

The Essential Strategic Plan

Organization Name	League of Women Voters of Massachusetts
Address	90 Canal Street, Suite 414, Boston, MA 02114
Website	www.lwvma.org
Phone/Email	lwvma@lwvma.org (857) 452.1715

I. GUIDING IDEAS

MISSION	Empower voters and strengthen democracy for all in Massachusetts
VISION	LWVMA will develop a strong, diverse membership and be recognized as the champion of democracy and voting rights. LWVMA will develop a strategic learning culture (measuring, evaluating and reporting to stakeholders) enabling members to develop and share their experiences and expertise in an inclusive learning environment.
VALUES	<ul style="list-style-type: none"> ● Community/Diversity, Equity & Inclusion ● Commitment (shared responsibility for ensuring resources for achieving mission) ● Collaboration (value expertise & perspectives of partners & stakeholders) ● Education (public, voter and membership) ● Non-partisanship ● Action oriented at all levels (local, state, and national)

II. ASSESSMENT

STRENGTHS (Top 1 of 5 strengths first)
<u>Strong reputation</u> as a respected, nonpartisan voice for 100 years (for the community & legislators)
<u>Expertise</u> based on development of issue positions, willingness of members to build and share skills, and capacity to educate voters/public on candidates and issues
<u>Model of collaboration and partnership</u> through 3-tiered organization; builder of coalitions for effective action
<u>Strong organization</u> (dedicated volunteers and skilled staff)
WEAKNESSES (Top 1 of 5 weaknesses first)
<u>Lack of diversity</u> (pace of addressing the issue is a problem)
<u>Slow to overcome "the ways we've always done things"</u>
<u>Lack of robust membership and leadership development</u>
<u>Difficult to articulate a case for support</u>
<u>Barriers to grow fundraising</u>
OPPORTUNITIES (Top 1 of 5 opportunities first)
<u>Leverage current interest in voter education, engagement and participation</u> ; League offers opportunity to DO something
<u>Perfect moment for coalitions based on intersectionality.</u>



<u>Capitalize on new ways of doing our work learned from the pandemic</u>		
<u>Hunger for civic participation by the public offers opportunity for fundraising and new partners (e.g., local universities)</u>		
<u>New civics education requirements provide opportunity to work with schools and students on civics projects</u>		
THREATS (Top 1 of 5 threats first)		
<u>Societal currents of racism, xenophobia, lack of respect for various life-styles & ideas</u>		
<u>A rise in voter suppression, a surge in disinformation and an apathy among the public about democratic norms <u>all threaten democracy itself</u></u>		
<u>Challenge to distinguish the League from other non-partisan organizations</u>		
<u>Inaccurate perception of who the League is and who can join</u>		
<u>Burnout of members, volunteers, staff, the public and donors after the last four year and <u>lack of resources</u> (funding, staff) to implement membership succession plan focused on diversity.</u>		
CRITICAL STRATEGIC ISSUES (Top 1 of 5 issues first)		
Top Issue: Define a new League Culture		
2. Improve how we tell our story		
3. Accelerate progress on DEI at the state level		
4. Increase who participates in democracy in MA		
5. Change how we conduct business		
6. Ensure that we have sustainable cash flow, adequate staff, and strong reserves		
III. STRATEGIC GOALS AND OBJECTIVES		
GOAL 1	Diversity/Inclusion	SUCCESS METRICS (Top 2)
Obj 1	Diversify the membership within 3 years by 10% by attending to the DEI policy and actively recruiting members from the groups identified therein.	1. Connect with small groups in 4-6 gateway cities who want to start a new League.
Obj 2	Establish the DEI education/awareness build-out (year 1)	2. In 3 years, 10% of local League leadership & LWVMA leadership is new and diverse.
Obj 3	Form local Leagues in 4 to 6 gateway communities in MA (within 3 years)	
GOAL 2	Growing the League	SUCCESS METRICS (Top 2)
Obj 1	Recruit 320 new members within 3 years (10% increase)	1. Routinely count/measure/evaluate
Obj 2	Provide and facilitate opportunities & programming around models of skill development and leadership development - develop a mechanism to share across leagues.	2. Survey the membership to find out what kind of skills/experiences/programs they are interested in. Then create these opportunities.
Obj 3	Increase local League presence and geographic coverage (see Goal 1, Obj. 3)	
GOAL 3	Cultural Change	SUCCESS METRICS (Top 2)

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Obj 1	Collect demographic and other data on members as well as evaluate programs and events as a matter of routine	1. Create a tool for local Leagues to use for collecting and reporting data to LWVMA. Local Leagues can use this data to evaluate programs & events and make adjustments where necessary.
Obj 2	Provide guidance to LLs to continually examine how they do things and adapt. LWVMA lead by example by sharing best practices	
Obj 3	Define and pilot one non-voting related area of engaging citizens/members.	
GOAL 4	Fundraising	SUCCESS METRICS
Obj 1	Fundraising to increase LWVMA's social and collective impact. Ensure LWVMA has the resources critical to achieve its mission (people: staff, volunteers & board; space & technology)	<ol style="list-style-type: none"> 1. 100% of members donate and individual donation levels increase by 20% over 3 years. 2. Planned giving program is established 3. Increase overall revenue, year over year, by 20%
Obj 2	Secure consistent, sustainable funding for: <ul style="list-style-type: none"> ● Membership expansion ● Scholarship for low-income members program ● Annual programming (civic and community education; voter empowerment; public policy & advocacy) 	
GOAL 5	Education & Advocacy	SUCCESS METRICS
Obj 1	Provide community-wide civics ed resources easily accessible to all across the Commonwealth, including underserved communities (such as people with different abilities, cognitive skills, or language proficiencies, for example).	<ol style="list-style-type: none"> 1. Create tool for local Leagues to use for determining whether the DEI objectives around programming are being met. 2. Survey our key partners as to what value the League brings to coalition work.
Obj 2	Evolve as a sought-after coalition partner among organizations based in communities of color as well as focused on a diverse set of issues that reflect our program priorities	
Obj 3	Devise programming* to educate members and the public about MA policies related to: <ul style="list-style-type: none"> ● Voting, equitable access to the ballot ● Housing, zoning laws ● open and transparent gov't at the state level <p>* look at it from a point of view of addressing systemic racism</p>	

IV. BUSINESS MODEL

We will expand our geographic presence and grow our membership of community-based volunteers to fulfill our mission of making democracy accessible to all in Massachusetts. Supporting this growth will require diversifying our revenue, which will include contributions from local Leagues, members, individual friends and supporters and foundations.

