

# A Roadmap to a **FAIR ECONOMY**

SEIU 503 FIVE-YEAR STRATEGIC PLAN  
2020 ~ 2025



**GROW OUR  
MEMBER-RUN  
UNION**

**PROVIDE  
QUALITY  
SERVICES**

**WIN  
FOR ALL  
OREGONIANS**

# A Roadmap to a FAIR ECONOMY

## SEIU 503 FIVE-YEAR STRATEGIC PLAN

Over the next five years, SEIU 503 will have to navigate a challenging environment, and build power at a time when the odds are stacked against us.

We have faced unprecedented attacks on our right to join together in union — and through this tumultuous period our Union has thrived. The number of people represented by SEIU 503 has grown by 38% from 52,000 in 2014 to 72,000 today, and **together we have raised wages, won benefits, and improved working conditions for everyone in our Union, in every community in Oregon.**

Our Union demanded a voice for working people in Oregon. Time and time again, our voice has been heard.

Yet the work continues. **When corporations attack our power to join together in unions, working people fall behind.** Decades of legal and legislative attacks funded by billionaires and CEOs have rolled back laws that built labor unions and have stopped workers – black, brown and white – from organizing unions. As a result, income inequality has reached historically high levels, with a pronounced impact on communities of color, among women, in the LGBTQ community, and in other historically oppressed groups.

**We can change this by empowering workers to join together. Many of the economic problems faced by Americans today could be solved by union power.** Every study shows that when people are members of unions they have higher wages, better benefits, and better experience on the job.

Polls show increasing support for unions. Today, more than 60% of Americans say they would join a union if they had the opportunity. The recent strikes across the country of teachers, fast food workers, Uber and Lyft drivers show a desire for unions and we must force politicians, corporations, and the wealthiest to listen and give workers power.

To continue raising standards for SEIU 503 members we must build our power beyond the current scope of our Union. But we also must focus on the worksite and community issues that directly impact our current SEIU members everyday – such as late pay, bully bosses, job protection, or protecting benefits. To remain a strong union, we need to make sure that people see a difference in their lives when they join SEIU 503.

### PROCESS

To create this five year plan, we have listened to members throughout the state. Through regional meetings, over 200 members came together to talk about what keeps them up at night. We listened to members through focus groups and survey research, and member leaders spent time over a two-day retreat thinking through all the information to create priorities.

### WHAT WE LEARNED

The priorities of SEIU 503 members are in line with our existing mission. We prioritize our families and their ability to live healthy lives into retirement. That means placing an emphasis on fighting for better wages, quality healthcare and a secure retirement. Members also were clear that the work of our union goes beyond contracts and representation. We heard loud and clear that members are deeply concerned with issues impacting their families and communities — everything from housing to education to climate change to racial and gender equity — and they expect their Union to do something about it.

### INTRODUCTION

To be the Union our members demand of us and to deliver real change in people's lives, we must be strong, united, visionary and strategic. This five-year plan is a roadmap for getting us where we need to be.

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## SEIU 503 FIVE-YEAR STRATEGIC PLAN

### Member Leaders At The Forefront Of Our Union

- Winning strong contracts that increase wages and also create and protect benefits.
- Voice on the job.
- Communicating and engaging members, starting on their first day.
- Building a diverse union leadership.
- Working to build a united union.

### Workers' Voices Creating Quality Public Services

- Training a diverse workforce, and creating programs with cultural competency.
- Through training, engage workers in the success of our public services.
- Develop workforce system for long-term services and supports.
- Work toward fully funded and quality public services at all levels of government.

### Building Power For All Oregonians

- Allow more workers to join together in union to make sure workers have a voice.
- Make politics work for Oregon families.
- Run campaigns that matter to members' and workers' ability to provide for themselves and their families.
- Link the fight for economic, racial, environmental and gender justice.

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# The Plan Moving Forward

## GROW OUR MEMBER RUN UNION

### Member Leaders At The Forefront Of Our Union

#### Winning Strong Contracts That Increase Wages And Create And Protect Benefits

- Our core mission is to raise ourselves up through wages and benefits, and to ensure that we all have a voice on the job. We are a Union of 72,000 people in Oregon. We envision a just and vibrant society where everyone is treated with dignity and respect, and where all people can provide for themselves and their families.
- Provide robust benefits to members through our Membership Advantages Program

#### Voice On The Job

- Win on the core issues of wages, healthcare, and retirement through every avenue—bargaining, politics, worksite and community campaigns.
- Continue to support and grow a trained network of stewards and online tools to make sure members are informed and represented in cases of discipline, contract violations, payroll issues or when disrespected by management.
- Give workers a voice on the job:
  - Through active labor management committees in worksites.
  - By running campaigns to solve problems that members highlight, such as bully boss campaigns, creating a positive work environment, late or incorrect pay, workload problems, etc.

#### Communicating And Engaging Members Starting On Their First Day

- Build to 75% membership.
- Build to 5,000 member activists.
- Develop a network of local and statewide leaders who are engaged, informed and lead our union together.
- Build a robust New Employee Orientation program, including staff and member leaders, to ensure all new employees have the opportunity to learn about and join their Union. Develop mandatory orientations for workers to reach them within 30 days of hire. Have a network of leaders who do the orientations.
- Build out communications channels by doubling the number of members following us on social media, double the reach of monthly e-newsletters, and double the number of monthly different visitors to SEIU503.org, create a podcast.
- Create a member assistance center for workers to reach their union on their first outreach.
- Develop our communications to be diverse, technologically relevant, using modes for all different members with different access and skills with technology; utilizing online tools for training and leader materials.
- Expand our Member Leader Development Program to include varying types of opportunities for members to work with their union.

#### Building A Diverse Union Leadership

- Build SEIU 503 to be an anti-racist organization.
- Build caucuses to run campaigns that impact underrepresented communities and bring in new leaders to the organization.
- Create policies and procedures to ensure all members feel safe and welcome in our union.
- Look at bargaining with a lens on how policies impact people of color, women and LGBTQ members differently.
- Create pathways of leadership for people of color, young people, LGBTQ people and members with disabilities by creating a pipeline to leadership outside of traditional elected office positions, including those with a lower barrier to entry.
- Recruit younger and college age leaders, and leaders with families, by ensuring that events are family friendly and fun, in addition to providing daycare options.
- Recognize the growing urban/rural divide and demonstrate our ability to bridge that gap by including rural and urban voices in our leadership, work and communications, guided by our shared values and common goals.

#### Working To Build A United Union

- Build campaigns that unite care providers and public services members into one campaign for quality services.
- Bring together members regionally, and cross sector, to build community presence and have members learn from each other.
- Bring public workers into our campaign for quality care and long-term care.

### Workers' Voices Creating Quality Public Services

#### Training A Diverse Workforce, And Creating Programs With Cultural Competency

- Ensure that all workers – white, black, and brown – and workers of all ages and identities are trained with cultural competency.
- Push the State to create programs that address the diverse needs of all Oregonians.

#### Through Training, Engage Workers In The Success Of Our Public Services

- Create a training program for public workers, e.g. wellness programs, education about benefits, and organizational equity and inclusion.
- Create training programs that develop members for hard-to-fill jobs.

#### Develop Workforce System For Long-Term Care

- Create a career ladder for long-term care workers, including homecare, personal support and facility workers, through training and workforce development, and by connecting the different professions in long term-care.
- Link the work of our public workers and care workers to find solutions to the crisis in quality, affordable long-term care.
- Create a registry for long-term care workers, starting with homecare and personal support workers and expand to other long-term care workers.

#### Work Toward Fully Funded And Quality Public Services At All Levels Of Government

- Run campaigns that highlight the positive and important role government plays in providing services and as economic engines for our state.
- Continue to find ways to make sure large corporations and the wealthiest people pay their fair share for the services throughout the state.
- Make sure that rural counties and cities can provide the services that their communities rely on.
- Protect the jobs of our members and ensure they are good jobs.

## PROVIDE QUALITY SERVICES



## Building Power For All Oregonians

### Allow More Workers To Join Together In Union To Make Sure All Workers Have Power On The Job, And To Raise Industry Standards For Current Members

- Have 10,000 not-yet union workers join our union over the next five years.
- Focus our growth on the sectors of workers that we currently represent, long-term care for seniors and people with disabilities, childcare, public workers and private nonprofits.
- Work to organize all homecare and personal support workers in the state of Oregon, including those that work at private agencies.
- Create an approach to sectoral organizing for all of long-term care, using the base of homecare, personal support, nursing home and assisted living facilities to ensure all workers in the industry have good jobs and paths to a union.
- Allow all workers, consumers, and community members to join our union through community membership.

### Making Politics Work For Oregon Families

- Take issues that matter to working Oregonians directly to the voters through ballot measures.
- Elect legislative statewide and local leaders that want to lift up families and agree that all workers should have the right to form a union and government has a role in making that possible.
- Hold elected leaders accountable who don't stand for working Oregonians by engaging in primaries.
- Grow CAPE (Citizen Action For Political Education) so that 30% of our members give an average of \$10/month.
- Work in and support coalitions that lift up working people, people of color, rural Oregonians, women and non-binary people, and the issues and campaigns that matter to them.

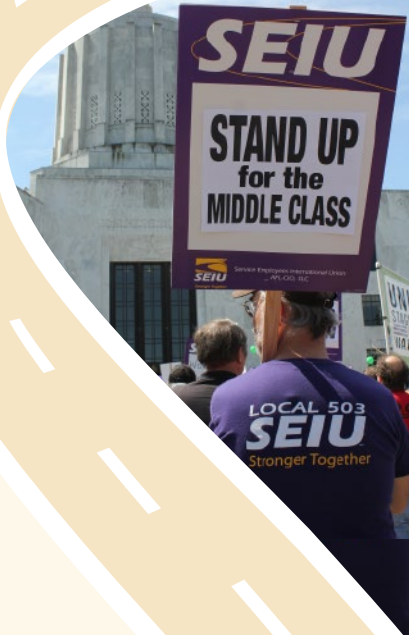
## Building Power For All Oregonians

### Run Campaigns That Matter To Members' And Workers' Ability To Provide For Themselves And Their Families

- Develop an over-arching campaign on retirement; linking the fight for good retirement of public workers to the fight for people who don't have a retirement, highlighting caregivers.
- Continue the fight to make health care affordable, accessible and of high quality by taking on out-of-control cost such as hospitals and prescription drugs and working for healthcare for all at the national level.
- Include affordable housing as a core right of Oregonians ensuring wages keep up with increasing housing costs.
- Work on issues that challenge the power of large corporations and the wealthiest people, to transfer that power to Oregon families.

### Link The Fight For Economic, Racial, And Gender Justice

- Build an Oregon where all Oregonians, white, black, and brown have power in their communities and in politics by focusing on voting rights and elections, statewide and local.
- Build and develop existing and new coalitions that will work to change laws that hold back communities of color.
- Fight to close the gender pay gap and close opportunity gaps that hold women back.
- Be active leaders in the fight against white supremacy .
- Join coalitions that focus on climate justice, linking the fight against climate change to racial and economic justice. Ensure climate policies reflect the impacts on workers, rural communities, and that green jobs are good jobs.
- Work to create an education system that ensures equal access to quality education for all kids, white, black, brown, rural, urban, kids with disabilities, and low and middle income. Creating more affordable and accessible colleges that focus on students and frontline staff from all corners of Oregon.





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[www.SEIU503.org](http://www.SEIU503.org)  
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