



## Massachusetts Workforce Association Strategic Priorities Fiscal Years 2020-2022

This document summarizes the goals, objectives, and strategic priorities of the Massachusetts Workforce Association (MWA) for fiscal years 2020 – 2022. It provides a road map for MWA staff and the MWA Board of Directors to ensure the decisions and direction of the organization are aligned with its strategic plan. This plan was voted on and approved in June 2019 by the MWA board of Directors

<p><b>Our Mission</b></p>	<p>The Massachusetts Workforce Association (MWA) is the voice for the Commonwealth’s workforce development system, encompassing an array of partners and stakeholders, including the MassHire Career Centers and Workforce Boards.</p> <p>MWA provides a unified voice of the state’s regionally-led workforce development system to ensure it is responsive to the dynamic demands of businesses, job seekers, incumbent workers, and youth throughout the Commonwealth.</p>
<p><b>Our Vision</b></p>	<p>A unified voice for a regionally-led workforce development system in the Commonwealth.</p>
<p><b>Who We Serve</b></p>	<p>MWA is a statewide membership association serving the Commonwealth’s MassHire Workforce Boards and MassHire Career Centers.</p>
<p><b>Areas of Strategic Focus</b></p>	<p><u>Advocacy</u> – Promote a broad public policy workforce agenda that informs federal, state, and local workforce policies.</p> <p><u>Communications</u> – Foster, develop, and sustain collaboration and best practices through effective communication which enhances how members work collectively and with organizational partners.</p> <p><u>Membership and Programs</u> – Facilitate events, convenings, and programs and increase efficiencies and cost-savings for members.</p> <p><u>Professional Development</u> – Establish and form strategic partnerships in order to offer high quality professional development and peer to peer opportunities for members and other workforce development professionals.</p> <p><u>Resource Development</u> – Engage in resource development to secure foundation, private sector, and state/federal funding to benefit members statewide.</p>
<p><b>Our Goals: FY2020 – FY2022</b></p>	<ol style="list-style-type: none"> <li>1. Communication and Member Engagement</li> <li>2. Advocacy and Coalition Building</li> </ol>

**Process:**

In December 2018, the MWA Board of Directors launched a process to establish strategic priorities for Fiscal Years 2020-2022 (July 1, 2019 - June 30, 2022). Over a five-month period the Board engaged MWA members and key stakeholders in the development of potential strategic priorities, narrowing of that list, and setting goals in each of the priority areas.

Through this process, it became clear that there are immediate/near-term priorities that are critical to building a strong foundation for MWA’s growth and effectiveness. These near-term priorities will inform priorities in years two and three. Therefore, the Board took a tiered approach to setting priorities: Tier 1 priorities will be the focus of FY2020, and the resulting work will inform the Tier 2 priorities in FY2021 and FY2022.

The MWA Board also approved the creation of two committees to shape and help lead this work: (1) a Membership Committee, and; (2) a Public Policy Committee. Each committee will be co-chaired by a member of the Board and a non-Board member. The committees will be deliberate in recruiting and engaging members from across the state.

**FY2020 - Communication and Member Engagement Goals:**

- 1. Develop and implement a strategic communications plan**
- 2. Design a clear membership structure, including benefits, programs/events, and the value proposition for current and prospective members**
- 3. Develop a membership engagement plan to help cultivate relationships between the MWA Board and its members**
- 4. Build trust and relationships between MWA Board of Directors and MWA members**
- 5. Engage members in at least one major recurring event such as the Annual Meeting Jobs Summit/Conference/etc.**

**Strategies:**

- Establish the value proposition of MWA membership for current and future members.
- Engage members in committees, councils, and events and be intentional in engaging members in each region of the state.
- Create a plan to build membership from workforce groups/stakeholders outside of the current membership. The plan will include: an inventory of potential members by category or affinity group (i.e. community-based organizations, labor, community colleges, WIOA mandated partners), prioritize top 5 groups, explore messaging/value proposition with those groups and engage current members in reaching out as ambassadors to prospective members.

- Continue to build out communications and membership capabilities, both in-person and technological. This work will include: a website with a membership portal and tools to facilitate engagement and sharing among members such as blogs, community forums, social media strategy, in-person meetings, and larger events.
- Create and execute a plan for the Board to present and listen at regional meetings with members across the state to continue to build strong lines of communication and trust.
- Partner with the Workforce Solutions Group to grow the Jobs Summit and become a key partner in its execution and success.
- Hire a communications firm to assist MWA in developing a strategic communications plan, website, collateral, social media platforms, and other deliverables.

#### **FY2020 – Advocacy and Coalition Building Goals:**

- 1. Establish a state and federal workforce public policy agenda**
- 2. Raise the profile of MWA and its members with Legislators and key elected and appointed officials**
- 3. Engage members in at least one major recurring event that provides the opportunity to communicate with policymakers and leaders from business, labor, and education**
- 4. Provide leadership in key workforce related coalitions and working groups**
- 5. Build relationships with state agencies that oversee/interact with workforce development and ensure members are engaged and well-represented in workforce related working groups and committees**

#### **Strategies:**

- Engage members in committees and events and be intentional in engaging members in each region of the state.
- Create a plan to build partnerships with associations, community organizations, and other groups with a public policy interest in workforce development. The plan will include: an inventory of potential partners by category or affinity group (i.e. community-based organizations, labor, community colleges, WIOA mandated partners), prioritize top 5 groups, explore messaging/value proposition.
- Establish a clear process for making decisions regarding policy and budget priorities.
- Improve communications activities on advocacy and find ways for members to easily plug into advocacy efforts.
- Identify the issues that regions have in common as well as key differences.
- Develop and test a unified message and a clearly delineated policy agenda for MWA with members and critical external audiences that set policy and make funding decisions for workforce development.

- Continue to raise the profile of MWA and its members with Legislators through a coordinated effort that includes State House meetings and conversations with regional Legislative delegations.
- Work with other states' workforce associations to advocate for workforce development policies and funding at the federal level through in-person meetings when there are national forums as well as virtual campaigns.
- Strengthen MWA's relationship and partnership with the MassHire State Workforce Board, Department of Career Services, the Executive Office and Labor and Workforce Development, and other key partners.

### **“Directional” Goals in Fiscal Years 2021 and 2022**

The specific goals in FY2021 and FY2022 will be informed by the work of MWA staff, the MWA Board, and the Membership and Public Policy Committees. Therefore, the MWA Board has established broader “directional” goals for fiscal years 2021 and 2022 to provide a framework and guidance.

#### **FY2021/2022 – Communication and Member Engagement Directional Goals:**

- **Ensure members feel a connection to MWA’s work, growth, and messaging as demonstrated through membership participation rates**
- **Execute plan to expand MWA membership**
- **Develop and begin to execute a plan to diversify the association’s revenues and grow new sources of non-dues revenues**
- **Expand MWA’s communications platforms and capabilities in order to assist members in educating key stakeholders on the challenges and opportunities of workforce development**
- **Continue to build a culture where members consistently attend MWA events, engage in MWA activities, and can easily articulate the value of membership**
- **Position MWA and its members as the trusted source and leader for relevant and timely workforce development information**
- **Build a succession pipeline for MWA Board membership, including a commitment to diversity, equity, and inclusion**

#### **FY2021/2022 – Advocacy and Coalition Building Directional Goals:**

- **Raise the visibility and establish MWA and its members as the “go-to” state-wide organization on critical workforce development issues in Massachusetts**
- **Be a key player in USWA and other national workforce associations in order to effectively engage at the federal level**
- **Build strong alliances and partnerships with other associations, coalitions, and leaders in the business community**
- **Continue to grow member engagement in shaping and promoting a shared workforce public policy agenda**
- **Work with state partners in the development and passage of workforce legislation**
- **Foster a strong network between members and workforce development professionals**
- **Grow state resources for workforce development based on MWA’s annual priorities**