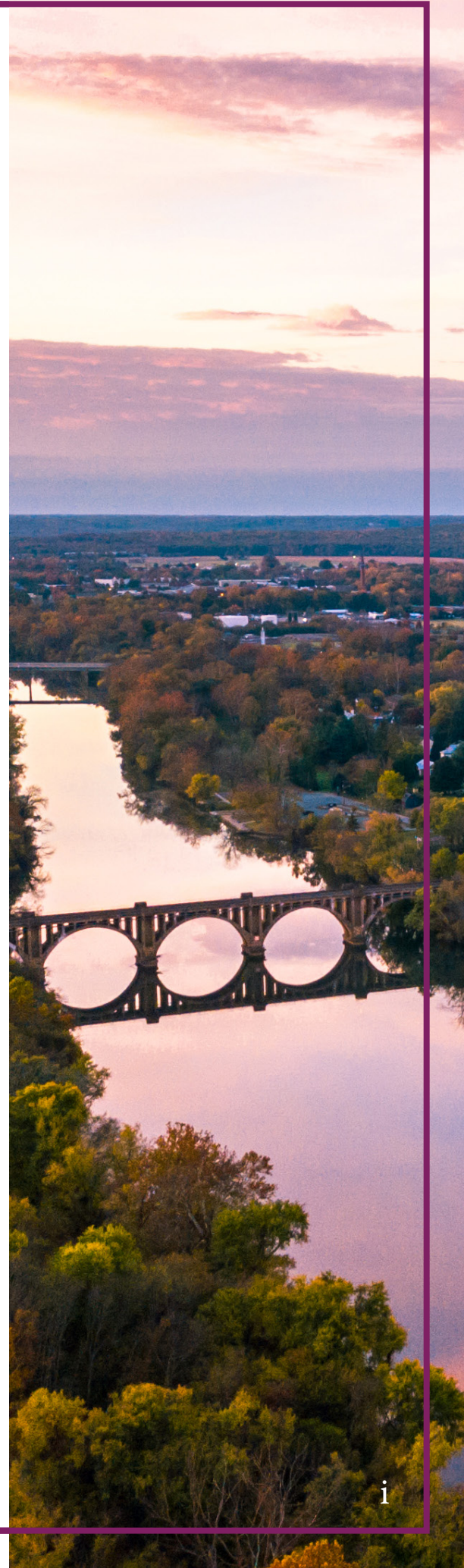


***A Comprehensive Transformation Playbook for the League  
of Women Voters of the Fredericksburg Area 2025-2026***



## *Executive Vision*

Building a League that truly serves our entire Central Rappahannock River region through infrastructure modernization, community partnership, and bottom-up civic engagement that reflects our area's rich diversity.



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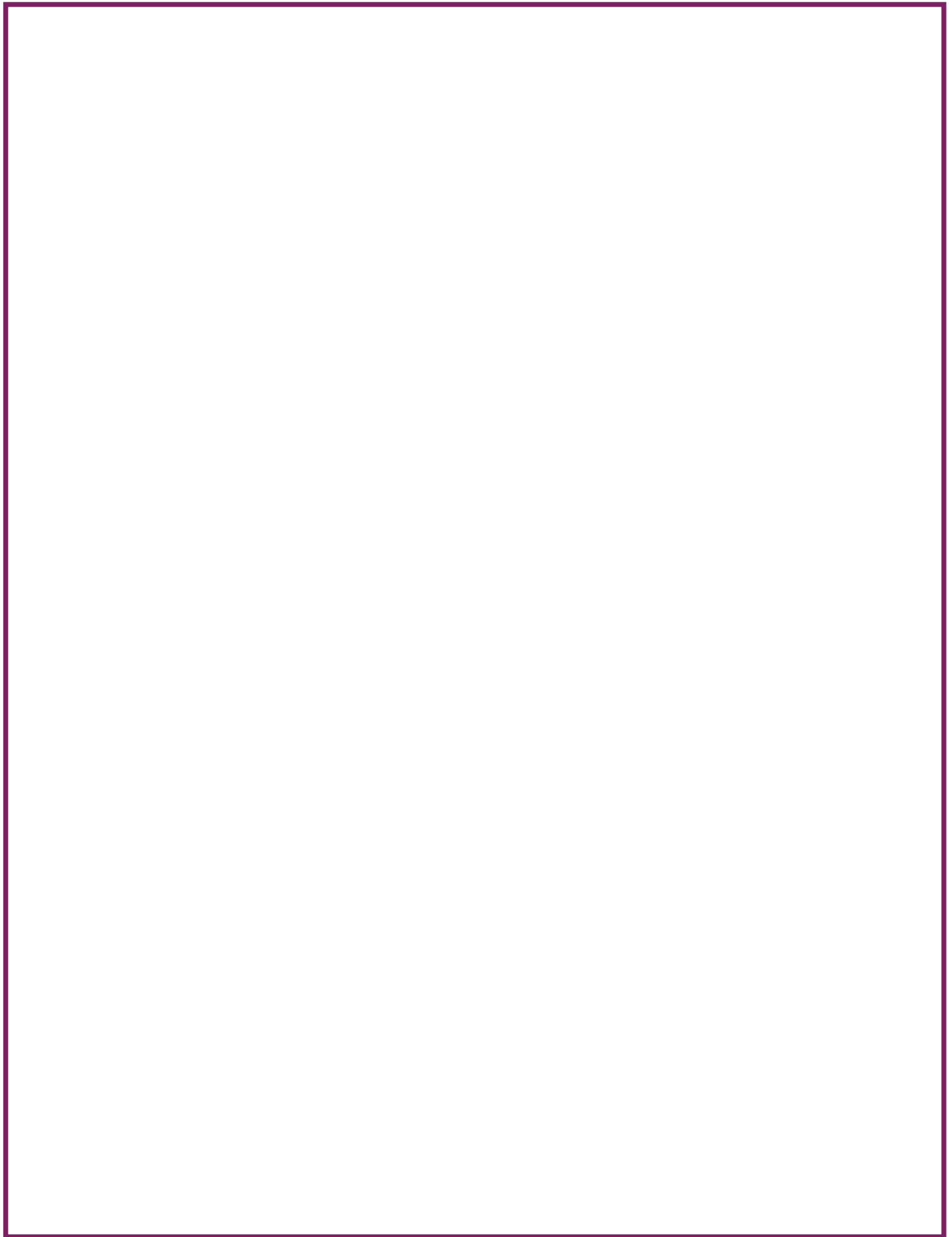
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# INITIATIVE OVERVIEW

***Mission Statement:*** To transform the League of Women Voters of the Fredericksburg Area into a dynamic, inclusive, and sustainable organization by creating lasting community partnerships, modernizing our infrastructure, and establishing ourselves as the premier civic engagement resource across the City of Fredericksburg and Caroline, King George, Spotsylvania, and Stafford counties.

***Core Philosophy:*** Democracy works best from the bottom up--empowering local government understanding through authentic community-driven civic engagement that meets people where they are and builds lasting relationships across all sectors of our diverse region.

***Timeline:*** October 2025 - July 2026 (Presidential Term)  
Capstone Event: Democracy Block Party & Community Art Fair (April 2026)





## Six Pillars of Central Rappahannock United

A strategic framework for building a League that truly serves our entire Rappahannock River region

1

**INFRASTRUCTURE MODERNIZATION:** *Building the tools we need for sustainable growth*

Establish comprehensive digital and physical infrastructure through technology transformation, professional-grade materials, and diversified revenue streams positioning us as a forward-thinking organization.

2

**REGIONAL EQUITY & COORDINATION:** *Ensuring every jurisdiction has equal voice and representation*

Create dedicated coordination structures with Regional Coordinators for all five jurisdictions, moving beyond current concentration in Stafford and Fredericksburg to serve our entire diverse region equitably.

3

**DIVERSITY, EQUITY & INCLUSION:** *Expanding beyond outdated stereotypes to reflect our community*

Build authentic relationships with underrepresented communities across age, race, identity, and faith backgrounds through targeted outreach, community service integration, and dedicated DEI leadership.

4

**COMMUNITY PARTNERSHIP ECOSYSTEM:** *Building lasting relationships beyond traditional League networks*

Develop collaborative partnerships with community organizations, faith groups, justice organizations, and media outlets that extend our reach while enriching our understanding of community needs.

5

**EDUCATIONAL PROGRAMMING & CIVIC ENGAGEMENT:** *Diversifying from voter services*

Launch signature programs including monthly speaker series, community book clubs, educational workshops, student engagement initiatives, and year-round civic activities that combat the federalization of local issues.

6

**SUSTAINABLE GROWTH & FUNDRAISING:** *Creating a snowball effect for long-term success*

Implement comprehensive membership growth strategy supported by diversified revenue streams and community-specific outreach that reduces dependence on membership dues alone.

These six pillars work together to transform the League of Women Voters of the Fredericksburg Area into the premier civic engagement organization across our Central Rappahannock River region while maintaining our nonpartisan integrity and democratic values.

# PILLAR 1: INFRASTRUCTURE MODERNIZATION

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## Building the tools we need for sustainable growth

Our digital infrastructure forms the backbone of our expansion efforts, transforming how we connect with members and the broader community. This comprehensive modernization will position us as a forward-thinking organization ready to serve our growing membership effectively.

### Technology Transformation

#### *Website Evolution:*

- Living blog showcasing member stories that inspire and connect our community
- Expanded local government guides with detailed maps and district information
- Documentation of event impacts and community work
- Clear flow of position statements from national League to local applications
- Members-only section with resources, volunteer opportunities, new-member orientation information, and organizational tools

#### *Digital Communications:*

- Microsoft Business suite with individual director emails
- Shared Teams calendars and collaborative file management

#### *Management Systems:*

- Volunteer management system
  - Future upgrades to program with waiver and background check capabilities
- Professional communications equipment for documenting and sharing our work

### Physical Infrastructure

Through a grant application to the Community Foundation of the Rappahannock River Region (CFRRR), we will be investing in professional-grade materials that reflect our commitment to excellence:

- Marketing Materials: Updated brochures, flyers, stickers, pins, doorhangers
- Member Branding: Shirts, caps, visors, pins for events and representation
- Voter Services Technology: Tablet kiosks for online voter registration and information
- Event Infrastructure: Tables, chairs, branded tablecloths, branded tent, banners, displays
- Organization Tools: Storage systems, rolling cart, centralized storage access

### Revenue Infrastructure

- Area-specific merchandise available through website
- Partnership agreements with local businesses
- Grant application pipeline using CFRRR relationship as foundation



# PILLAR 2: REGIONAL EQUITY & COORDINATION

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## Ensuring every jurisdiction has equal voice and representation

Moving beyond our current concentration in Stafford County and Fredericksburg, we're committed to building equitable representation across all five jurisdictions we serve. Each area has unique demographics, challenges, and opportunities that require dedicated attention and local expertise.

## Regional Coordination Committee Structure

This standing committee operates under the leadership of the newly created position of Director of Community Engagement and serves as our primary mechanism for ensuring geographic equity.

### *Committee Composition:*

- Chair: Director of Community Engagement
- Regional Coordinators (5 non-board positions):
  - City of Fredericksburg Coordinator
  - Caroline County Coordinator
  - King George County Coordinator
  - Spotsylvania County Coordinator
  - Stafford County Coordinator

### *Coordinator Responsibilities:*

- Provide local expertise and community connections for planning processes
- Assist with event planning that respects local culture and logistics
- Conduct targeted recruitment through established networks
- Submit monthly reports on regional opportunities, challenges, and partnerships
- Attend committee meetings and provide consultation on area-specific initiatives
- Collaborate with DEI Committee Chair on demographically-informed outreach strategies
- Track and report monthly any local government meetings for the observation corps to attend

## Leadership Development Path:

Initially appointed positions, we envision these roles transitioning to elected positions as membership grows within each region, creating natural leadership development opportunities and potential future board candidates. Under-coordinators can be appointed to the committee on a need basis to support coordinators with large populations or during periods of high engagement.

# PILLAR 3: DIVERSITY, EQUITY & INCLUSION

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## Expanding beyond outdated stereotypes to reflect our community

Our commitment to diversity recognizes that the League's historical demographic composition doesn't reflect the rich diversity of the communities we serve. We're intentionally reaching out to build bridges with communities that have been underrepresented in traditional civic organizations.

### Target Communities

#### *Age & Generational Diversity:*

- 16-24 year olds through innovative programming
- Intergenerational programming that connects different age groups
- Campus and high school engagement initiatives

#### *Racial & Ethnic Diversity:*

- Communities of color across our region
- Hispanic and Latino residents
- Indigenous peoples and Native American communities

#### *Identity & Inclusion:*

- LGBTQ+ residents
- Immigrant and naturalized citizens
- Gender diversity: men, women, non-binary, gender nonconforming, and transgender community members
- Political diversity across the ideological spectrum emphasizing our nonpartisan roots

#### *Faith & Community Networks:*

- Religious organizations across faiths
- Neighborhood associations
- Professional and business networks

## Community Service Integration

Partnering with nonprofits and faith organizations on community drives and volunteer opportunities demonstrates our commitment to being active community members beyond electoral cycles. Cross-sector collaboration projects bring together organizations from different sectors--nonprofits, faith communities, business groups, and government entities--to address community challenges while establishing our "stake in the community."

## DEI Leadership Structure

To ensure dedicated focus on diversity, equity, and inclusion throughout our transformation, we will establish a Diversity, Equity & Inclusion Committee that will operate as a standing committee under the Director of Community Engagement. This committee will be led by a dedicated DEI Committee Chair who will provide focused leadership on inclusion strategy and implementation. This structure ensures DEI considerations are woven throughout all community engagement activities while providing the specialized expertise and coordination necessary to achieve our inclusion goals.

# PILLAR 4: COMMUNITY PARTNERSHIP ECOSYSTEM

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## Building lasting relationships beyond traditional League networks

Building authentic, lasting relationships with diverse community organizations forms the foundation of our expansion strategy. These partnerships will extend our reach while enriching our understanding of community needs and opportunities.

### Target Partnership Types

#### *Community Organizations:*

- Religious organizations across all faiths
- Neighborhood associations
- Organizations serving immigrant communities
- Indigenous groups and cultural organizations
- Arts organizations, cultural institutions, and museums
- Small business networks and chambers of commerce

#### *Social Justice & Service Organizations:*

- Civil rights organizations
- Social service providers
- Advocacy groups across various issues
- Community development organizations

#### *Current Partnership Development*

- NAACP branches (Fredericksburg, Spotsylvania, and Stafford)
- FXBG Pride
- Empowerhouse
- FAILSAFE-ERA

These relationships provide models for future partnerships while immediately expanding our community connections and demonstrating our commitment to collaborative work.

## Media & Communications Partnerships

Building relationships with local media organizations will amplify our voice in community conversations:

#### *Traditional Media:*

- Free Lance Star
- Fredericksburg Front Porch
- FXBG Advance (relationship established)
- Fredericksburg Free Press

#### *Digital & Social Media:*

- Online news organizations (Hyperbole, Patch)
- Local social media news sources
- Letter-to-the-editor campaign strategy positioning League members as regular contributors

# PILLAR 5: EDUCATIONAL PROGRAMMING & CIVIC ENGAGEMENT

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## Diversifying from voter services to comprehensive civic education

Democracy works best when citizens understand that their local government handles the issues most directly affecting their daily lives. We're committed to combating the federalization of local issues by promoting clear understanding of governmental functions at all levels, emphasizing that effective civic engagement begins with local involvement and builds upward.

### Signature Programs

#### *Monthly Speaker Series:*

Sponsored by the League and hosted in partnership with a local venue featuring community conversations with local leaders, historians, and educators on:

- Fredericksburg's historical heritage and its relevance today
- Local government structure and function
- Community environmental initiatives and sustainability
- Arts and culture in our region
- Economic development and small business support
- Social services available to residents and how to access them

#### *Community Book Club:*

Partnering with a local café and bookstore, focusing on:

- Local authors and their perspectives on regional issues
- Regional history that informs current civic challenges
- Nonpartisan civic topics that deepen understanding of democracy

#### *Educational Workshops:*

Comprehensive programming across library branches, college campuses, and high schools addressing critical civic education gaps:

- The importance of voting and different types of elections
- Community engagement strategies beyond voting
- Government structure at local, state, and federal levels
- The significance of primary elections in democratic participation
- "The personal is political"--how policy decisions can affect daily life

## Social & Fundraising Programming:

- Partnership with local breweries for trivia nights
- Community forums and listening sessions
- Educational happy hours and informal civic conversations

## Student & Youth Engagement Programming

### *University of Mary Washington Student Council:*

Our flagship youth engagement program operating as an official campus club with comprehensive programming that mirrors and supports our community work.

### *Educational Institution Partnerships:*

- Germanna Community College partnership development
- High school outreach through civics education and mock elections
- Internship programs providing hands-on civic engagement experience
- Mentorship programs connecting students with established League members

## Year-Round Civic Engagement

Ensuring we remain active and visible throughout non-election period

## Ongoing Programs:

- Government observation corps attending local meetings
- Budget education workshops helping residents understand public spending
- Policy impact sessions connecting legislation to community effects
- Community listening circles and forums where residents share concerns and experiences
- Intergenerational democracy conversations connecting longtime and newer residents



# PILLAR 6: SUSTAINABLE GROWTH & FUNDRAISING

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## Creating a snowball effect for long-term success

Moving beyond our current dependence on membership dues, we're developing multiple revenue streams that support expanded programming while engaging community members in new ways.

### Revenue Diversification Strategy

#### *Partnership Revenue:*

- Percentage nights with restaurants and breweries (frequency TBD)
- Corporate sponsorships from local businesses
- Collaborative fundraising events with partner organizations

#### *Programming Revenue:*

- Suggesting donations at community events
- Merchandise sales featuring area-specific designs

#### *Grant & Development:*

- Community Foundation of the Rappahannock River Region relationship
- Individual donor cultivation and major gifts

### Membership Growth Strategy

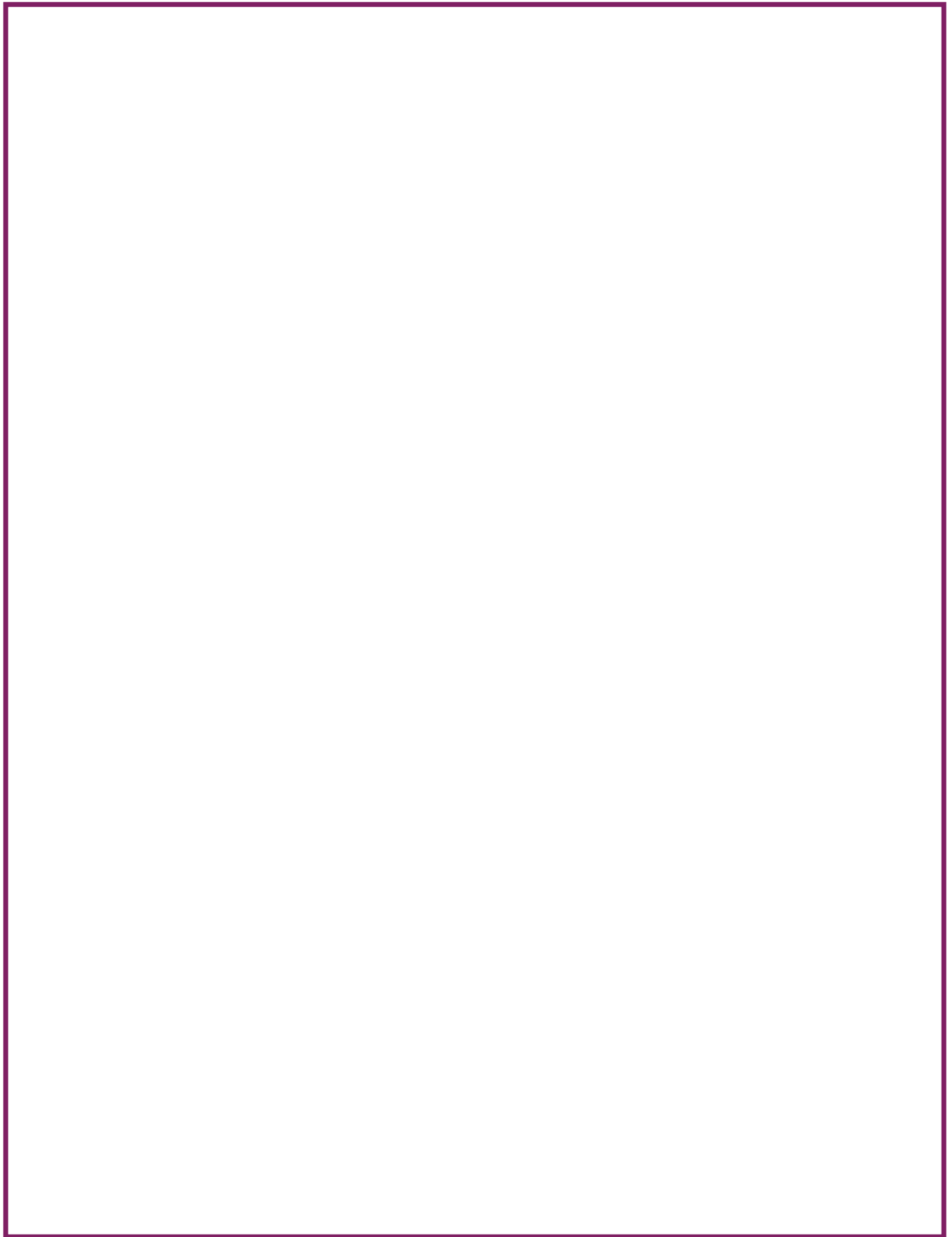
Our goal of growing from 30 to 300 members by April 2026 requires comprehensive, relationship-based outreach:

#### *Community-Specific Outreach:*

- Doorhanger campaigns distributed by current members highlighting local government guides and other initiatives
- Targeted recruitment through Regional Coordinators' networks
- Partnership-based member recruitment through collaborative events

#### *Member Engagement & Retention:*

- Enhanced member services and exclusive programming
- Leadership development opportunities for all interest levels
- Meaningful volunteer roles that match individual skills and availability
- Regular appreciation and recognition programs



# ORGANIZATIONAL RESTRUCTURING

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Recognizing the scope of our expanded mission, we're creating new leadership positions and committee structures that balance comprehensive programming with manageable governance.

## New Permanent Leadership Positions

### *Director of Student Engagement:*

Transitioning from at-large position to permanent role following bylaw ratification. The Director serves as the primary liaison between LWVFRA and all educational institutions, including: directing the UMW Student Council board, coordinating with the Director of Voter Services on high school voter registration and civic education events, developing educational partnerships with Germanna Community College, and co-chairing the Civic Education Committee for curriculum development and youth programming.

### *Director of Community Engagement:*

New permanent addition coordinating regional outreach, partnership development, and community event programming.

## Enhanced Committee Structure

### *Partnership & Outreach Committee*

- Building and maintaining community organization relationships
- Developing media partnerships and communications strategies
- Coordinating interfaith outreach and cross-sector collaboration

### *Civic Education Committee*

Co-Chairs: Director of Community Engagement & Director of Student Engagement

### *Committee Structure & Membership:*

- Community Education Subcommittee (led by Director of Community Engagement)
  - 3-5 committee members focused on adult programming and community workshops
- Student & Youth Education Subcommittee (led by Director of Student Engagement)
  - 3-5 committee members focused on campus programming and K-12 partnerships
- Curriculum Development Working Group (joint leadership)
  - 2-3 members from each subcommittee for collaborative educational content creation

### *Responsibilities by Focus Area:*

#### *Community Education (Director of Community Engagement lead):*

- Workshop development and educational content creation for adult audiences
- Speaker series coordination and programming
- Community forum and listening session management
- Budget education workshops and policy impact sessions

### *Student & Youth Education (Director of Student Engagement lead):*

- Educational institution partnership development and maintenance
- High school outreach programming and mock elections
- Campus programming coordination and student council support
- Internship and mentorship program management

### *Joint Responsibilities (Co-Chair collaboration):*

- Educational curriculum development for all age groups
- Cross-generational programming that connects students with community members
- Annual educational programming calendar and strategic planning
- Resource creation and educational material development
- Assessment and evaluation of educational program effectiveness

### *Operational Structure:*

- Monthly full committee meetings with both subcommittees
- Bi-weekly co-chair coordination sessions
- Quarterly curriculum development intensive sessions
- Annual educational programming retreat for strategic planning

### *Diversity, Equity & Inclusion Committee*

- Chair: DEI Committee Chair (appointed position)
- Focus: Inclusion strategy across all programming and outreach
- Integration of DEI lens throughout community engagement activities
- Coordination with Regional Coordinators on demographically-informed outreach

### *Special Committee Structures*

#### *Regional Coordination Committee:*

Standing committee structure detailed in Pillar 2, operating under Director of Community Engagement leadership.

#### *Events & Fundraising Committee:*

Semi-permanent structure chaired by Director of Community Engagement with flexible membership allowing for:

- Event-specific member recruitment and dismissal
- Special project chairs for larger initiatives
- Leadership development through project ownership
- Prevention of director burnout through distributed responsibility

# VOTER SERVICES PROGRAM ENHANCEMENT

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The voter services program remains central to our mission while gaining enhanced autonomy and support. This restructuring ensures our core electoral work receives dedicated attention without mission dilution.

## Enhanced Autonomy

- Director of Voter Services operates with increased independence
- Dedicated Voter Services Committee providing focused support while limiting burnout
- Strategic coordination with broader initiative goals without operational interference

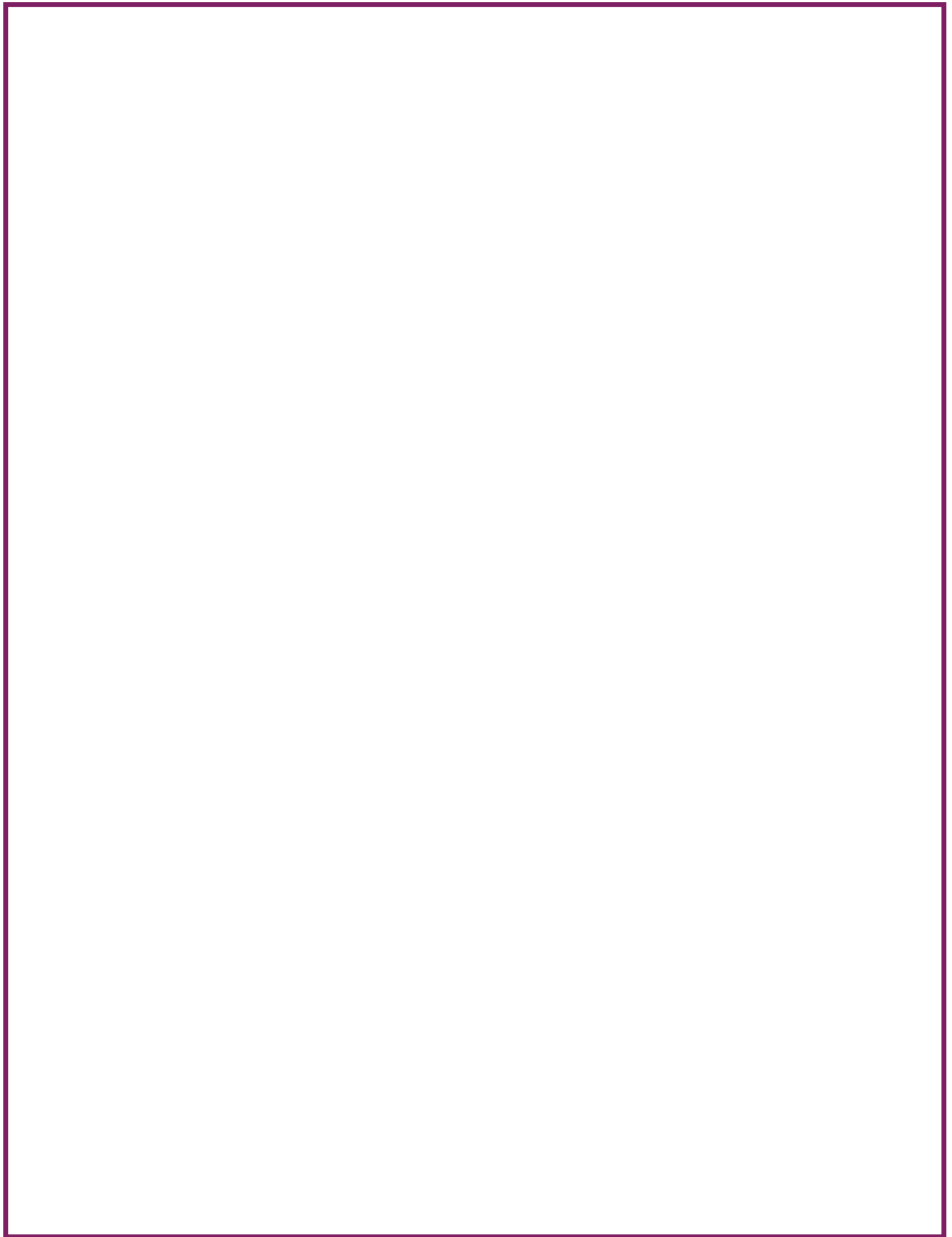
## Expanded Reach

- Engagement with wider audiences including students, elderly and disabled residents
- Enhanced tools: tablet kiosks, improved materials, volunteer management systems
- Broader voter registration and education efforts in underserved communities

## Maintained Excellence

- Continued focus on nonpartisan voter education and registration
- Professional standards and League reputation protection
- Coordination benefits without mission compromise





# SUCCESS METRICS

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## Quantitative Targets

- Membership Growth: 30 to 300 members with more equitable geographic distribution
- Youth Engagement: Campus organizations, high school partnerships, internship programs
- Community Partnerships: 20+ active collaborative relationships
- Educational Programming: Regular workshops, speaker series, and community forums

## Qualitative Indicators

- Community Recognition: League as go-to civic resource
- Member Diversity: Reflection of regional demographics across all identity categories
- Organizational Health: Distributed leadership, reduced burnout, increased satisfaction
- Civic Impact: Measurable community engagement increases
- Media Presence: Regular coverage and commentary opportunities

## Financial Sustainability

- Diversified revenue streams reducing dependence on membership dues
- Grant funding relationships providing ongoing project support
- Corporate partnerships creating sustainable business relationships

# IMPLEMENTATION TIMELINE

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## PHASE 1: FOUNDATION (October - November 2025)

Establishing new leadership positions, submitting grant applications, launching student programming, and beginning partnership outreach, create tentative budget.

## PHASE 2: EXPANSION (December 2025 - February 2026)

Implementing new technologies, expanding regional programming, developing major event plans, and building partnership agreements.

## PHASE 3: CULMINATION (March - April 2026)

Executing the Democracy Block Party & Community Art Fair while maintaining momentum in all programming areas.

## PHASE 4: SUSTAINABILITY (May - July 2026)

Evaluating impact, transitioning leadership structures, and planning for continued growth beyond this initiative.

This comprehensive transformation represents our commitment to building a League that serves every corner of our Rappahannock River region. Through intentional infrastructure investment, authentic community partnerships, and innovative programming, we will establish the League of Women Voters of the Fredericksburg Area as the premier civic engagement organization in our area while maintaining our nonpartisan integrity and democratic values.

This document represents the first edition of our transformation playbook and will be updated regularly as we implement these initiatives and adapt to community needs and opportunities.