



# STRATEGIC PLAN 2022-2025





# EXECUTIVE SUMMARY

Constructing Hope offers unique, fundable programs that serve priority populations, deliver large numbers of apprenticeship-ready graduates, and leverage industry partnerships. Constructing Hope's strategic plan builds on these areas of expertise and current funding opportunities to focus on:

- (1) Increasing the number of graduates
- (2) Creating a re-entry pipeline
- (3) Developing green construction pathways administered by and for people of color, and
- (4) Building capacity to execute and fund these priorities

**“As President & CEO of Hoffman Construction Company I am acutely aware of the industry-wide shortage of skilled tradespeople. Constructing Hope reaches people who we would not otherwise get in the door—the long-term unemployed, people of color, individuals who served prison time—to get them work ready. Constructing Hope serves as a bridge and combats the history of racism and discrimination that has plagued our industry for too long.”**

*— David Drinkward, President & CEO of Hoffman Construction and Constructing Hope Board Member*

Constructing Hope is positioned for growth. Foundation and public funders are seeking to build equity for communities of color. Funding is available to support green construction initiatives and re-entry programs. The skilled construction trades offer in-demand careers with opportunities for advancement and a shortage of workers. Constructing Hope is a statewide leader in bringing low-income people of color into the construction trades.

This plan builds on Constructing Hope's strengths. These include a new training facility, a diverse staff with expertise and lived experience, a dynamic executive director who is building partnerships, board members who are industry leaders, increased government grants and contracts, and expanded marketing and fundraising capacity. It addresses weaknesses through succession planning, improved staff management, and increased capacity for data systems and fundraising. Finally, this plan is designed to seize current funding opportunities and workforce needs in service of Constructing Hope's mission.



**“Constructing Hope set me up on a path of excellence. I not only got a great education from amazing instructors from the construction industry, but also received hands-on training at a local church. I can honestly say that without this program I would not be the proud owner and signing supervisor electrician of Gerry Energy LLC.”**

*—Gerry Jones, Winter 2010 Graduate*

# STRATEGIC GOALS



## 1. EXPANSION

150 trained annually by 2025

## 2. RE-ENTRY PIPELINE

Training behind the walls established

## 3. GREEN PATHWAYS

Green certifications, contractor development, new apprenticeship, and/or career advancement by and for people of color implemented

## 4. CAPACITY

Expansion, daily operations, staff management, fundraising, and succession capacity developed sufficiently to implement strategic initiatives and manage increased city, state, and federal funds

## APPROACHES

### Expansion – Growing from 75 to 150 people per year trained

Our first step will be to increase quarterly classes from 16-18 students to 25. We will split classes so one group can get hands-on training while the other is in the classroom. This will take us to 100 participants per year. We will pilot night classes, offsite specialty training, two cohorts per week (Mon-Wed and Thurs-Sat), green pathways, and/or behind the walls trainings to reach 150 served by 2025.

As we grow, our curriculum committee—powered by industry professionals—will ensure program fidelity and improvement. We will also develop plans for an expanded mentorship program to support retention and advancement for our graduates, particularly for people of color.

### Re-Entry – Partnering for Growth

Apprenticeship centers offer hands-on training behind the prison walls. Community based organizations provide re-entry services for housing, health, legal, and more. Constructing Hope can provide unique, industry-specific services for workforce readiness, life skills, placement, and retention. We will partner with apprenticeship centers and CBOs to provide new tradespeople with the support they need to build a successful career.

### Green Pathways – New career pathways led by and for people of color

Constructing Hope is engaged in our second year of planning grants funded by the Portland Clean Energy Fund. The goal is to develop certifications, apprenticeships, career coaching, and/or management training to help people of color and women enter and advance in green construction, energy conservation, and green energy production careers.



# CORE COMPETENCIES

*Core competencies are the things that we do better than anyone else, that advance the mission, that are difficult to duplicate, and that are attractive to funders. Our strategic goals will leverage and strengthen these competencies.*

● **PRIORITY POPULATIONS** Funders want to build equity for low-income people of color. Constructing Hope graduates are 100% low-income, 69% people of color, 64% unemployed, and 62% returning citizens (formerly incarcerated). We have a greater focus on low-income than other programs (90+% SNAP eligible), and we uniquely vet participants through the employment office. Diverse staff with lived experience and professional expertise are key in engaging priority populations.

● **HIGH NUMBERS SERVED** We traditionally deliver the highest numbers of adults enrolled and graduated for construction pre-apprenticeship statewide.

● **INDUSTRY CONNECTIONS** We have MOUs with apprenticeship centers, a long tradition of industry and apprenticeship center leadership serving on the board of directors, and other partnerships driven by the executive director.



## CAPACITY – SUPPORTING GROWTH

Capacity building is at the heart of our expansion project. Constructing Hope is the lead agency for a \$7.2 million, three-year Portland Clean Energy Fund (PCEF) grant which has been recommended to Portland City Council for approval. We must build capacity to manage this funding, secure federal grants, and implement our plans for growth.

We will increase staffing with a Contracts Manager, a Green Initiatives Manager, a receptionist, and a development associate. We also know that increased training will require more case managers, job developers, contract trainers, and possibly program management support. We will leverage PCEF funding, foundation grants, and new government contracts to align staffing levels with growth.

Constructing Hope will implement a succession plan as our longtime Executive Director Pat Daniels looks toward retirement in 2025. We envision a CFO or similar hire in 2024. Ms. Daniels will focus on strategy and partnerships for one year and bring the new leader along on that journey, so they will be fully prepared for the executive director role, and relationships with partners will be in place.

Finally, we will improve our data management by building on existing platforms for graduate placement, retention, and advancement; fundraising database management for donor relations; and tracking data by race, gender, and returning citizen status to evaluate program effectiveness.

Constructing Hope is proud to be a member of the Justice40 Accelerator program's 2022-23 cohort. Justice40 helps frontline organizations plan for and secure public funding, providing guidance, technical support, resources, and networking. This program is helping us "move to the next level" in securing and managing government funding.



## BUILDING HOPE FOR OREGONIANS

Constructing Hope provides opportunity for Oregonians who were traditionally excluded from economic opportunity. For too long, people of color, low-income individuals, and people coming from incarceration did not have opportunities for prosperity—or hope for a better life. Today, the skilled construction trades offer low-income people of color an unparalleled opportunity to support themselves and their families. Constructing Hope makes this possible.

We offer no-cost, 10-week construction and life skills training classes. Classes provide foundational training in the skilled construction trades, applied math, life skills, blueprint reading, and safety led by professional craftspeople. We provide tools, work boots, driver's license assistance, financial assistance, expungement services, and more. Every participant receives extensive, industry-standard certifications. Graduates are confident and equipped to walk onto the job site as a qualified apprentice, ready to fully learn their trade and build a career, while earning a living wage.

**“Constructing Hope is in the business of saving lives. Through this program, I gained the skills necessary to become a female pipefitter with the union. I now have a high paying career and the means to give back to my community.”**

— Kasey Finegan,  
Spring 2019 Graduate

Over the past five years, we graduated 292 participants and placed 260 in new careers with an average starting wage of \$19.74. By 2021, starting wages were up to an average of \$21.87. Graduates were about two-thirds people of color, two-thirds returning citizens (formerly incarcerated), and two-thirds unemployed upon entry. All were low income. We are proud to provide skills, support, and HOPE for those we serve to build a stronger workforce and a more equitable Oregon.

### Mission

Constructing Hope is in the business of rebuilding the lives of people in our community by encouraging self-sufficiency through skills training and education in the construction industry.

### Organizational Goals

Help the long-term unemployed attain sustainable careers, increase workforce diversity, reduce recidivism, and meet industry hiring needs.



“4-time convict, it was learning a trade that changed my mind and taught me lessons that I used when I created the Dave’s Killer Bread brand. When I discovered Constructing Hope, I knew that the organization is a game changer for folks seeking a second chance in life. I have since become a major supporter of theirs, and I let people know about them every chance I get.”

— Dave Dahl, Constructing Hope Champion



“For me and my family it’s changing the tide. I come from a line of pimps, gangsters, etc., etc., and I want my son to look at something to be proud of. Maybe pass down to him because this is a great career.”

— Xavier Clark, Fall 2021 Graduate

“17 months ago I was on 23 hour a day lockdown, and this past month I brought home over \$8,000 in salary. The trades are a great choice for a career and not a last resort. If you come in and work hard, anything is possible.”

— Matthew Jacobsen, Summer 2021 Graduate



“We at Northwest Carpenters believe in Constructing Hope. Constructing Hope provides opportunities for a population that is underserved; for a population that is looked over; for a population that some want to define by the worst mistake that they’ve made. Constructing Hope does exactly that — it reconstructs a young person’s life and gives them new hope.”

— Twauna Hennessee, Community Outreach Representative for Northwest Carpenters Union and Constructing Hope Board Member

