

# Good Jobs & Healthy Communities in the East Bay

INNOVATING REGIONALLY FOR NATIONAL CHANGE



**FIVE-YEAR  
STRATEGIC DIRECTION  
2016-2021**



# Creating Good Jobs & Healthy Communities in the East Bay

## EBASE 5-YEAR STRATEGIC DIRECTION

### Economic Crisis in a Time of Growth

How has the East Bay economy changed in the past 10 years? For some, the region is in an incredible economic boom, but many others struggle with widespread income inequality. Rapid, inequitable growth is creating a steep rise in unstable, low-wage jobs and pushing low-income workers and people of color out of urban centers. Income inequality and displacement drag down individuals, families, and our entire economy. Our rich cultural and racial diversity is at stake.

### EBASE is Shifting the Economy to Work for All

Challenges spur action and innovation, and EBASE is tackling this crisis to create an economy that works for everyone. EBASE galvanizes comprehensive campaigns that bring together workers, community members, and people of faith to raise the floor on low-wage jobs; open the door to middle-class careers; and create healthy, thriving neighborhoods. EBASE's work is an incubator for good jobs and equitable development policies that drive the national conversation on wages and growth.

Like you, we believe that by coming together we can solve our most entrenched economic problems and create the community we all want. In lifting up low-wage workers, people of color, and immigrants, we lift up entire communities. When everyone has a good job, a decent place to live, and the ability to make ends meet, we invest in our communities and our local businesses, spend more time with our children, and lead healthier lives. When everyone succeeds, our economy and democracy thrives.



***“EBASE has been a steadfast, consistent driver of a vision that glues workers, unions, community groups, faith leaders, employers, and government together to fight for economic equality for our community.”***

**–Joyce Guy, former iron worker and West Oakland Job Resource Center Senior Program Manager**



The East Bay Alliance for a Sustainable Economy (EBASE) advances economic, racial, and social justice by building a just economy in the East Bay based on good jobs and healthy communities. We address the root causes of economic injustice by developing strategic alliances among community, labor, and people of faith to build power and create change with low-income workers and communities of color.



**Challenges spur action and innovation, and EBASE is tackling the growing economic crisis to create an economy that works for all.**

## The East Bay's Changing Economic Landscape & Suburban Poverty\*

### Despite the Economic Recovery, Income Inequality Persists

While unemployment is at a low 4.7%, and the East Bay has been adding jobs every quarter, not all people are benefiting from the economic recovery. Over the last 10 years, the two highest income groups have grown the most, while the number of residents living in poverty increased to 12%—higher than before the latest recession.

### Low-Wage Jobs Are The Fastest-Growing Sector

Coming out of the last recession, 1/3 of all projected East Bay job openings pay less than \$15.15 an hour. 9 out of 10 of these low-wage jobs are in retail, food preparation and service, and personal care.

### Suburban Low-Wage Jobs Are Growing

Cities like Oakland and Richmond still have some concentration of traditionally mid-wage public sector, healthcare, construction, and goods movement jobs. Suburban communities like Concord and Antioch have growing low-wage retail and service sectors, contributing to the rise in suburban poverty. These are the jobs available to communities of color pushed out of urban areas.

**Coming out of the last recession, 1/3 of all projected East Bay job openings pay less than \$15.15.**

**In the last 10 years, Contra Costa County's population grew 11%, with 37% growth in people of color, and an 8% increase in its Black population.**

### More People of Color are Moving to the Outer Ring Suburbs

East Bay cities have experienced a demographic transition over the last 10 years. Between 2000-2010, Oakland lost 25% of its Black population. Alameda County, with the largest proportion of people of color at 66%, had its Black population shrink by 13%. During the same period, Contra Costa County's overall population grew by 11%, with a 37% growth in people of color. It is the only Bay Area County where the Black population grew.

\* For data citations, go to EBASE's "The Suburbanization of Low-Wage Work in the East Bay," June, 2016.



## Deepening our Regional Impact

Housing prices and lack of good jobs are causing more people to live regional lives: working in one city, sleeping and voting in another, and worshipping in a third.

With all of our lives intertwined, we know organizing regionally is key to creating a vibrant economy and to moving state and national policy. As San Francisco and Oakland lose low-income and Black, Brown, immigrant and working-class voters to the suburbs, we need to both ensure our ability to create equity in urban hubs, and also organize the suburbs to maintain the East Bay as a progressive pull on the region, state, and nation.

Over the next five years, EBASE is recommitting to a more regional approach in the East Bay to address low-wage work and displacement in urban centers, while strengthening the organizing and political capacity in the suburban communities with growing low-wage work and low-income communities of color.

## Meet Conzuelo Lima: Low-Wage Worker Fighting for Dignity

*"There are so few jobs in the Bay Area for people who don't speak English, and so I work as a hotel housekeeper for minimum wage. I don't have enough money to survive. So I work seven days a week. I'm exhausted, but I do it for my kids.*

*"EBASE has been supporting me, my coworkers, and thousands of workers like us as we stand up for more. I'm so happy that California is going to raise the minimum wage to \$15. I will be able to afford to put better food on the table for my family. I don't dream big, but things will definitely improve.*

*"Winning \$15 is a victory, and it helps keep us going. I am going to keep fighting for the people who are voiceless. I am resilient. Low-wage workers make this country run, and companies earn money from our sweat. We should be able to support ourselves and live with dignity for our work."*

– Conzuelo Lima, minimum-wage worker



## Foundational Values

### Leading a Movement through Bridge Building

EBASE serves as a connector, a translator across issues, and a bridge builder. EBASE brings together low-wage workers, unions, community organizations, religious congregations, housing advocates, and environmental justice groups. Together, we nurture sustainable relationships; dream together about what's possible; and devise concrete plans to win.

**An equitable economy means putting more decisions in the hands of those most affected by economic injustice.**

### Empowering Low-Income Workers and Communities of Color

EBASE's campaigns are a vehicle for low-income workers and communities of color to improve their lives and grow their voice, leadership, and skills. An equitable economy means putting more decisions in the hands of those most affected by injustice. We prioritize grassroots leaders in our campaigns and in the media. We support voters, community members, and workers in building powerful organizations, and provide spiritual nourishment through our faith-rooted organizing program.

### Racial Justice & Immigrant Rights

People of color disproportionately hold low-wage jobs; face the greatest challenges accessing pathways to the middle class; and are the first to be pushed out when a neighborhood is developed. Economic justice, racial justice, and immigrant rights are inextricably linked. We expose racial injustices; work to dismantle occupational segregation; fight for immigrant rights; and work in coalitions to end mass incarceration of Black and Brown communities.

### Healthy Jobs, Healthy Communities, Healthy Climate

Cities – where most of us live and work – have a large impact on community health and on the climate crisis. EBASE works toward equitable development with affordable housing near transit and jobs; greater health and safety standards in workplaces; and more pathways into green construction careers. This helps to ensure that low-income workers and communities have healthy, clean, and vibrant places to live.



## Taking a Holistic Approach to Economic Justice

EBASE embraces a “whole-worker” approach to holistically engage low-income workers, people of color, and immigrants to achieve economic justice. Low-wage workers are neighbors, friends, voters, congregants, faith leaders, parents, partners, activists, and volunteers. They face not only dwindling paychecks, but skyrocketing rents and unjust evictions; intimidation because of immigration status; brutality at the hands of law enforcement and systemic racism; lack of access to influencing our democracy; poor health, dirty air, and a toxic environment.

Rooted in economic justice, EBASE will develop transformative campaigns at the intersections of economic, social, and racial justice. We will connect good jobs to affordable housing and positive health outcomes; link worker organizing with immigrant rights; and fight for equitable development and a clean, resilient environment together.



## Meet Johnny Stake: Low-Wage Worker Fighting for a Thriving Community

*“I’m a Bay Area native and have lived in East Oakland for almost 40 years. I’ve worked at the sports stadiums for 34 years. I have two daughters who have both worked there over 10 years, and they get paid about the same as me which is only \$15.40 per hour.*

*“The stadiums and the sports teams are raking in millions of dollars while we are talking about 25-cent raises annually. We need real living wage jobs if we are going to be able to stay in our neighborhood and contribute to the community.*

*“Now that they are talking about building new stadiums and redeveloping East Oakland, I’m really concerned about being displaced. We don’t want to lose residents, businesses, or existing workers.*

*“But if the development is done properly, it can be a beautiful thing. My vision is to keep all the workers and provide decent living wages with health benefits.*

*“If we have good jobs, we can afford to live where we work. People would not be so alienated from their work because they wouldn’t have to travel so far, get paid so little, and suffer from not seeing their families. A happy worker is a more productive worker.*

*“Finally, when people have quality jobs and can live where we work, it enhances the neighborhood. We spend our money in our own businesses, have a sense of pride, and most importantly, we create a sense of community.”* –Johnny Stake, East Oakland resident, stadium worker, and UNITE HERE 2850 & Oakland United leader



## Our Past 5 Years: Taking Our Wins to Scale

EBase has honed our model to wage comprehensive campaigns that win good jobs and create healthy neighborhoods. Over the last five years we have:

### Raised the Floor on Low-Wage Work

We have raised the minimum wage and won paid sick days for **60,000 working people** in the East Bay. This includes winning Oakland’s minimum wage and paid sick day law with 82% of the vote, and raising Emeryville’s minimum wage to \$16 an hour – the highest in the nation. Just two years ago, \$15 an hour was unthinkable, but today it’s unstoppable with our grassroots wins bubbling up to a \$15 minimum wage for 6.5 million workers across California.



### Opened the Door to Middle-Class Careers

We have influenced more than **\$2.5 billion in public and private development** to create pathways into good paying construction jobs. This includes our internationally recognized landmark agreement at the massive Oakland Army Base project, and the creation of the West Oakland Job Resource Center, which provides education and placement into apprenticeships and jobs for local residents who are primarily Black.



### Built Our Movement

We have partnered with more than **110 organizations** in powerful, lasting coalitions to pass policies, engage voters, and transform industries. With our allies, we have supported the growth of nearly **100 grassroots leaders** to confidently speak out in public; organize their neighbors and co-workers; and shape campaign strategies.



### Turned Advocacy into Governance

We have **passed 11 policies throughout the region** and built support among key public officials for a vision of equity in our communities. But we know the work doesn’t stop here. Now in the implementation phase, we move into governance, appointing leaders on oversight bodies and partnering with government staff to make these policies real.



## Goals for an Equitable East Bay

EBASE is moving a regional, multi-pronged approach to address income inequality and displacement. Our approach will be rooted in grassroots organizing, built through strong coalition partnerships, and push upwards to the state and the nation. Over the next five years we will:

- Lift up an additional **20,000 jobs** by improving the quality and stability of low-wage jobs, and opening the door to middle-class jobs for those who are often locked out. EBASE will also sustain the wins of the 80,000 jobs and workers supported in campaigns over the past 17 years, for a total of **100,000 jobs** improved in EBASE's lifespan.
- **Influence the development investment of \$5 billion** to create healthy, thriving neighborhoods that stems displacement; stabilizes communities; reduces climate impacts; and generates good jobs, affordable housing, and a healthy environment.
- Increase the power, voice, and influence of **100 directly affected low-wage workers and people of color** through grassroots, cross-sector leadership development.
- Expand and engage our base of East Bay voters, people of faith, volunteers, and allies that have influence at the ballot box and in our halls of government.
- **Develop 20 new strong organizational partnerships** to strengthen coalitions that are rooted in suburban communities. These partnerships and coalitions will continue to build a powerful and unified East Bay economic and racial justice movement.

**Improve the quality of 20,000 jobs for a total of 100,000 jobs over EBASE's 17-year history**

**Influence \$5 billion in development investment to create healthy communities**

**Increase the power of 100 grassroots leaders and develop 20 new coalition partnerships**



*"FAME is about mobilizing people of faith to build the justice that their faith calls them to make. Our traditions provide social justice tools, but we aren't always adept at using them. FAME helps people live out their faith and desire for justice, whether that is having a voice in front of city council or in front of a large corporation. I'm excited to represent FAME in Contra Costa County, where we can work with partners who have the same goals to organize and become a political force around labor, housing, and immigration issues."*

—Greg Colley, chaplain and Concord resident

## Strategic Communities

Over the next five years, we will focus on 1-3 cities that have regional and statewide significance and that are woven together through our common East Bay vision.

### The Urban Centers of Oakland and Emeryville

EBASE has invested deeply in these cities to create nationally precedent-setting policies. As new development comes in, and low-income communities of color are pushed out, we must continue to lift up low-wage workers and pass innovative policies that create good jobs, stabilize communities, and serve as models for other cities. We will also continue to align social movements in Oakland to address displacement holistically through good jobs, tenant rights, and affordable housing. Together we will strengthen governing coalitions that not only advocate for but also implement and enforce inclusive policies.

### Concord and Contra Costa County

Low-wage jobs in retail, fast food, and personal services are growing in Concord, home to a large and growing Latino immigrant community. The Concord Naval Weapon Station offers a large-scale opportunity for equitable development. Concord also serves as the economic and political center of Contra Costa County, where a growing coalition of organized workers, residents, faith leaders, and voters is building power. Already in Contra Costa, EBASE and Faith Alliance for a Moral Economy (FAME)'s coalition work led to successfully blocking the County's expansion of a detention center and raising El Cerrito's minimum wage. We will continue to amplify worker organizing, faith-rooted leadership, and civic engagement to lift low-wage workers and protect renters in Concord and nearby areas.

### San Leandro and Hayward in Southern Alameda County

On a longer-term horizon, we will expand upon our work in San Leandro and Hayward in Southern Alameda County. EBASE has helped shift the economy in San Leandro, including passing a living-wage law in 2007; supporting recycling workers to win good green jobs and promote environmental sustainability; and more recently pursuing a local minimum wage increase. Southern Alameda County has a concentration of industrial, manufacturing, and tech sectors, and could build off of key wins for good jobs in both Oakland and the South Bay.





### Dianne Martinez, Emeryville Mayor

*“Emeryville is the little city that could. Together with EBASE, we have helped show the rest of the country what is possible. Partnering with government, the community, workers, and small businesses, EBASE has helped us transform into a progressive city that deeply cares about the people who live and work here. We created the first hotel living wage, the highest minimum wage in the country, and we are on the path to setting one of the first Fair Work Week policies of its kind.”* – Dianne Martinez, Emerville Mayor

### Mary Kay Henry, SEIU International President

*“EBASE has been a crucial partner in building the Fight for \$15. Its support is helping underpaid people across the East Bay stick together and stand up for better wages and a stronger voice. Together, we are fighting for jobs that pay enough to lift up families and strengthen the entire community.”*  
– Mary Kay Henry, SEIU International President



### Fred Blackwell, San Francisco Foundation CEO

*“As an anchor organization in the Bay Area, EBASE brings a unique mix of building strong alliances, developing grassroots leaders, and impacting sound policies. These are all key to achieving our shared vision of equitable regional growth, inclusion, and prosperity for all.”*  
– Fred Blackwell, San Francisco Foundation CEO



## Transforming Sectors of Our Economy

As we deepen our commitment to the greater region and strengthen our holistic worker approach, EBASE will wage transformative comprehensive campaigns in these strategic sectors:

### Ensuring Dignity in Low-Wage Work

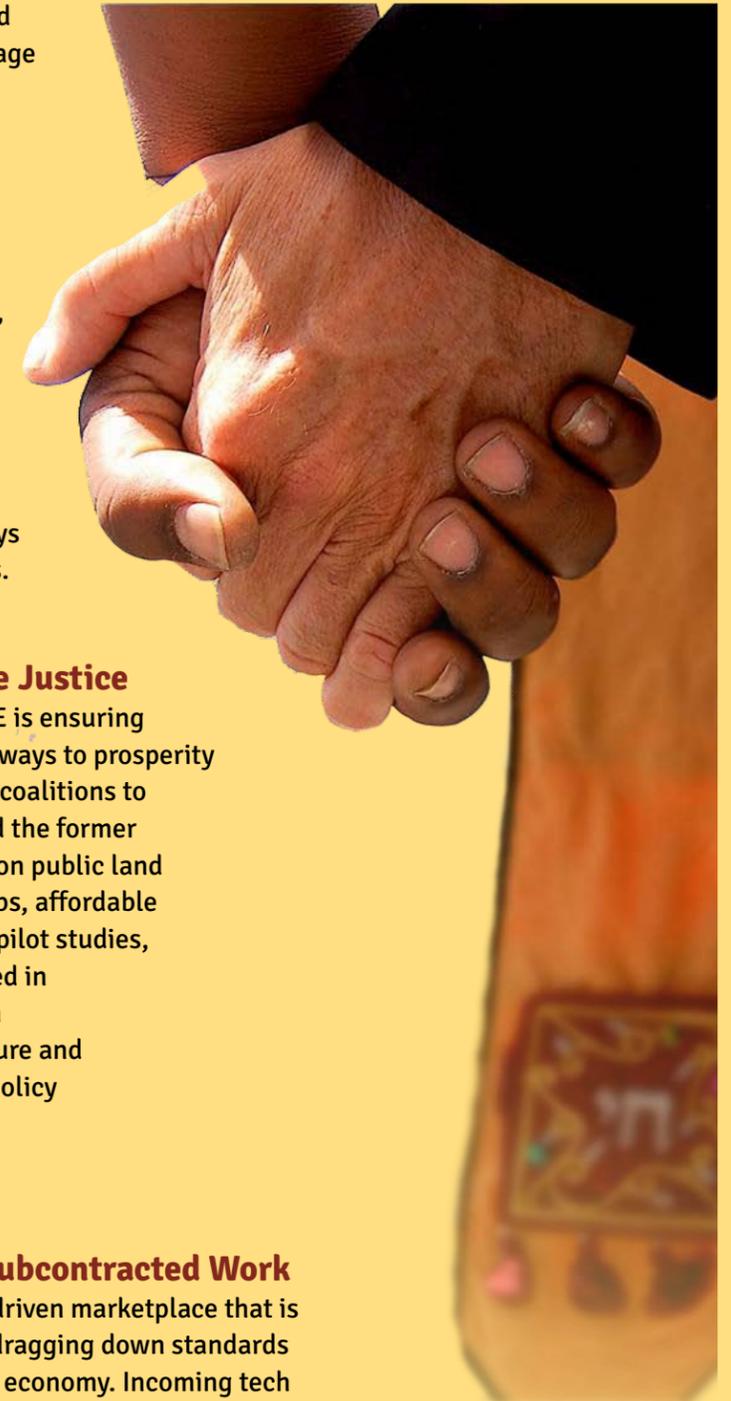
Hospitality, food service, and personal care are the fastest growing sectors in the Bay Area. \$15 is the floor, but we know workers need more. EBASE shines a light on the rampant wage theft in low-wage industries and enforcing minimum wage laws. We advance policies to ensure access to full-time, predictable hours so that low-wage workers can schedule childcare, education, and even rest. We are continuing to ensure paid sick days as well as workplace protections for immigrant workers.

### Creating Good Jobs and Promoting Climate Justice

With billions of dollars coming into the East Bay, EBASE is ensuring that economic development both creates inclusive pathways to prosperity and promotes climate justice. We are supporting broad coalitions to influence a 200-acre Oakland stadium development and the former Concord Nation Weapons Station redevelopment, both on public land with public funds to serve the public good with good jobs, affordable homes, and clean environments. Through two national pilot studies, we are helping workers overcome life barriers to succeed in construction. We are also honing best practices to open construction opportunities through climate infrastructure and transit investments and to influence federal and state policy that dictates how hundreds of billions of dollars can create good, green jobs.

### Demanding Fairness for On-Demand and Subcontracted Work

The Bay Area is forging a new on-demand, technology-driven marketplace that is increasing job instability and sub-minimum wage pay, dragging down standards for all workers, and rapidly growing the sub-contracted economy. Incoming tech companies are also increasing commercial land values, pushing nonprofits and small businesses out, and bringing in a wave of affluent residents that is intensifying the displacement crisis. EBASE will explore policies to create a more inclusive tech sector and improve subcontracted jobs. Drawing on years of experience in industries with multiple employers and worksites, misclassified employees, and webs of subcontracting, EBASE will explore innovative policy tools and organizing models in the tech, service, and warehouse sectors.



## Our Core Strategies

### Coalition Building

Aligning partners is at the core of EBASE. The problems we are tackling cannot be addressed alone, but require big picture thinking and broad coalition action. Through attentive relationship building, effective facilitation, and visionary thinking, we create transformative coalitions toward building a powerful movement for change.

### Worker Organizing & Leadership Development

We prioritize efforts that organize low-wage workers who are predominantly from communities of color and often immigrants. EBASE knits together campaigns across the East Bay that advance the leadership of grassroots leaders across neighborhoods, industries, and demographics.

### Faith-Rooted Organizing

Through the Faith Alliance for a Moral Economy, we build the commitment of faith-rooted communities and leaders to stand with low-wage workers, communities of color, and immigrants in pursuit of justice. We tap into the power of faith to ignite action, provide public witness, and inspire a holistic and far-reaching vision of a moral economy.

### Civic Engagement

As a founding partner of Oakland Rising, EBASE utilizes voter outreach to buoy local issue campaigns. With our region-wide partners in Bay Area Rising, we will explore ways to engage the East Bay's low-income communities of color voters, especially in Oakland and Contra Costa County, to ensure policies and elected decision makers meet the needs of local communities.

### Strategic Communications

Through the media, we shine a light on problems and lift up solutions to shift the public debate on economic justice. We coach grassroots leaders to stand at the forefront, create narratives with broad public appeal, and capitalize on big stories to bring our issues into the state and national spotlight.

### Research & Policy Innovation

For years, allies and decision makers have looked to EBASE for reliable analysis on the economy as well as innovative policy solutions. We will continue to analyze the economy, the workforce, and our communities to better understand the problems, and to design solutions to address the most challenging issues facing the East Bay region today.



## Staff

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Reverend Sandhya Jha, Oakland Peace Center  
Reverend Kurt A. Kuhwald, Faith Alliance for a Moral Economy  
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## Major Funders

The California Endowment  
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Unitarian Universalist Veatch Program at Shelter Rock  
W.K. Kellogg Foundation  
WhyNot Initiative  
Y & H Soda Foundation

EBASE is a proud co-founder and affiliate of the Partnership for Working Families, a national network of leading regional advocacy organizations building power to make our cities more sustainable, equitable, and just.



Thank you to The East Bay Community Foundation, The San Francisco Foundation, the Unitarian Universalist Veatch Program at Shelter Rock, and Y & H Soda Foundation for their generous support of our strategic plan development and regional economic research study that made this work possible.

# Our Vision Includes Nourishing You, Each Other, and Our Community

Whether you are an ally, supporter, elected leader, or funder, you have a role to play in the economic justice movement and EBASE's strategic vision for good jobs and thriving communities.

EBASE believes not only in bringing people together to fix what's wrong, but that together we can collectively find the best solutions to the most entrenched problems of our economy. The simple act of organizing, dreaming of what's possible, and working toward shared goals of a just community nourishes us all.

As with our coalition work of bringing vastly different organizations together to build power, we cannot achieve our goals without the support of a grassroots movement of supporters. When we come together and give our time, talent, and treasure toward a common vision, we not only do great things, but we build the community in which we all want to live. Thank you!

**Esther Goolsby**  
Community leader, Oakland United and  
Communities for a Better Environment member,  
and Hope Collaborative Board & Co-Chair

**EAST BAY ALLIANCE FOR A SUSTAINABLE ECONOMY**

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