



East Bay Housing Organizations 2017-2022 Strategic Plan

Sharpening our mission to promote affordable homes and opportunities at a critical time



For over 30 years, EBHO has worked to ensure that everyone shares in the East Bay's prosperity by having a stable, quality, affordable home. In this moment, EBHO no longer needs to raise awareness about the housing crisis. We need to work with cities, residents, the private sector and community to solve it. So we'll keep doing what we do well — educating, organizing, promoting policies and investments to create inclusive places. We spread the word about the transformative power of an affordable and healthy home. We collaborate with cities and hold them accountable. We lift up the voices of residents who are most affected by the housing crisis. We firmly believe that it is a shared moral responsibility to work with and for those people who have the most need and the fewest choices. When we do so, everyone benefits.

In re-affirming our mission, vision and values, we also boldly state that the wave of displacement and homelessness sweeps up all of us, but crashes hardest on low-income communities and people of color. We need to focus on creating desperately needed housing and protecting renters and preserving existing homes. We use our members' collective expertise to show that we need more than market solutions to reach those most in need. We're in a pivotal moment when we must decide collectively what we want the future to be. Affordable Housing, created and preserved with an intentional focus on social and racial justice, is a key part of that future.

*Being an EBHO member
is an invitation
to be part of
a strong local voice
for affordable housing.*

Susan Friedland,
Executive Director,
Satellite Affordable Housing Associates

Without EBHO's laser focus on the affordable housing in the East Bay, many of the city and county measures that are supporting affordable housing would not exist!

Sister Marie Taylor,
Resident Council President at
Westlake Christian Terrace and
2017 EBHO Board President

BUILT TO LAST: Bringing the East Bay Home since 1984...

2015-2017: Trained 60 leaders from low-income communities in 3 Leadership Academies

2016: Helped secure over \$680 Million for affordable homes in East Bay in 2016 ballot wins

2013: Won millions for affordable housing in Oakland and Alameda County from former redevelopment funds

2012: Won commitment that 25% of 12,000 homes planned for Concord's Naval Weapon Station will be affordable

2007: Ensured that Oakland's Uptown Development included affordable housing

2003: Launched our Interfaith Communities United program to engage the spiritual and human resources of faith communities for housing justice

1997: Launched Affordable Housing Week and the Affordable Housing Guidebook, reaching thousands of people every year with education and resources

1989: Helped preserve low-income housing in Oakland and strengthened non-profit housing organizations after Loma Prieta Earthquake

EBHO advances affordable housing with a focus on racial equity. We are excited to work with an organization that combines policy and organizing to ensure that development is community-oriented and inclusive.

Judith Bell,
Vice-President of Programs,
The San Francisco Foundation



Who We Are

Our **MISSION**

EBHO is a member-driven organization working to **create, preserve, and protect** affordable housing opportunities for **low-income** communities in the East Bay by **advocating, organizing, educating and building coalitions.**

Our **VISION**

EBHO envisions an economically and racially just world where housing is a human right; where everyone, particularly low-income people and people of color, have access to a range of affordable, healthy, and stable homes and live in diverse and culturally rich neighborhoods of their choice; and where everyone has an equal part in shaping the future of their communities.

Our **VALUES**

• **Housing Justice = Social, Racial and Economic Justice**

Housing justice requires racial and economic justice; and affordable housing is also crucial to achieve racial and economic justice. By creating affordable housing opportunities, we address historically discriminatory, unfair, and racist policies and practices. We focus on housing equity as one crucial part of a healthy and sustainable life and community.

• **Housing for People First**

We believe that housing is a human right. We believe that housing's role as *home* should be prioritized above its role in creating short-term profit.

• **Collaboration and Coalition Building**

Our work is carried out through partnership, and we start our advocacy from a position of collaboration. We are at table with a diverse range of decision-makers — in part to advocate for and with those who cannot or will not be at the table. We build coalitions, because different skills, roles, and perspectives bring greater strength and impact.

• **Building and Sharing Knowledge**

All of our members bring invaluable expertise through technical knowledge, lived experience or both. We share this knowledge, demystify affordable housing, and bring facts and proven solutions into discussions about housing.

• **Community Empowerment and Leadership**

The needs, voices, and aspirations of those most impacted by the housing crisis play a key role in shaping EBHO's work. We strive to elevate the leadership of low-income and underrepresented people in EBHO and in development processes.

• **Story-telling and Changing the Narrative**

We believe in the power of storytelling for social change. We help people dispel myths, challenge stereotypes, and understand our collective narrative while learning how to tell their own story.

Our Strategies

We pursue our advocacy, organizing, educating, and coalition building through strategies that honor our historic strengths but look towards the future:

REAL WINS for Creating and Preserving AFFORDABLE HOUSING

STRATEGY 1. Focus on and lead **local policy advocacy campaigns to create affordable housing opportunities** for low-income people by increasing funding, access to land, and political and public will.

STRATEGY 2. Increase our local work to **preserve housing and protect people** from displacement and housing instability.

STRATEGY 3. Lead and support efforts to **shift overall patterns of land use, funding and development** towards more community-oriented models that prioritize equity and affordability — including supporting efforts regionally and statewide.



Lifting Up our EXPERTISE to Advance HOUSING SOLUTIONS

STRATEGY 4. Continue our **investment in leadership development**, capacity building, and advocacy expertise. Build up the power and capacity, and lift up and integrate the voices of community members, affordable housing residents, and those most affected by the housing crisis.

STRATEGY 5. Build our organizational strength and stability by sharpening our assessment of campaigns, investing in staff, and activating our diverse membership.

LEADING with HOUSING JUSTICE

STRATEGY 6. Continue to build and connect a **diverse housing justice movement** and an affordable housing community through our inclusive practices, communications, events, and educational activities.

STRATEGY 7. Stay clearly **focused on housing** as our role and contribution, yet be ready to endorse and **assist intersectional efforts** that address social and racial inequity, serve low-income people holistically, and respond to the current political moment.

EBHO is a valued partner in Urban Habitat's work to increase the participation by low-income communities of color in land use, housing, and transportation decisions. We appreciate EBHO's commitment to increasing the leadership of affordable housing residents in its advocacy.

Ellen Wu,
Executive Director, Urban Habitat



We are witness to growing wealth inequity in our own faith communities and the lack of care for those trying to do more and more with less and less. That's why I continue to support EBHO and continue to encourage faith communities to connect to EBHO's work today more than ever before.

Rev. Sandhya Jha,
Director, Oakland Peace Center



EBHO will continue our signature campaigns and projects:

- Affordable Housing Week & Guidebook
- Oakland Campaigns & Policy
- Resident & Community Organizing Program
- Membership Networking & Community Building
- Interfaith Communities United
- Community Coalition for a Sustainable Concord
- Regional Policy
- Local Advocacy —
Berkeley,
South Alameda County,
Walnut Creek and beyond



Our 500+ Members

Source: 2017 Membership Analysis



EBHO's priority ... is to strengthen the broader movement for social justice through its work on affordable housing and its support for affordable housing organizations.

Stephen Barton,
Berkeley Committee Member

For more information, please visit www.ebho.org.

EBHO thanks:

The Members and Partners who participated in our focus groups, interviews and surveys

EBHO Staff, especially Executive Director Gloria Bruce, Mia Carbajal and Adlemy Garcia

The EBHO Board, especially Ener Chiu, Sister Marie Taylor, Lilli Lew Hailer, Peggy Jen, Peter Waller, Rick Williams, and Natalie Bonnewit

Strategic Planning Consultant Deb Montesinos, Montesinos & Associates

Graphic Design PYATOK architecture + design

I like working with EBHO because I got a chance to do a resident workshop in my building.

Keep doing the leadership trainings — everyone needs a chance to learn about the housing situation and what they can do.

Anita Schools,
Resident Leader