

# East Bay Housing Organizations

## 2023–2026 Strategic Plan Summary



### Vision

A racially and economically just East Bay where everyone has a safe, stable, and affordable home.

### Mission

EBHO mobilizes the power and wisdom of our members to produce, preserve, and protect affordable housing opportunities for low-income communities in the East Bay.

### Theory of Change

To meet our mission, EBHO partners with our members to deepen our impact in local communities, shift electoral and policy-leadership representation, fortify the housing justice movement, and advance systemic policy change.

### Intended Impact

- Housing is recognized as a human right in law and in culture rather than as a privilege or a market commodity.
- Everyone has a safe, stable, and affordable place to call home.
- Eviction and houselessness are extraordinary, rare, and brief occurrences.
- No one is unwillingly displaced from their community.
- Housing policy and practice actively addresses and redresses past wrongs and discrimination, creating equitable opportunities for people of color, people with disabilities, and others traditionally harmed by discriminatory practices.



# EBHO Values and Beliefs



## We believe:

### HOUSING IS A HUMAN RIGHT

Everyone deserves a safe, stable, and affordable home. Housing's role as a home for people must be prioritized above its role in creating excessive profit for investors. While we understand and work within the constraints of our current economic system, we believe that human well-being should always come before property rights or investor concerns and that our policies should evolve to reflect those priorities.

### HOUSING JUSTICE INTERSECTS WITH RACIAL, ECONOMIC, DISABILITY, AND SOCIAL JUSTICE

Housing has been used as a means of creating and perpetuating racial and economic injustice. Therefore, affordable housing production, preservation, and tenant protections are crucial to achieving racial and economic justice. By creating affordable housing opportunities—especially for people with the lowest incomes, people of color, and people with disabilities—we address historically discriminatory, unfair, and racist policies and practices. At the same time, we work to make the affordable housing industry and movement more equitable.

### KNOWLEDGE IS A PATH TO JUSTICE

We all have lived experience *and* expertise; we grow as individuals and as a movement by sharing it. We educate residents, advocates, voters, and policymakers on the value of affordable housing and we bring facts, proven solutions, and human compassion into discussions and decision-making about affordable housing.

### COLLECTIVE ACTION BUILDS POWER

Our advocacy starts from a position of collaboration and keeps relationships at the core. We maintain a diverse membership, engage the unique assets that each of our members bring so that each can contribute and play a role, strengthen networks among our members, organize residents, and build coalitions. These different skills, roles, and perspectives allow us to win housing justice campaigns, promote equity within our movement, and show our solidarity with other social change movements.

### MORE VOICES AND MORE REPRESENTATION LEAD TO BETTER OUTCOMES

The needs, priorities, voices, and aspirations of those most impacted by the housing crisis should play a central role in shaping housing policy. We strive to amplify perspectives and leadership that are less often heard and move towards transformational, rather than transactional, organizing. How we discuss issues—and who is at the table—profoundly influences how people feel, think, and then act on issues.



# Strategic Priorities & Goals



## Deepen our impact in East Bay cities.

- **Goal 1:** We change policies and land use practices to support equitable and affordable housing in our priority jurisdictions, while also providing resources and assistance in other select cities throughout the East Bay.



## Shift local electoral decision-making power and representation in policy leadership.

- **Goal 2:** Housing justice leaders and allies, especially those directly impacted by the housing crisis, influence and hold positions of power in policy making.
- **Goal 3:** Informed voters advance housing, racial, and economic justice at the ballot box on the city, county, and regional level.



## Fortify and diversify the housing justice movement and the affordable housing field by embodying collaborative and equity-centered goals and values.

- **Goal 4:** EBHO and its members are recognized as leaders and sources of expertise in the housing justice movement.
- **Goal 5:** The affordable housing and housing justice field centers intersectionality, racial and disability justice, and resident-centered organizing.
- **Goal 6:** Our members are informed, included, motivated, engaged, and ready to act.



## Shift broader housing systems, resources, and policies towards holistic and equitable ways of building communities.

- **Goal 7:** EBHO wins campaigns and policies that challenge power structures and narratives and lead to significant local and regional policy change that create affordable housing, prevent displacement, protect tenants, and combat homelessness.

*Systemic use of “narrative shift” framing in communications and messaging, which results in more tracking of our media channels and more attention on our public comments*





# Our Members

**Members, both organizations and individuals, are essential partners in advancing EBHO's mission.** Our membership of nearly 400 groups and individuals includes residents, nonprofit affordable housing providers, advocacy and organizing groups, local government, architects, service agencies, faith leaders, and anyone in the community who joins and shares our values.

**We provide information and education, advocacy and community-building opportunities, and access to decision-makers.** Our members share expertise, time, relationships, and on-the-ground knowledge. EBHO focuses more on broader policy issues with collective impact than advocacy on behalf of any particular organization or segment of our membership. EBHO staff and board consider the perspectives of members along with other factors in our analysis and positions.





# Acknowledgments

EBHO gratefully acknowledges the board members, staff, members, and partners who contributed their time and insights to developing this plan in 2022.

## STRATEGIC PLANNING COMMITTEE

**Gloria Bruce**  
Executive Director

**Felix AuYeung**  
Board Treasurer

**Aziza Crowder**  
Administrative Associate

**Daphine Lamb-Perrilliat**  
Board Member

**Dolores Tejada**  
Lead Organizer

**Alex Werth**  
Policy Manager

### *Strategic Planning Consultants*

Belinda Lyons-Newman  
Erica Harrell  
Lyons-Newman Consulting

## BOARD OF DIRECTORS

*In addition to those on the Strategic Planning Committee*

**Hang Mosier**  
Board President

**Vanna Whitney**  
Board Vice President

**Stevi Dawson**  
Board Secretary

**Board Members**  
Monique Berlanga  
William Goodwin  
Donna Griggs-Murphy  
Shashi Jivan  
Shawn Johnson  
Woody Karp  
Angela Upshaw  
Ellen Wu

## STAFF

*In addition to those on the Strategic Planning Committee*

**Ronnie Boyd**  
Community, Faith, & Justice Organizer

**Rev. Sophia DeWitt**  
Program Director

**Jeff Levin**  
Policy Director

**Megan Nguyen**  
Policy Associate

**Sasha Perigo**  
Strategic Communications Manager

**Kiki Poe**  
Membership & Operations Director

**Damion Scott**  
Community Organizer

