

3-Year Strategic Plan | 2019 – 2022

A Blueprint to Prosperity

30 Oregon
Tradeswomen

Celebrating 30 Years: Building Women's
Economic Independence



AS WE CELEBRATE OUR 30TH ANNIVERSARY in serving mission, industry, community, and tradeswomen, Oregon Tradeswomen was intentional in taking stock of both our history, and our growth potential. We saw the opportunity to conduct a deep dive with our community, industry, and constituents. In this process, we reached out and we reached deeply, seeking critical and valuable feedback for improving our impact, and developing our vision for the future. Throughout the year-long strategic planning process, we were able to revisit our mission, affirm our values, and begin to build a vision for a bold future.

Through an intentional and collaborative process, we engaged funders, founders, community members, industry partners, tradeswomen, program graduates, staff, and board members to reflect back on our roots and look forward to our future. We held focused listening sessions over the course of the year with the guidance of an experienced, outside facilitator, and a small, but dedicated strategic planning work group, consisting of both internal and external stakeholders, who helped to shape the process and set the tone for transparency, accountability, collaboration, and commitment.

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Goal #1 Build Upon our Foundation

We will expand our infrastructure and resources to accommodate increased capacity and continued growth. This includes our people, place, policies and fiscal health.

Goal #2 Strengthen Collaboration with Industry and Community

We will strengthen our collaboration with industry and community partners to enhance career education and women's entry and retention in the trades.

Goal #3 Commitment to Tradeswomen

We will build a pathway to prosperity for tradeswomen in our community and our movement through training, support, mentoring, and leadership development.

Goal #4 Advocacy in Public Policy

We will develop and advocate for strong public policy at the local, state and national level with our community and industry partners to create cultural change which advance outcomes for tradeswomen.

**ABOVE: Tradeswomen Fashion Show
participants at Oregon Tradeswomen's
2019 Career Fair**

MISSION | Oregon Tradeswomen helps to transform lives by building community and economic independence through empowerment, training, career education, advocacy, and leadership development in the skilled trades.

Values = Justice + Empowerment
+ Equity + Integrity

In addition to the stakeholder listening sessions, staff worked throughout the year with the guidance of the facilitator to identify goals for the coming three years, along with the strategies, resources, and financial support needed to achieve them. We identified and committed to implementing bold ideas to garner greater impact from our work, and improve outcomes for tradeswomen, industry, and community. We committed to becoming a high-impact nonprofit through leadership, governance, strategies, programs, fundraising, and marketing. In this process, we learned that dedication to Oregon Tradeswomen's mission remains focused, strong, and unwavering.

Our vision to expand capacity to reach and serve more women each day to achieve economic independence is housed within our values, our programming, advocacy, and direct services. In providing career education, training, supportive services, job placement, retention services, career counseling, advocacy, and leadership development, we provide women opportunity, access, and equity. In gaining skills, confidence, and community, women can and do build careers, a future, and a sisterhood. Our work helps to change lives.

Founded in 1989, Oregon Tradeswomen is expanding our services, and our reach, to deepen our impact. In partnership with community and industry, we create lasting cultural change in the trades. This is our Blueprint to Prosperity.

Oregon Tradeswomen Founders from left: Connie Ashbrook, Kate Barrett, Ann Zawaski, and Sandy Hay Magdaleno. Melinda Koken (right) completed a carpentry pre-apprenticeship program with Connie in 1980.



Goal #1 | Build Upon our Foundation

Oregon Tradeswomen is committed to build upon our solid foundation. Founded by tradeswomen for tradeswomen – this is the core of who we are. However, as we have grown over the last thirty years, we have broadened our ability to serve other marginalized workers in our community and industry. We will continue to expand our infrastructure and resources to accommodate increased capacity and continued growth. This includes our people, place (infrastructure), policies and fiscal health.

Our People:

- Systems Improvements
- Secure Adequate Unrestricted Revenue
- Increase Organizational Capacity
- Grow Organizational Leadership

Our Policies:

- Create and Implement Internal Policies to Support Racial Equity
- Increase Accountability for Program and Organizational Budgets
- Institute Industry-Standard Safety and Risk Management Process
- Development and Implement Best Practice Procurement Process
- Develop and Implement Internal Grant Audit Process
- Develop Communications Policies to Support and Protect Brand Identity



Coriell Andrade (left) learns from instructor and Journeyman Carpenter, Jen Netherwood

Our Place (infrastructure):

- Implement Network and Cyber Security
- Adopt Technologies to Increase Communications Effectiveness
- Institute Project Management Tools
- Expand Print and Digital Collateral
- Acquire Mobile Training Vehicle
- Secure Visionary Physical Space

Our Fiscal Health:

- Diversify Revenue Sources
- Secure Six Months of Operating Reserves
- Develop Earned Income Opportunities
- Leverage Market Opportunities

Goal #2 | Strengthen Collaboration with Industry and Community

Oregon Tradeswomen is thirty years strong because of the incredible industry partners we have and the support they provide us to serve women and our mission. We will continue to strengthen our collaboration with industry and community partners to enhance career education and women's entry and retention in the trades – together building a blueprint to prosperity.

- Increase Media Relations Capacity
- Develop Statewide Presence
- Provide High Quality and Consistent Technical Assistance
- Increase Collaboration with Industry Partners

Goal #3 | Commitment to Tradeswomen

Oregon Tradeswomen was built by tradeswomen, for tradeswomen. We continue to have an unwavering commitment to ensuring access, opportunity and equity for our sisters in the trades. In that, we note that our commitment also extends to tradesworkers who do not identify as women, with whom we are allies and advocates, as our industry and community need to serve all our workers with dignity, respect and professionalism. Through this commitment we will work to build a pathway to prosperity for tradesworkers in our community and our movement through training, support, mentoring, and leadership development.

- Increase Opportunities for Aspiring Tradeswomen
- Develop a Robust Volunteer Program
- Increase Retention of Tradeswomen
- Expand Leadership Development Program
- Increase Visibility & Voice of Tradeswomen

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Instructor Elizabeth Bryant teaches metal working techniques with a group of pre-apprenticeship students

Goal #4 | Advocacy & Public Policy

Oregon Tradeswomen has been a champion in our public arena since our foundation for strong, sound policies which support access, opportunity and equity for tradeswomen and historically under-served communities. We will continue to develop and advocate for strong public policy at the local, state and national level with our community and industry partners to create cultural change which advance outcomes for tradeswomen and tradesworkers to ensure they work and live with dignity and equity.

- Develop Public Policy Platform to Increase Equity, Access and Opportunity
- Implement Social Media & Technology to Increase Advocacy Campaign Support

Courtney Newberg,
apprentice
Ironworker and
Oregon Tradeswomen
pre-apprenticeship
graduate



**Barbara Farmer, Apprentice
Laborer, with her niece**



30 YEARS STRONG

Oregon Tradeswomen would like to acknowledge and thank all of the many people who served in focus groups who helped us to shape our vision for the future. We are excited to walk this journey to a bigger, and bolder future with all of you, guided by our Blueprint for Prosperity. We are enormously grateful to our partners and friends who lent their time, talent and generous spirit to help us build this vision. With them, and with all of you, we look forward to the future.

Special thanks to the Strategic Planning Work Group:

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