

POWER UP EAST BAY



**REFLECTIONS FROM
EBASE'S STRATEGIC
PLAN 2016-22**



THE 'WHOLE WORKER



Our collective humanity. Since 2016, our humanity, in its most raw and beautiful form, has been at the center of EBASE's work for economic, racial, and gender justice like never before.

People's lives have been on the line, whether from COVID-19 risks; violence at the hands of police; deportation and incarceration; or the range of economic, safety, and health risks caused by deep racism, xenophobia, and misogyny. We are weathering increased political extremism, the pandemic, climate chaos, and deepening inequality.

We are working harder than ever—and winning. Yet so many people, including low-wage workers, tenants, Black, indigenous and people of color, women, LGBTQ+ and trans folks, are being pushed further into the margins by systemic oppression, corporate greed, and the consolidation of power into the hands of the few.

As we have worked through this period, our care for each other and our deepest humanity has surfaced, leading us to focus on the transformational endeavors of deep coalition building, leadership development, and organizing. With greater collective power, we have expanded our issues, strategies, and geography to address the intersectionality of low-wage workers' realities as

whole human beings. This has allowed us to not only win just policies and a seat at the governing table, but also put us on a path toward long-term change.

In our last strategic plan, EBASE laid out an aspirational "Whole Worker Approach," knowing that people's ability to thrive goes beyond jobs and includes every aspect of their lives. In the last seven years, that aspiration gave way to reality. This achievement was driven by two forces: the immediate need to pivot in response to Trump's election and the pandemic, and our long view for systemic change. By leaning into the Whole Worker Approach, we grew power not only in workplaces, but also in apartment buildings and at city halls throughout the region.

This robust expansion has allowed EBASE to strengthen our role as a coalition builder to contribute more to our movement ecosystem. We have been able to address the whole of people's experiences, including lack of good jobs, housing insecurity, discrimination because of criminal records,

' APPROACH TO CREATING STRUCTURAL CHANGE



and an unfair share of public resources, while dismantling systemic racism, sexism, and other forms of oppression. Our work has been part of the most expansive growth in activism and organizing in decades, contributing to movements such as Black Lives Matter, #Me-Too, and worker organizing that resulted in increased unionization and workplace strikes.

In the following pages, we reflect on EBASE's accomplishments and lessons learned since our 2016 Strategic Direction, and we look ahead toward our long-term agenda. It is clear that we must continue to address low-income workers' whole humanity at the structural level if we are to achieve economic, racial, and gender justice in the East Bay.



VALUES IN ACTION



At EBASE, our values embue every action we take. Since 2016, we have deepened and expanded how we live out these values.

Lift Up Low-Income Workers and Communities of Color

An equitable economy means putting more decisions in the hands of those most affected by systemic injustice. EBASE's campaigns are vehicles for low-income workers and communities of color to grow their voice, leadership, and skills to improve their own lives. EBASE stands with workers organizing unions in workplaces, tenants forming unions in apartment buildings, and voters coming together to make change at the ballot box. This undergirds our ability to build power to challenge economic, racial, and gender inequities across many facets of people's lives.

Fight for Racial Justice and Immigrant Rights

We have deepened our nuanced understanding of how injustice plays out across the intersections of race, class, gender, sexual orientation, and immigration status. Black, Indigenous, people of color, and immigrants disproportionately experience exploitation in low-wage jobs and are the first to be pushed out of gentrified neighborhoods. EBASE is built on our long history of bringing together coalitions of labor, community, and people of faith. We have strengthened our commitment to addressing the intersections of injustice and woven a movement ecosystem that includes labor, tenant, and immigrant organizing, so that the total is greater than the sum of its parts.

Create Healthy Jobs, Healthy Homes, and Healthy Communities

EBASE has leaned into our values of healthy homes and healthy jobs to move towards our vision of dignity, self-determination and greater personal and community health. We are only as healthy as the person next to us and the person next to them. People need homes to shelter in place from the pandemic to climate change-fueled wildfires. And we can only be healthy as a community if people have health care and paid sick time. EBASE works at the intersections of healthy homes and jobs to serve as the foundation for thriving communities for us all.



ORGANIZATIONAL STRATEGY FOR GREATER IMPACT

EBASE's work has been carefully calibrated between addressing immediate crises and staying true to our long view. To do this, we used key organizational strategies to undergird all our endeavors.

Expand Regional Power

The East Bay is an influential region for California, which is the fourth largest economy in the world. The East Bay has a myriad of cities and suburbs and represents a range of industries, a wide political spectrum, and racially and economically diverse communities. From the revolutionary organizing in Oakland to the sprawling tract housing of East Contra Costa County, the East Bay is in many ways a microcosm of California. Organizing, coalition building and policy wins serve as a model for how we govern the state and can bubble up to the rest of the country.

With rising housing prices, low-income community members—particularly Black people, immigrants, and other people of color—have been pushed out of urban centers like Oakland, leading to the suburbanization of poverty. People are often living in one community and working in another. EBASE made the conscious choice to invest deeply in a much larger geography.

▶ We are playing a consequential role in **Concord** and **Contra Costa County**. With a growing staff team; a new satellite office; and thriving coalitions of workers, tenants, faith leaders, and voters, we are building power to pass local and county policies. EBASE's work is helping to create the conditions to shift the conservative politics of Central and Eastern Contra Costa and generate progressive pressure in Sacramento.

▶ EBASE continues to play a leadership role in strengthening a progressive governing coalition in **Oakland** by bringing the voices of workers and community members into city government. With local elected leaders who come from movement organizations, EBASE and our partners are demonstrating that progressives can tackle housing, community safety, and quality jobs through solutions rooted in justice, compassion, and fairness.



Build Coalitions & Movement Infrastructure

Coalition building has always been part of EBASE's organizational DNA. We continue to convene and nurture community, labor, and faith coalitions. Together, we run strategic campaigns that yield concrete results. Our leadership role has expanded to create lasting alliances that are strengthening our movement's ability to respond to crises, share resources, and coordinate long-term strategies.



- ▶ Our most significant campaign coalitions in the East Bay have been Revive Oakland, which focused on transforming the Port of Oakland to generate good jobs for local residents; Oakland United, which ensures public land is used for public good in Oakland's developments; and Raise the Roof Contra Costa, which passes housing protections for low-income tenants, immigrants, and communities of color.
- ▶ In Contra Costa County, EBASE is a catalyst in creating key movement alliances that tackle large-scale issues. In 2017, we helped found the Contra Costa Immigrant Rights Alliance (CCIRA) to expand protections and services for immigrants. EBASE was also a founding member of Lift Up Contra Costa, a countywide civic engagement coalition to build the voter power of communities of color.
- ▶ In the region, EBASE serves on the steering committee of Bay Rising, working to increase regional organizing capacity while infusing progressive values into the public narrative.
- ▶ In response to Trump's election and the Right's extremist policies, EBASE played a leadership role in the creation of Bay Resistance, which has mobilized tens of thousands of activists in response to hateful and fascist actions.
- ▶ Statewide, EBASE supported the formation of the California program of our national network, PowerSwitch Action. The program brings together seven affiliates on campaigns for worker, housing, and climate justice that build power up to the state level.



Build a Grassroots Base of Workers, Communities, and Leaders of Color

Lifting up low-wage workers and people of color continues to be at the heart of EBASE's campaigns. Recently, we have invested in leadership development and direct organizing like never before, following the lead of people of color who have lived experience with the injustices our campaigns address.



- ▶ In 2020, EBASE launched our tenant organizing pilot to create tenant unions building by building and citywide in Concord as the Todos Santos Tenant Union. The program was prompted by the need to organize low-wage workers as they faced a wave of evictions and housing instability as a result of pandemic-induced economic inequities. This work is building grassroots power in Contra Costa County.

- ▶ Through our Revive Oakland campaign, EBASE partnered with Black-led organizations to win good jobs, local hire, and fair chance hire at the Port of Oakland. In this effort, people who are formerly incarcerated and other grassroots leaders shaped the policy demands, designed community actions, and gave powerful testimony about the dignity and fairness of equitable access to job opportunities.



Engage Through Faith-Rooted Organizing

Through Faith Alliance for a Moral Economy (FAME)—EBASE's faith-rooted organizing program—we have continued to build the commitment of faith-rooted leaders to stand with low-wage workers, communities of color, and immigrants. In these tumultuous times, faith leaders play an important role in providing public witness to people suffering from injustice and inspiring action toward a far-reaching, moral economy. FAME has brought faith leaders together for dozens of actions in support of teachers, tenants, healthcare workers, and more.

- ▶ In 2020, following George Floyd's murder, FAME's Economic Justice for Black Oakland Committee mobilized 200 faith leaders to take action in the streets of Oakland alongside community members as part of the wave of Black Lives Matter protests.

- ▶ More recently, we have organized FAME Concord, a committee of faith leaders who stand in solidarity with tenants for housing and racial justice. They have consistently provided a moral voice to counter the callous positions of corporate landlords.



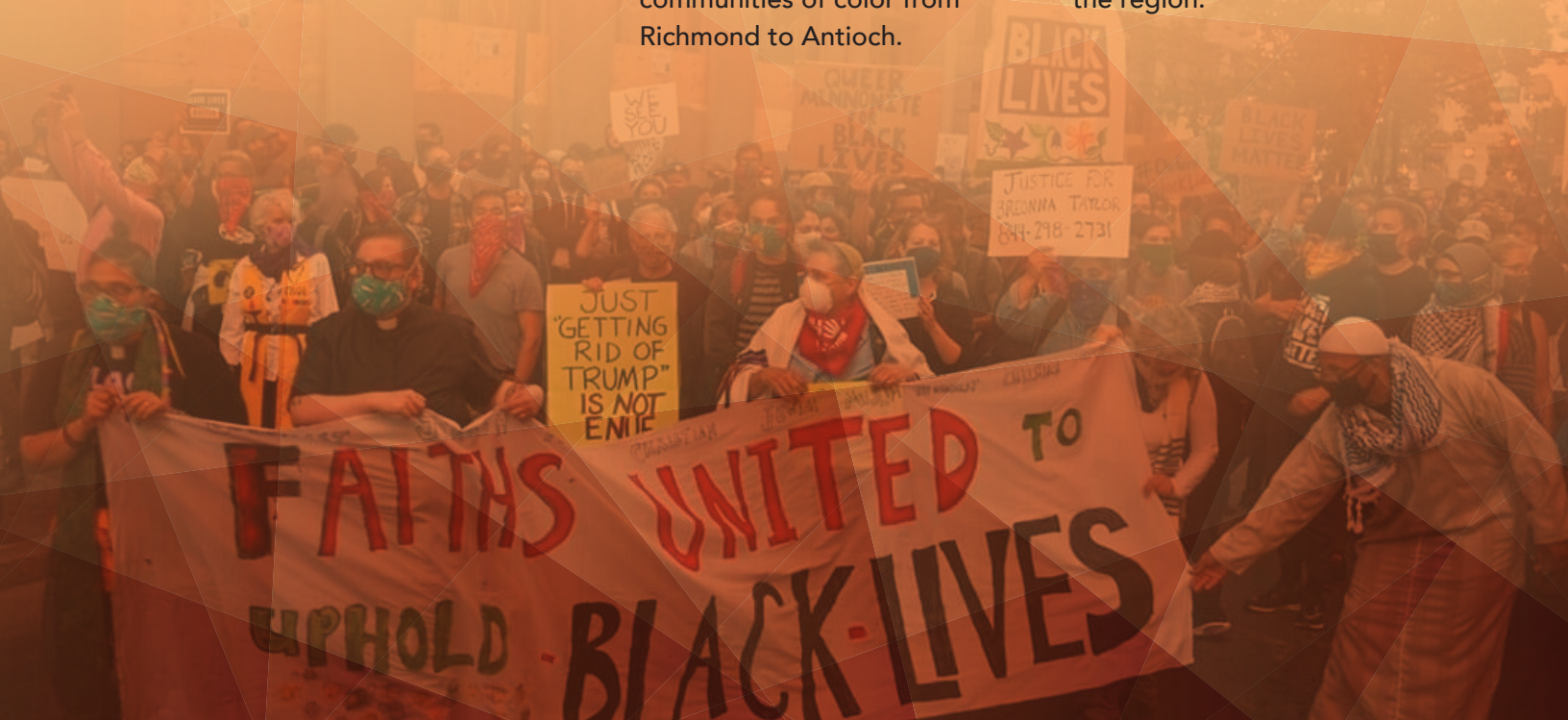
Grow Political Power

Through civic engagement, EBASE has had a significant impact on local government and the regional landscape. We educate voters on issues, craft and pass policies, organize residents to speak out at public meetings, and co-govern with movement-based elected leaders.

Over the last decade, we played a leading role in the incredible growth of Oakland Rising to transform local government into a progressive majority through civic engagement of low-income communities of color.

Drawing from our several years of experience with Oakland Rising, EBASE catalyzed the creation of Lift Up Contra Costa, a countywide civic engagement coalition that is building the voter power of communities of color from Richmond to Antioch.

In 2021, we launched East Bay Action, a tandem 501c4 that educates voters on key issues and offers opportunities to engage in electoral organizing. East Bay Action's work generates the momentum for equity in the region.



CAMPAIGNS TO TRANSFORM LIFE IN THE REGION

EBASE tackles large scale challenges through a multi-prong comprehensive campaign model. With our coalition partners we bring together strategies including organizing and leadership development; research and policy advocacy; media and communications; faith rooted organizing; and civic engagement to exert influence on decision makers and address the intersections of people's experiences. Our successful campaigns use this model to amplify the lived experiences of low-wage workers and people of color and to move decision-makers to take actions that redistribute power and resources and that benefit our communities.



Quality Jobs and Worker Power

EBASE is part of the flourishing labor movement that lifts up low-wage workers to ensure people are paid livable wages and have medical benefits, paid sick leave, safe working conditions, and a voice at work. We partner with unions and worker centers to build worker power rooted in racial and gender justice.

▶ EBASE has partnered with hotel workers since our inception to set a high standard for wages, health benefits, and respect on the job for a workforce dominated by women of color. In 2018, at the height of the #MeToo Movement, EBASE joined forces with the hotel workers' union, UNITE HERE Local 2850, to organize immigrant hotel housekeepers in the face of chronic exploitation and harassment. Together, we moved voters to pass Time's Up Oakland, a ballot measure which provides sexual assault protections, increased wages, and workload protections for hotel workers.

▶ Since 2016, EBASE supported the creation of Fair Labor Oakland, a coalition of worker centers, community organizations, and legal aid

groups. Together, the coalition provides know-your-rights education to low-wage workers, teaching them about minimum wage, paid sick days, and hotel worker protections. Today, EBASE collaborates with the West Oakland Job Resource Center to bring this education into workforce development so that people understand their rights when they are placed into new employment.

▶ We pushed for—and won—a newly created Department of Workplace & Employment Standards with the City of Oakland. This department institutionalizes worker voice by partnering with workers to ensure the many local labor laws are followed and wage theft is curbed.



Stable, Affordable Housing and Tenant Power

At EBASE we believe that housing is a human right. Housing instability is one of the most pressing issues for low wage workers and communities of color. EBASE organizes tenants to advocate for housing justice and leads campaigns to pass sustainable development policies that include affordable housing.

- ▶ We launched the citywide Todos Santos Tenants' Union in Concord and supported tenant building associations that confront landlords for unscrupulous practices.
- ▶ After many years in the trenches, EBASE led the Raise the Roof Coalition's winning efforts to pass an anti-harassment ordinance in the City of Concord to protect tenants. We also led faith-rooted organizing efforts to support the passing of a rent stabilization ordinance in the City

of Antioch. Both these wins are significant steps towards increasing housing security and power among tenants in the politically conservative landscape of Contra Costa County.

- ▶ In the face of significant pressure in Oakland to give away public land and public dollars, we led the Oakland United Coalition's efforts to include affordable housing as a part of any stadium deal.

LEADING THROUGH COVID

When the COVID pandemic hit, EBASE reassessed our work and made intentional pivots. In Oakland and Contra Costa County, we convened partners to identify what resources people needed immediately to survive and how we could pass local protections that would address COVID risks while advancing health equity. We crafted policies that created not only short-term fixes, but laid the groundwork towards long-term change.



- ▶ In Alameda County, our Essential Service Worker Coalition released a seven-point platform on the steps local governments should take to protect low-wage workers—particularly frontline workers.
- ▶ In Oakland, we passed a policy providing 80 hours of emergency paid sick leave before the California law was passed, as well as a right to recall for laid-off tourism workers.



Public Land for Public Good and Community Power

EBASE ensures that new development that uses public land or taxpayer dollars benefits the public good and delivers quality union jobs, deeply affordable housing, green spaces, small businesses, and recreation for residents. Our policies ensure that low-income communities are at the center of deals that use public land and resources.

- ▶ In 2017, EBASE's Revive Oakland Coalition passed the Centerpoint Good Jobs Policy, which has created good jobs, local hire, and fair chance hire for people who are formerly incarcerated on a \$500 million public-private development. As a result of this policy and its predecessor, hundreds of workers have gotten jobs at the Port of Oakland warehouse facility.
- ▶ Revive Oakland built off our 2017 good jobs policy to establish local hire and fair chance hire requirements in a \$62 million concession agreement at the Oakland Airport, which has resulted in at least 200 good quality jobs with local hire and fair chance hire.
- ▶ EBASE and UNITE HERE Local 2850 organized hotel workers to push for and win local hire and fair chance hire in two agreements with private hotel developments in Oakland covering 100 jobs. These policies have served as a means to address occupational racial segregation in hospitality.
- ▶ EBASE's Oakland United Coalition is currently using the 2017 Good Jobs Policy as the basis for campaigns for quality union jobs, affordable housing, and environmental protections like clean air and climate resilience hubs in the \$5 billion Coliseum redevelopment proposed by African American Sports & Entertainment Group (AASEG).
- ▶ EBASE partnered with Centro Legal de la Raza to establish the Oakland Undocumented Relief Fund, which provided cash aid to 7,432 Bay Area immigrant workers who were ineligible for state unemployment benefits.
- ▶ In Contra Costa County, we held virtual tenant legal clinics, passed eviction moratoria in six cities, and secured nearly \$1 million in public investment for tenant legal services.
- ▶ With the support of the State of California through the COVID Worker Outreach Program (CWOP), EBASE and our allies contacted 11,000 workers to provide PPE, vaccine appointments, and COVID resources. This program provided vital resources to the community, as well as an opening for tenant and worker base-building.

LEADING THROUGH COVID



Fair Public Budgets and Political Power

EBASE shapes local, state, and federal investment and redirects wealth away from corporations and towards our communities. This allows cities to fund vital public services for low-income neighborhoods and create well-paying public sector jobs. We have done this through our coalition building and civic engagement efforts to build the political power among low wage workers, tenants, and people of color to educate elected leaders and voters.

- ▶ EBASE and our allies passed Measure T in 2022, a progressive business tax that will generate \$20 million per year from large corporations into the City of Oakland's general fund to provide services in our neighborhoods.
- ▶ Through Oakland Rising, EBASE has been a part of the multi-year campaign to pass Schools and Communities First, which would bring millions into our East Bay communities by repealing part of Proposition 13 so that wealthy corporations pay their fair share.
- ▶ In Contra Costa, EBASE shaped how public funds were spent to support tenants. In 2021, EBASE ensured that \$514,000 in Emergency Rental Assistance Program (ERAP) funds paid for truly broad-based and community-led outreach so that tenants with a low income could access these programs. As a result, Contra Costa had one of the highest application rates for ERAP.

EBASE IMPACTS BY THE NUMBERS

Between 2016 - 2022, EBASE's coalition-based campaigns have impacted thousands of lives in the East Bay. A few of the numbers we are most proud of:

QUALITY JOBS AND WORKER POWER

Through solidarity with organizing campaigns and policy wins, we have improved job quality, increased access to good jobs, and expanded protections for over

100,000
workers.

STABLE, AFFORDABLE HOUSING AND TENANT POWER

Through coalition campaigns and tenant organizing, we have passed local policies expanding protections for

161,795
renter households.

PUBLIC LAND FOR PUBLIC GOOD AND COMMUNITY POWER

In equitable development campaigns, we are leveraging

\$6.5 billion
in public and private
development to bring good
jobs, affordable housing, and
community benefits.

BUILDING THE BASE

Our organizing, outreach, and mobilizations have engaged

30,488
workers, tenants, faith
leaders, and voters.

FAIR PUBLIC BUDGETS AND POLITICAL POWER

Through local budget campaigns, we have won

\$4,850,000
in public investment
in worker rights and tenant
protections from Oakland to
Contra Costa County.

LOOKING AHEAD

With eyes to the horizon, we are shaping a bold vision for a just, people-centered East Bay. EBASE is developing a 10-year long-term agenda (LTA), which is a rigorous reimagining of our region so that people, justice, and the common good are centered to sustain dignified lives.

The LTA will provide a north star to guide EBASE's next ten years. It will include a robust vision for the future and identify the structural reforms, stepping stone campaigns, and strategies towards long-term transformational change. The LTA will also provide guideposts for how we respond to threats and op-



portunities that emerge over time, so we can pivot in the moment while maintaining our long view of moving towards our north star.

EBASE kicked off the Long-Term Agenda creation in 2022 and will conclude in late 2023. The process includes:

- ▶ Envisioning what a just, people-centered East Bay looks like today and for generations to come.
- ▶ Deepening our understanding of the current conditions and intersecting challenges that East Bay low-wage workers, Black, Indigenous, and people of color face. Sharpening our analysis of core issues like worker rights and housing justice while also expanding our knowledge of the effects of the pandemic, climate change, over-policing, and under-resourced local government in the East Bay.
- ▶ Mapping the landscape, including projected changes in key industry sectors and identifying the outsized influence of corporations on our economy and democracy.
- ▶ Assessing how EBASE and our allies can use a Whole Worker Approach among Black and Brown workers and communities to develop leadership and progressive governing power in key geographies.
- ▶ Identifying structural reforms and incremental changes that will get at the root causes of the injustices we see and that are critical for long-term transformational change and realizing our vision.
- ▶ Iterating EBASE's values, theory of change, and strategies to achieve our vision of being impactful and responsive, while always maintaining our north star.



OUR LONG-TERM AGENDA

EBASE's Internal Strength

EBASE's ability to effect change is rooted in the strength of our staff, board, leaders, and partners. In the last seven years, we have weathered enormous challenges ourselves as people working for justice. These challenges forced us to wrestle with our own limitations and humanity as Whole Workers, and we have grown stronger, more resilient, and clearer in our convictions. We showed up not only for community, but also for each other, to contribute to a more sustainable movement based on compassion and deep care for one another.

EBASE invests in developing leadership at all levels and prioritizes hiring from the communities in which we work. We are a women-led, multiracial, and majority people of color organization. Our board includes leaders from community, labor, and faith organizations from across the East Bay. Our staff includes tenants; people impacted by the justice system; immigrants; and former service and gig workers.

In 2019, EBASE recognized our first staff union, affiliated with Communications Workers of America (CWA) Local 9415. In 2020, we signed our first collective bargaining agreement. Leaning into our values as a union shop has given us all the opportunity to practice transparency and shared leadership.



As we take up a bold vision for the future, EBASE will continue to build community, leadership, and sustainability within our organization and with allies. We embrace our humanity and full identities with intersecting challenges and joys to ground us in today's realities and our hopes for the future.

Join EBASE in Our Long-Term Agenda

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

As with our coalition work of bringing organizations together to build power, we cannot achieve our goals without the support of a grassroots movement of people like you. When we come together and give our skills, resources, and passion toward a common vision, we not only do great things, but we build the flourishing communities in which we all want to live.

EBASE believes that by organizing together, we tap into our collective humanity and lift each other up in the process beyond just the end goals. The act of organizing and building people power, visioning what's possible, and working toward shared goals of a just community will continue to drive us towards our north star.

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E B A S E

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