



Workers and Communities Building Power

Strategic Plan 2011 - 2015



EBASE
EAST BAY
ALLIANCE
— FOR A —
SUSTAINABLE
ECONOMY



Contract Good J

By signing below, we commit
the community for the Ar

✓ Community-based Training

where residents can find training and placement
trained workforce.

*James
Revive
WFCWS
CIC etc.*

✓ Outreach and Job Place

center, outreach activities would break down cur
related jobs.

✓ Local Hire Requirements

and permanent operations jobs would go to reside
by which employers hire workers from the training
local residents most impacted by port industries w

✓ Commitment to Funding

taxpayer dollars. To ensure job training and outrea
industry should pay its fair share to support job trai
workforce.

✓ Commitment to Job Qual

living wage and health care standards and include
affordable health insurance and respect on the job,

✓ A Level Playing Field: Full-tin

April 2011

Dear Friend,

When we celebrated EBASE's 10th anniversary in 2009, we celebrated victories that we could only have imagined as EBASE was starting up as a scrappy organization fighting for worker justice.

After quantifying our campaign wins, EBASE found that we concretely improved the lives of 20,000 people in our first decade of work.

At EBASE's 10th anniversary celebration, our founders fondly remembered the strong alliances we built with dozens of groups to pass the region's first living wage policies. They also honored the worker leaders who continually inspired us with their boldness and tenacity.

As EBASE embarked upon developing a new five-year strategic plan, we realized our work mattered more than ever. Two in five East Bay residents in poverty are actually working full or part-time. Racial disparities persist in earnings, in part because African Americans and Latinos are concentrated in low-wage industries.

In the next five to ten years, it won't be enough to simply contribute to an economic recovery; we must address the root causes of economic injustice such as the lack of family-sustaining jobs and the barriers to employment that leave marginalized communities behind in good times as well as bad.

With this strategic plan, we aim to take our work to the next level. EBASE will impact key industries in the East Bay to create better and more accessible jobs and partner intentionally with community groups and labor allies to improve community health and the environment. This plan lays out specific and ambitious goals, which will help us measure our success.

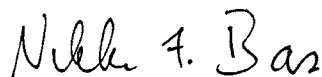
Rich dialogue and feedback with our partners affirmed our strengths and gave us ideas for developing this plan. We thank all of you who participated in this process, and we look forward to continuing our work with you.

We also express our gratitude to the dedicated and talented team of staff, board, and consultants who worked with us to crystallize our five-year vision.

In Solidarity,



Wei-Ling Huber
Board President



Nikki Fortunato Bas
Executive Director

Strategic Planning: Purpose and Process

This strategic plan – created with input from EBASE's board, staff, and allies – describes EBASE's long-term vision and our model for creating change. It outlines the goals and priorities for our work over the next five years, 2011 to 2015, and our vision beyond that. EBASE's board, staff, and leaders will use this strategic plan to evaluate and make decisions about current and potential work, using this document as a road map for the future.

After celebrating our 10th anniversary in 2009, EBASE began to update our first strategic plan by reflecting on what was, and was not, working with our current model. We clearly had impact in our first decade – raising workplace standards, increasing job access, and boosting incomes for 20,000 East Bay workers. However, the recession placed real strains on our budget and staff. This forced us to focus our many campaigns and projects to have even greater impact. At the same time, a deepening internal commitment to diversity and racial justice led us to be more explicit about addressing race in our work.

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EBASE's strategic planning process answered these key questions:

- How do we achieve lasting victories that benefit large numbers of people?
- What are the core elements of our model?
- Who are EBASE's core campaign partners as we bring together labor, community, and faith?
- What is the role of organizing or base building in EBASE's work?
- How have our core beliefs changed since EBASE developed our first strategic plan in 2006, particularly around issues of racial justice, environmental justice, and worker health?
- How can EBASE ensure it is an effective organization?
- What funding and staffing is required to win our strategic goals and be sustainable?

Our Process:

- **Self evaluation** at several staff retreats and board meetings started in December 2009.
- **Feedback and input from allies:** EBASE surveyed 16 organizations and conducted one-on-one interviews with 15 additional partners.
- **Strategic research:** EBASE analyzed particular industry sectors, as well as economic trends including employment, income, and poverty affecting our communities.
- **Dialogue and synthesis** at joint retreats of the board and staff.



Who We Are

Mission

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, faith, and labor to build power and create change with low-income workers and communities of color.

A **just and sustainable economy** is rooted in fairness and inclusion, dignity for all workers, healthy and safe communities, effective and representative government, and a strong, unified movement for social justice. Such an economy is based on a just system of taxation that ensures corporations pay their fair share and a just system of budgeting that provides critical community services and offers public workers middle class pay and benefits, and the right to collective bargaining.

Good jobs are accessible, pay a living wage with benefits, provide workers with a voice on the job, allow workers to advance up a career ladder, and protect against workplace and environmental hazards.

Healthy communities thrive with good jobs. Families have access to safe and affordable housing, high-quality schools and childcare, accessible transportation, nutritious food, quality healthcare, safe streets, and a clean and sustainable environment.

Vision

EBASE imagines a vibrant East Bay where good jobs, healthy communities, and engaged residents are the norm. In this decade, EBASE will contribute to transforming the economy by winning campaigns that help to rebuild an inclusive middle class.

In our vision, barriers based on race and class will not exclude segments of society from shared prosperity. Today's neighborhoods of color with the highest rates of poverty and unemployment will achieve real pathways into jobs that will sustain their families. Immigrants will enjoy basic human rights and not be subject to second class status and exploitation. Those who live in the East Bay can find a good job here, while those who work in the East Bay can afford to live here.

“Relationships and coalition building are EBASE’s strengths and trust is at the root of that. People respect EBASE.”

– community group from survey

Our History

The roots of EBASE go back to the summer of 1998 when a ground-breaking collaboration between labor, community, and faith won the Oakland Living Wage Ordinance, boosting wages for city service workers. The partners who united for this victory recognized the alliance's enormous potential to advance economic justice throughout the East Bay. With this awareness, EBASE was founded in 1999.

Since then, EBASE has built powerful bridges between truck drivers and environmentalists, congregants and immigrants, and residents and workers to bring about major victories for working people.

Seven Living Wage Policies for 2,000 workers

EBASE has won **seven living wage policies** which have brought millions of dollars in increased income to thousands of working families in **Oakland, Hayward, Berkeley, Richmond, San Leandro**, as well as the **Port of Oakland** and **Emeryville's hotel industry**.

In its first six years, the **Port of Oakland Living Wage** (Measure I, 2002) increased salaries for about **1,500 workers** (mainly at the airport) by an average of \$3,552 per year for a total of **\$5.3 million** in wage increases.

In its first five years, **Emeryville's Hotel Living Wage** (Measure C, 2005) generated an estimated **\$1.2 million** in wage increases for **over 100 hotel workers**. These monetary benefits are in addition to other benefits that workers received under Measure C including less back-breaking workloads and greater health and safety standards for hotel housekeepers.





A voice on the job and better conditions for 17,000 workers

EBASE uses innovative strategies to support workers standing up for better conditions in crucial industry sectors — including hotel workers, janitors, homecare and health-care workers, security guards, campus service workers, and others. Our research and coalition-building, along with public actions and worker ministry by the Interfaith Committee for Worker Justice, have provided critical support to **over a dozen campaigns** which have helped lift **17,000 workers** out of poverty in the East Bay.

Connecting 1,000 local residents to family-sustaining jobs

EBASE's work to create stronger pathways and access to good jobs has created new opportunities for an estimated **1,000 workers** across the East Bay who benefited from local hire policies which we've fought for. Landmark agreements include the Port of Oakland's Maritime and Aviation Project Labor Agreement or MAPLA (2000), Richmond's Local Employment Ordinance (2006), and the Oak to 9th development jobs agreement (2009).

Our Core Strategies

Together with our partners, EBASE wages successful campaigns and win effective policies that improve the lives of low-wage workers and empower community members. Our work is reshaping the regional economy and contributing to building a broader movement for economic, racial and social justice. EBASE employs the following core strategies:

Identifying problems and pushing for solutions

- **Research** to expose patterns of injustice and promote policies that work.
- **Policy advocacy** to move solutions into action.

Building power

- **Comprehensive campaigns** to win large scale victories.
- **Coalitions** to bring community, faith, labor, environmental justice, public health, and other allies together to build the scale of power needed to win.
- **Voter engagement** to exercise the political voice of low-income communities of color and build community-based power needed for true democracy.

Creating a strong movement

- **Leadership development** with community organizations and unions.
- **Mobilization** of people across issues into action to realize common goals.
- Visibility through **media and communications to reframe the debate.**

Comprehensive campaigns are based on a strategic analysis of what it will take to win and that employ multiple strategies from multiple directions, such as base building, research, coalition building, faith-rooted organizing, media, electoral work, and legal strategies.

“Their specific roles and strengths are: policy expertise, research, coalition building,... tracking development projects and policies. These are all things EBASE combines that others don’t.”

– labor ally from survey

Strategic Priorities and Goals: 2011 – 2015

I. Transformation of the Port of Oakland's goods movement industry, generating thousands of good jobs, advancing environmental sustainability, and creating healthier communities

EBASE will continue to ensure that the Port of Oakland, a critical economic engine in the region, is accountable to the community. EBASE also will ensure that the growing goods movement industry is a catalyst for good jobs, a clean and sustainable environment, and healthier communities. We will achieve this through the transformation of the polluting and exploitative port trucking industry and the creation of thousands of good jobs from the development of a new trade and logistics center on the former Oakland Army Base.

"Goods Movement" refers to the transportation of consumer products from the location of their manufacture or harvest to their final retail destination. One example is the export of fresh produce by truck and rail from California's Central Valley to the Port of Oakland and then by ship overseas. Another example is the import of consumer products from factories overseas by ship to the Port of Oakland and then by truck and rail to warehouses and then stores.

1. The **Coalition for Clean and Safe Ports** will transform the port trucking industry by securing an Oakland Clean Trucks Program that will:

- Create a level playing field for responsible port trucking companies to meet high environmental, community, and labor standards, and set clear industry regulations that benefit the community and workers.
- Shift the financial cost of clean trucks from more than 2,000 immigrant port drivers onto trucking companies, shipping companies, and cargo owners.
- Require trucking companies to hire drivers directly as employees.
- Eliminate the negative health and neighborhood impacts to community residents from port trucking.
- Create opportunities for community residents most impacted by port operations to access quality jobs in port trucking.
- Facilitate community participation in development of the Clean Trucks Program and, once implemented, ensure community's role in oversight and enforcement.

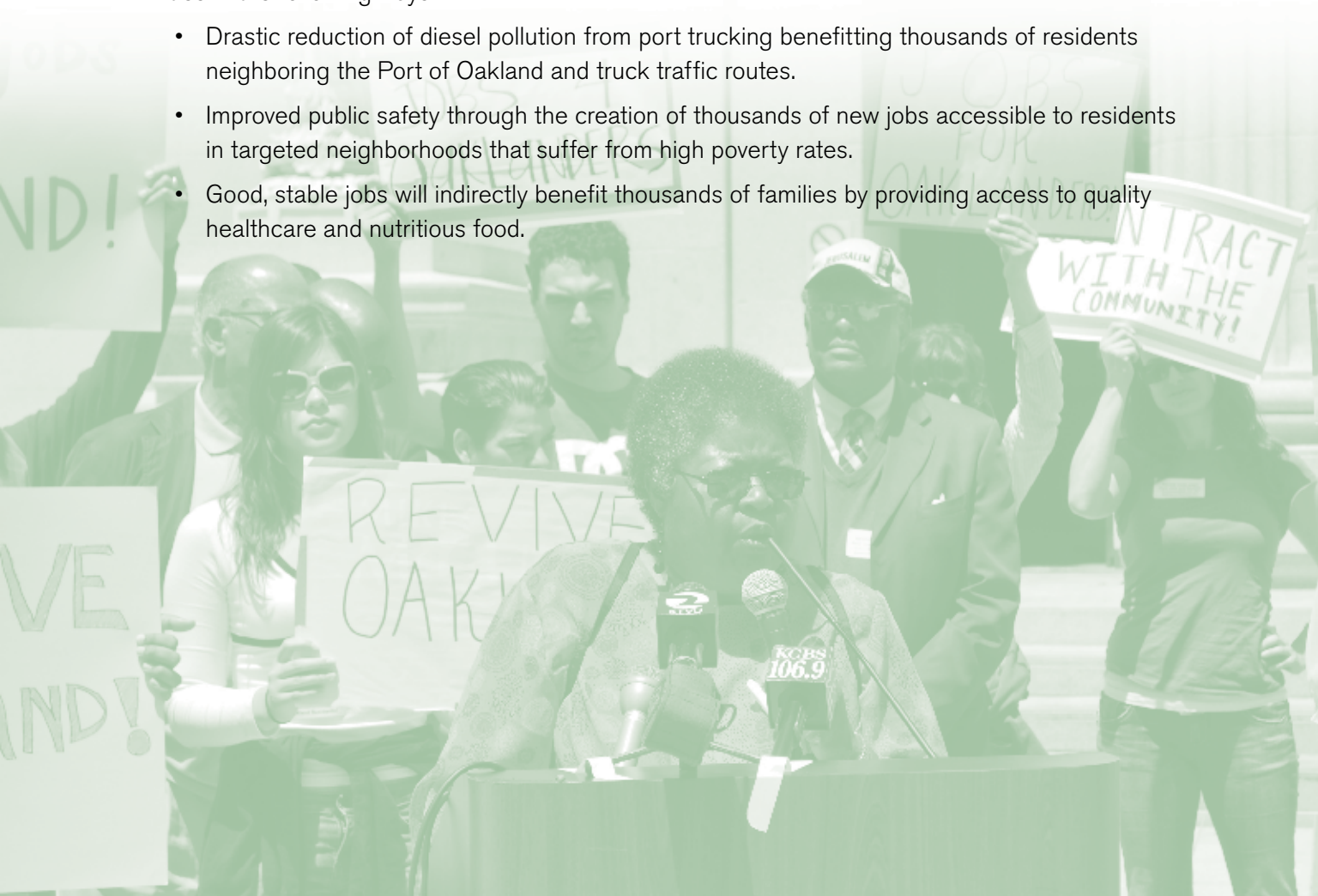
2. Revive Oakland! Real Jobs, Healthy Communities focuses on the largest redevelopment project in Oakland in decades and will result in a state-of-the-art international trade and logistics center at the former Oakland Army Base. By securing enforceable agreements with the developer, the City of Oakland, and the Port of Oakland, we will guarantee that:

- The community will benefit from a majority of the estimated 6,000 new jobs in construction and warehousing.
- All of the employers will be required to meet the existing Port and City living wage, and the City and Port will restrict the use of temporary agencies that undercut responsible businesses.
- Half of the jobs will be for Oakland residents from zip codes with high poverty levels and high asthma hospitalization rates.
- Stronger training and support for local residents, including youth, will help them access and retain these jobs.
- New policies and programs will remove barriers to employment of formerly incarcerated adults.

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3. These campaigns combined will advance environmental sustainability and create healthier communities in the following ways:

- Drastic reduction of diesel pollution from port trucking benefitting thousands of residents neighboring the Port of Oakland and truck traffic routes.
- Improved public safety through the creation of thousands of new jobs accessible to residents in targeted neighborhoods that suffer from high poverty rates.
- Good, stable jobs will indirectly benefit thousands of families by providing access to quality healthcare and nutritious food.



II. Two new campaigns over the next five years that focus on specific industry sectors to significantly impact the lives of low-wage workers and communities of color

EBASE will explore work in other sectors of the East Bay to develop new campaigns. These new campaigns will aim to significantly impact workers and communities by affecting large numbers of people and winning precedent-setting standards. We aim to achieve these long-term outcomes in our campaigns:

- quality jobs,
- accessible jobs,
- healthy and safe jobs, and
- specific outcomes identified by our community and labor partners.

These campaigns will employ EBASE's core strategies, advance base building among our allies, and develop multi-constituency strategic alliances.

EBASE aims to conduct two campaigns at any given time and will seek flexibility in addressing important opportunities as they arise. A key part of ongoing campaign development is constant relationship building with community and labor partners to develop joint work as opportunities emerge. EBASE will engage in these basic steps to develop new campaigns:

- Industry analysis of sectors with a high share of workers, high growth projections, and high share of low-wage occupations.
- Relationship building with community groups and unions to explore collaboration and conduct joint campaign development.
- Application of our criteria for new campaigns and ongoing evaluation.

Based on our current industry analysis, partnership opportunities, and potential to win big outcomes, **EBASE is exploring the following sectors with key partners while we continue to prioritize the goods movement:**

- hospitality,
- construction,
- retail (such as groceries),
- waste/recycling, and
- excluded workers (workers who are excluded from basic labor law protection and job access such as domestic workers, immigrant workers, and formerly incarcerated workers).

*"It is clear that EBASE is unique around economic justice issues...
They have raised the bar for how advocacy campaigns should work."*

– funder from interview

III. Powerful movement of community, faith, and labor advancing economic, racial, and social justice

EBASE will continue to advance economic justice by building power and raising standards for workers and communities. We will advance racial justice by addressing issues affecting immigrant workers, promoting job pathways for youth and formerly incarcerated adults, and deepening partnerships with organizations based in communities of color. We will advance social justice by continuing to build movement-wide alliances – educating and organizing people and organizations to bridge economic justice with related issues such as civic engagement, environment, and health. EBASE will do this by:

- Engaging 100 organizations in our campaigns and projects as coalition partners and endorsers, including groups working on environmental justice, public health, immigrant rights, job training, youth empowerment, and the rights of formerly incarcerated people.
- Improving workplace standards and creating good jobs for 10,500 workers, and directly engaging hundreds of these workers through our campaigns and solidarity work.
- Increasing job access for 3,500 Oakland residents in the trade & logistics and port trucking industries, and directly engaging hundreds of these residents through our campaigns and projects.
- Improving the quality of life of thousands of community members by achieving cleaner air and generating family-sustaining jobs. EBASE will intentionally engage hundreds of these residents through our campaigns and projects.
- Deepening the alliances among faith leaders in the African American, Latino, and Asian Pacific American communities by engaging 50 leaders in our campaigns.
- Expanding the Interfaith Committee for Worker Justice's active base from 40 religious leaders to 200, and engaging over 20,000 people of faith in advocacy for worker and immigrant rights.
- Working with Oakland Rising to involve 75,000 East Bay residents in civic life. As a core member of Oakland Rising, EBASE will support Oakland Rising's voter outreach strategy to include cities outside of Oakland. EBASE will participate in multiple civic engagement programs each year. We will advance just taxation and budgeting policies through this voter engagement work.

EBASE plays an important role in interfaith work and especially getting immigrant rights issues the attention of the clergy networks."

– funder from interview

IV. Organizational sustainability and effectiveness

An effective organization is one that wins concrete improvements in people's lives. A sustainable organization has the resources to win and provides a work environment that is rewarding and nourishing, where people and programs grow together. A sustainable organization also supports people with families and enables people to balance high intensity with rest and renewal. EBASE promotes the kind of workplace that allows people to stay in the organization and in the movement for the long haul.

In these uncertain times, the economic recession impacts both the communities that EBASE serves and similar organizations whose work is more important than ever. To ensure EBASE's long-term viability and success, we must cultivate broad financial support. To ensure an effective organization, we must also invest in the development of our staff who carry out EBASE's work day-to-day. To meet these goals, we will work towards:

- Strategic funds development, budgeting, and program planning resulting in:
 - Funding and staffing sufficient to win our strategic goals.
 - Three-month unrestricted reserve.
 - Diversified funding base, building a grassroots fundraising program that will raise 25% of our budget in five years and continue to increase non-foundation sources of funding in future years.
- External recruitment and internal leadership development to ensure that:
 - EBASE plays a role in developing community members through training programs and volunteer, intern, and job opportunities.
 - EBASE's board and staff mirror the communities we work with and reflect our commitment to racial justice.
 - Systematic use of evaluations, professional development plans, and training to foster a work environment that is challenging, rewarding, and sustainable.

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V. Implementation and Evaluation

To ensure that EBASE meets our long-range goals, we will create workplans to advance each goal over time. In order to continually learn from our work and adjust our plans to meet our goals, EBASE will evaluate our campaigns and projects every six months and conduct an annual assessment using the strategic plan with our Board.

"EBASE intentionally balances and bridges community and labor issues ... and is a critical piece in campaigns."

– community group from survey

Our Theory of Social Change

EBASE works towards our vision of a just economy by developing deep, strategic alliances among community, faith, and labor. We aim to achieve victories at a large scale, making significant impact for low-wage workers and communities of color by affecting large numbers of people and winning precedent-setting standards. Therefore, EBASE's campaigns focus on entire sectors and industries where there are opportunities for large-scale organizing or the creation of policy tools to raise standards.

"Comprehensive campaigns" are EBASE's vehicle for creating change with low-income workers and communities of color and make up the majority of our work.

In addition to comprehensive campaigns, EBASE carries out other important projects that advance a just economy and build a unified movement for economic justice.

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- EBASE builds and leads **key coalitions and alliances** that share our vision, provide needed infrastructure, and support our core work of comprehensive campaigns. Currently, these include local formations **Interfaith Committee for Worker Justice** and **Oakland Rising**, as well as the statewide **Clergy and Laity United for Economic Justice** (CLUE-CA) and the national **Partnership for Working Families**.
- EBASE supports its allies in **solidarity actions, events, and projects** that achieve a broader vision of a just economy beyond our own work, and that enable us to build and sustain key and potential relationships to support a broader range of activities than economic justice. EBASE recognizes that we exist in a complex ecosystem of organizations and know that supporting each others' work is essential to the overall success of the movement.

COALITION waging CAMPAIGN → CREATES →

Organized People

- community
- faith
- labor



- identify solutions
- take action
- build power



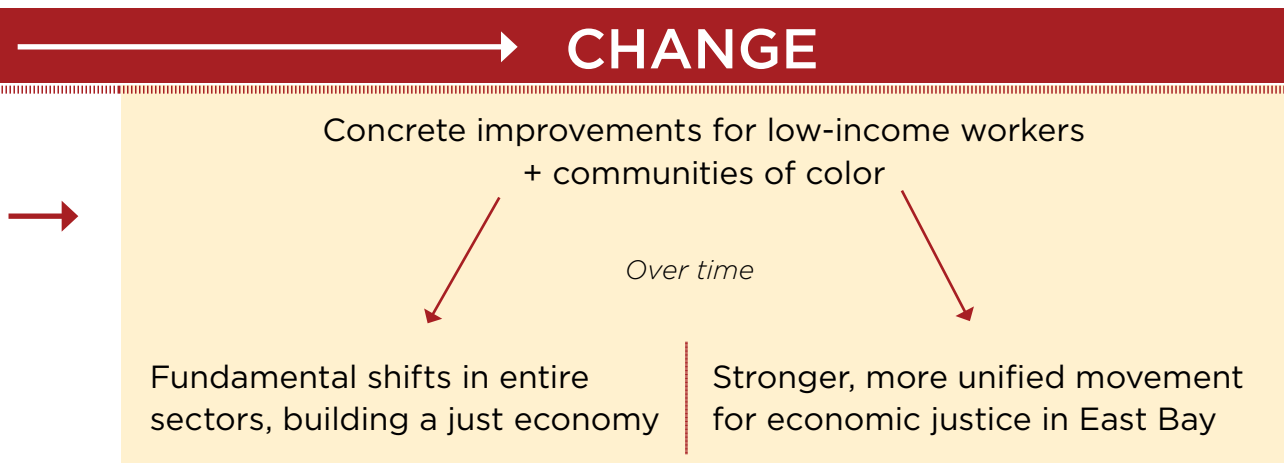
EBASE's theory of social change is grounded in these **core beliefs**:

- **Organizing builds power.** Base building and leadership development of the people directly impacted by economic injustice achieve concrete victories and alter existing power relationships.
 - **Worker organizing** and collective bargaining attain a voice for workers and institutionalize wages, benefits, and health and safety standards.
 - **Community organizing** builds a voice for residents on a broad range of issues beyond the workplace.
 - **Faith-rooted organizing** engages religious leaders and congregations, drawing upon their religious values to engage them in discovering shared interests, thereby inspiring larger collaborative initiatives for justice.

Bridging labor, community, and faith by developing coalitions and partnerships is fundamental to building a broad and powerful movement for economic justice.

- **Racial justice** is an integral part of the fight for economic justice. Racism, compounded by related systems of oppression, such as classism, sexism, and heterosexism, excludes entire segments of society from economic prosperity. EBASE aims to address racial inequality consciously and explicitly in our work to ensure that communities of color are empowered in a just economy.
- **Environmental justice and worker health** combined with economic justice combats the often oppositional issues of jobs and environment. Good jobs protect against workplace and environmental hazards, and provide the conditions that allow for individual and community health.

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NOTE: Organizations listed for identification purposes only.

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Individual and Organizational Supporters

EBASE thanks the many individuals and organizations who have supported our work over the past twelve years with financial contributions, sponsorships, volunteer time, and other critical support.

Coalition Partners

EBASE thanks our coalition partners for their ongoing collaboration in our campaigns for good jobs and healthy communities.



Coalition for Clean and Safe Ports – Alameda Labor Council, Center for Environmental Health, Change to Win, EBASE, Interfaith Committee for Worker Justice, Teamsters Joint Council 7, Teamsters Local 70, The Workforce Collaborative, and dozens of organizations who are members and endorsers of CCSP.



Revive Oakland! Real Jobs, Healthy Communities – Alameda Labor Council, Alameda County Building and Construction Trades, Alliance of Californians for Community Empowerment, Automotive Machinists Local 1414 and 1546, EBASE, Interfaith Committee for Worker Justice, International Longshore and Warehouse Union Local 6, Oakland Community Organizations, Teamsters Local 70, UNITE HERE Local 2850, The Workforce Collaborative, Urban Peace Movement, and dozens of organizations who are endorsers of the campaign.

EBASE also appreciates our critical alliances with **Oakland Rising** (Asian Pacific Environmental Network, Causa Justa/Just Cause, Ella Baker Center for Human Rights, Mujeres Unidas y Activas), **Clergy and Laity United for Economic Justice (CLUE-CA)**, and the **Partnership for Working Families**.



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This five-year plan and vision would not have been possible without the fabulous FACT MAP consultants — Emily Goldfarb, the lead strategic planning facilitator who provided exceptional advice and perspective, pushing us to define and answer important questions; Margi Clarke, who led our survey process and provided critical support on a wide range of issues; Carol Cantwell, who developed our capacity to build our financial sustainability; and Belma Gonzalez and Helen Kim who provided coaching to our staff.

EBASE also thanks Linda Burnham who facilitated our racial justice process and helped us to articulate our values and develop tools to continue to address race in our work.

Photos: Brooke Anderson, Matthew Hardy and EBASE

Design: Design Action Collective

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I am inspired by EBASE because... “The EBASE staff is visionary, hard-working and unbelievably dedicated. It’s an honor to be associated with this organization.”

– board member from final strategic planning retreat





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WORKERS AND COMMUNITIES BUILDING POWER