



# **Bay Area Social Equity Caucus Strategic Plan: 2008 through 2009**

**Prepared With Assistance From  
The Institute for Social & Environmental Justice Education (ISEJE)**

## PREFACE

Urban Habitat’s core strategies converge in the Bay Area Social Equity Caucus (Bay Area SEC), a coalition created by our founder and Board Member Carl Anthony to promote an equitable region for all. As the coalition’s 10<sup>th</sup> anniversary approached, Urban Habitat initiated an evaluation and planning project to identify ways we could strengthen our collective work and more effectively achieve that vision. We’d like to thank the dozens of representatives from the Bay Area SEC’s member and ally organizations who generously gave their time to participate (see Appendix A), and we are proud to present you with a document that represents the culmination of our collective efforts.

Prior to the coalition’s inception in 1998, local advocates had no venue for strategizing across issues, sectors, and geographic areas on the fundamental concerns affecting their lives. Today the Bay Area SEC still serves as Urban Habitat’s main vehicle for increasing community power in decisions impacting the region’s quality of life and uniting organizations across the nonprofit, public, and private sectors. Members and allies continue to view the coalition’s mission as critical when access to quality jobs, housing, land use, and transportation options remain elusive for low-income people and people of color. Exponential increases in health inequities and the reality of global climate change now demonstrate the interconnectedness of our core issues and urgently demand solutions that heal both people and places.

As we anticipated, the Bay Area SEC’s vision of an equitable region has not changed over the past decade. In this document we lay out a clearer path towards achieving it. Over the coming years, the Bay Area SEC will intentionally cultivate decision makers who are responsive to and representative of our communities—communities who have not historically played a role in shaping this region. Our long-term goal is to emerge as a united force with the power to move decision makers and public opinion in support of low-income people and people of color. We see your participation as central to building and sustaining a strong progressive political movement, and we hope you will join us!



Juliet Ellis, Executive Director  
Urban Habitat

*“The idea was that you had to get a critical mass of people who represent different issues. Learn what’s going on and speak with one voice. The idea was that we needed to have a kind of intelligence that was more than just one person with just one issue.”*

– Bay Area SEC  
Stakeholder

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## EXECUTIVE SUMMARY

This document lays out the Bay Area Social Equity Caucus' 2008-2009 Strategic Plan, based on the results of a 2007 evaluation and planning project with coalition members, allies, and Urban Habitat staff.

### Mission

The Bay Area Social Equity Caucus holds decision makers accountable to the region's low-income communities and communities of color by uniting organizations across the nonprofit, public, and private sectors and building power around a shared regional agenda for environmental, economic, and social justice. Urban Habitat founded the Bay Area SEC in 1998 and continues to serve as the lead organization.

### BAY AREA SEC PROGRAM GOALS

To realize its mission, the Bay Area SEC will work toward the following program goals:

#### *Goal 1: Regional Power*

The Bay Area SEC influences local, regional, and national debates in support of low-income communities and communities of color and ensures key decision makers across the region are representative of and responsive to those same constituencies.

#### *Goal 2: Collective Knowledge*

The Bay Area SEC unites behind a shared regional vision and political analysis to support members' campaigns.

#### *Goal 3: Coalition Infrastructure*

The Bay Area SEC's structure, systems and resources strengthen communication and nurture long-lasting and effective alliances among organizations representing diverse sectors and issues.

*“Why should someone from Sonoma come to Oakland to hear about hotel workers in Emeryville? We can't make that connection without having some compelling stories about the region and how these things connect.”*

– Bay Area SEC Stakeholder

## Key Milestones

Jan – June 2008	July – Dec 2008	Jan – June 2009	July – Dec 2009
Convene expanded Bay Area SEC Steering Committee	Launch Regionalism 101 Leadership Institute	Launch the Speakers & Writers Bureau Leadership Institute	Launch the Boards & Commissions Leadership Institute
Hold spring and summer quarterly meetings	Hold fall and winter quarterly meetings	Hold spring and summer quarterly meetings	Hold fall and winter quarterly meetings
Formalize SEC platform	Hold 1 <sup>st</sup> Annual State of the Region Convening and celebrate SEC 10 <sup>th</sup> anniversary	Distribute State of the Region report and video	Hold 2 <sup>nd</sup> Annual State of the Region Convening
Implement local hubs in North and South Bay	Implement local hubs in East and West Bay	Implement quarterly local hub activities	Implement quarterly local hub activities

## REGIONAL PROGRAM HIGHLIGHTS

**State of the Region:** In December 2008, the Bay Area SEC will invite leaders from across sectors to participate in the first annual State of the Region. The event will highlight the region’s major socio-economic, political, and economic trends impacting low-income communities and communities of color and disseminate promising strategies to coordinate efforts across sectors, issues, and counties.

**Boards & Commissions:** Urban Habitat’s Leadership Institute will work with the Bay Area SEC and create a 2009 pilot training curriculum, placement, and mentorship program for SEC members and allies to serve on public sector Commissions and nonprofit or private sector Boards. The Institute will also support individuals already in service as a strategy for growing a strong network of leaders committed to environmental, economic, and social justice.

**Speaker & Writers Bureau:** Urban Habitat’s Media & Communications staff will support development of a Bay Area SEC Speakers & Writers Bureau in 2009, which will train coalition members and allies to effectively use media tools and relationships. This program will be designed to shift local, regional, and national debates in support of low-income communities and communities of color by developing a cadre of media-savvy social equity spokespeople able to engage with constituencies outside of the coalition.

## Core Strategies

The Bay Area SEC integrates four core strategies that support a comprehensive movement building approach in support of low-income people and people of color. These strategies span across our regional programs:

- Strengthen, build, and sustain multi-issue, multi-sector relationships throughout the region with members that formally endorse a common platform around social equity.
- Build the capacity of local organizations by providing customized, consistent trainings and educational opportunities.
- Support local member campaigns by sharing data, political analysis, member turnout, and proactive solutions.
- Advance regional initiatives that result in concrete, measurable improvements in low-income communities and communities of color and strengthen the regional movement for progressive social change by supporting and developing effective decision makers.

**Media & Communications:** The popular “Bridging the Bay” listserv, over 300 subscribers strong, will be maintained as an open forum for members and allies, and Urban Habitat staff will continue to produce quarterly e-Newsletters to promote coalition activities. Additional features including a regional newsfeed, member database, events calendar, and job bank will be integrated into the coalition's website.

## **MEMBERSHIP & GOVERNANCE**

To achieve the outcomes laid out in this Strategic Plan, the following shifts will take place in the coalition's membership and governance:

**Membership:** To build upon the Bay Area SEC's strengths and increase our collective power, member organizations will be requested to formally sign on in support of the coalition's platform. Organizations may also participate as allies, not requiring formal endorsement.

**Steering Committee:** The Steering Committee (formerly known as the SEC Working Group) will be expanded with designated seats to ensure regional, multi-sector, multi-issue representation.

**Working Groups:** No new single-issue working groups will be initiated in an effort to focus coalition and Urban Habitat staff energy on the multi-issue, regional framing so unique to the Bay Area SEC.

**Local Hubs:** Local organizations in the North, South, East, and West Bay will be modestly resourced with seed funding to serve as local hubs of the Bay Area SEC and will partner with Urban Habitat to guide effective regional programming, build local membership, and coordinate activities between Quarterly Meetings.

## **NEXT STEPS**

Looking beyond this Strategic Plan to 2010, the Bay Area Social Equity Caucus will continue nurturing development of the coalition's regional initiatives, building a shared analysis to inform and improve future collective actions. To create a more unified voice and a powerful regional movement for progressive social change, we will develop a method for members to vote and weigh in on major policy decisions across the region. We will also remain open to new opportunities that have the potential to advance our platform while building the Bay Area SEC's capacity to serve as the region's leading multi-issue, multi-sector coalition for environmental, economic, and social justice.

## I. INTRODUCTION

The Bay Area SEC Strategic Plan was designed to capture our coalition's best thinking, and to serve as a program and management guide for coalition members and Urban Habitat staff over the 2008 and 2009 calendar years. Its contents were preceded and inspired by an evaluation conducted during 2007, in which stakeholders reflected on coalition successes and opportunities for improvement or growth (stakeholders' perceptions of strategic issues are contained in Appendix B). Both the Strategic Plan and Evaluation were prepared in collaboration with the Institute for Social & Environmental Justice Education (ISEJE), a nonprofit planning and evaluation organization in Oakland, California.

We begin this document with a brief history of the Bay Area SEC, which leads directly to our mission, vision, and guiding principles. Next we lay out the coalition's goals and outline the specific strategies we've identified for collective work. Finally, we describe some immediate next steps and end with concluding thoughts on the Bay Area SEC's long-term role in the San Francisco Bay Area. A number of additional resources, including stakeholder-identified strategic issues, are included in the Appendices for easy reference (see Table of Contents for details).

## II. HISTORY

*Note: This section is adapted from a more comprehensive history contained in the Bay Area SEC Evaluation Report.<sup>1</sup>*

Carl Anthony, founder of the Urban Habitat Program,<sup>2</sup> also helped establish the Bay Area Alliance for Sustainable Communities (BAASC) in 1997. The Alliance was created to be a multi-stakeholder coalition of groups from government, business/economy, environment, and social equity that would play a major role on issues of regional development and “smart growth.” The founding groups became the Alliance’s steering committee and chairs of issue-specific caucuses. Urban Habitat chaired the Social Equity Caucus with the vision of eventually expanding the Caucus to become an independent, “metropolitan assembly for socially-just land use.”<sup>3</sup>

Prior to the coalition’s inception, local advocates had no venue for strategizing across issues, sectors, and geographic areas on the fundamental concerns affecting quality of life, identified by members to be the intersection of jobs, housing, land use, and transportation. Under the leadership of Urban Habitat, the Bay Area SEC’s initial role continued to evolve from one of simply guiding Bay Area Alliance activities, but the coalition struggled to harness its member organizations’ collective impact and to cultivate a sense of ownership. In 2001, when Carl Anthony left Urban Habitat to become Program Officer for Metropolitan Sustainable Communities at the Ford Foundation, the Caucus was inactive.

Juliet Ellis, a former Urban Habitat employee, became Urban Habitat’s new Executive Director in December 2001 after Anthony’s departure. That same year Urban Habitat was incorporated as a 501c3 nonprofit organization with the Social Equity Caucus (as it was then known) a designated program. During Ellis’ first year at the helm, she met with SEC members and key allies to gauge their commitment to the SEC. Feedback was overwhelmingly positive and included specific recommendations that the SEC should be reconvened only if it could grow from a networking body to a coalition with the capacity to implement campaigns. In response, Urban Habitat organized the Bridging the Bay Summit on the weekend of April 26<sup>th</sup>, 2003, where approximately ninety-five representatives from Bay Area social justice

**The Bay Area Social Equity Caucus was formed to promote regional solutions to environmental, economic, and social inequities in the San Francisco Bay Area and to hold decision makers accountable to the region’s low-income communities and communities of color.**

<sup>1</sup> The history section of the evaluation report is available at <http://www.urbanhabitat.org/uh/sec/history>

<sup>2</sup> The Urban Habitat Program name was subsequently shortened to Urban Habitat.

<sup>3</sup> Urban Habitat Program; *Concept Paper for Developing the SEC*; (1999, date estimated).

organizations met to build relationships, participate in workshops around regionalism, and identify potential campaigns for the SEC.<sup>4</sup>

During the two-day event, transportation surfaced as one of the priority issues, and shortly after Bridging the Bay, the decision was made to form the Transportation Justice Working Group (TJWG) of the SEC. The TJWG was charged with the task of defining and moving a transportation justice agenda that would improve transit services for the region's low-income communities and communities of color.

In 2003, the SEC came together around its first campaign to defeat Proposition 54, the so-called "Racial Privacy Initiative," that would have prevented the state of California from using racial classifications in most of its business and made it more difficult to identify and correct racial disparities. Most recently, a Quality Jobs Working Group (QJWG) convened in 2006 to reframe the debate around the epidemic of low-wage jobs with little or no employee benefits that continues to spread throughout the region.

While maintaining focus on the region with regular quarterly meetings, special events, and publications, the Bay Area SEC has also developed a strong tradition of engaging with social equity allies around the world. Since 2002, Bay Area SEC delegations have traveled to the World Summit on Sustainable Development, the Second National People of Color Environmental Leadership Summit, two World Social Forums and the United States Social Forum. Delegates have shared their experiences in regional coalition work and have brought lessons and connections back home to share with the larger Caucus.

The Bay Area SEC's history demonstrates the breadth of ways in which the coalition intentionally cultivates relationships, leadership & analysis amongst and in support of low income people and people of color. As articulated in the pages to follow, our future will build upon this legacy.

*"When we're trying to figure out the right answer to a question that has regional equity ties, we go to the SEC, either formally through meetings or informally through connections [or] relationships facilitated by the SEC. That's a great function that it serves today."*

– Bay Area SEC Stakeholder

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<sup>4</sup> The Bay Area SEC decided at its Bridging the Bay Conference in 2003 to pursue campaign work. Prior to that, the Caucus did not engage in issue-specific campaigns. The "Bridging the Bay" event DVD is available from Urban Habitat.

### III. MISSION, VISION, & GUIDING PRINCIPLES

#### Mission

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#### Vision, Values, and Guiding Principles

The Bay Area SEC grounds its work in the following set of shared values and guiding principles:

- A clear vision that builds hope, inspiration, renewed energy, and lasting solutions is needed to guide our work.
- Diversity is strength and power. A healthy society reflects diversity of all kinds—social, cultural, economic, environmental, and political.
- All communities and residents have the right to thrive and flourish. A healthy community enables people to reach their full potential by respecting basic rights to a dignified wage, safe and affordable housing, clean air, land, and water, diverse cultural resources, quality public education, and accessible and affordable public transportation and healthcare.
- We must work together, leveraging our collective resources and power to identify and defeat the root causes of injustice. We cannot achieve economic, social, or environmental equity by transferring our local problems to other communities.
- A successful movement must function across sectors, issues, and geographical areas to incorporate all stakeholders.
- Low-income communities and communities of color must effectively participate in the decision-making processes that impact their lives. For all voices to be at the table, these processes must be clear, accessible, and engaging.
- Public institutions and elected officials must be representative of and accountable to the region’s most impacted communities. Policies must address the needs of our communities’ most vulnerable members and result in tangible positive outcomes to redress historical inequities.

*“Why should someone from Sonoma come to Oakland to hear about hotel workers in Emeryville? We can’t make that connection without having some compelling stories about the region and how these things connect.”*

– Bay Area SEC Stakeholder

## IV. GOALS AND IMPLEMENTATION STEPS

### PROGRAM GOALS

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#### *Goal 2: Collective Knowledge*

The Bay Area SEC unites behind a shared regional vision and political analysis to support members' campaigns.

#### *Goal 3: Coalition Infrastructure*

The Bay Area SEC's structure, systems and resources strengthen communication and nurture long-lasting and effective alliances among organizations representing diverse sectors and issues.

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## Implementation Steps

### *Goal 1: Regional Power*

The Bay Area SEC influences local, regional, and national debates in support of low-income communities and communities of color, ensuring key decision makers across the region are representative of and responsive to those same constituencies.

#### **Program Highlight: Boards & Commissions Leadership Institute**

*Bay Area SEC member organizations and allies have long struggled individually to provide a consistent feeder pool of people from historically underrepresented communities who are technically and politically prepared to serve in a decision-making capacity on public, private, and nonprofit sector boards and commissions. Despite a series of isolated efforts, the lack of regional coordination has led to near burnout of a small group of overworked progressive community leaders, and at times to the loss of decision-making seats to candidates who do not reflect our communities or represent our interests.*

**To address this challenge**, the Bay Area SEC will be designing a 2009 pilot Boards & Commissions Leadership Institute. This training, placement, and mentorship program will explicitly support individuals from underrepresented communities interested in stepping into decision-making roles, and will link progressive allies already in service to our coalition's resource network. This program will help dispel perceptions about the lack of qualified candidates from diverse populations, over time breaking down institutional barriers that have prevented involvement.

#### **Implementation:**

- Research curriculum and mentorship models.
- Identify potential partners and target decision-making bodies.
- Convene Steering Committee to guide program development, including allies who are currently serving or previously served on boards and commissions.

## *Goal 2: Collective Knowledge*

### **The Bay Area SEC unites behind a shared regional vision and political analysis to support members' campaigns.**

Moving forward, the Bay Area SEC will continue to convene regional Quarterly Meetings on topics that impact the coalition's work and support members' participation in local, regional, national, and international movement building opportunities. The coalition will supplement these events through kicking off an annual State of the Region convening.

#### **Program Highlight: State of the Region**

In December 2008, the Bay Area SEC will invite the coalition's government, philanthropic, labor, and business allies to participate in the first annual State of the Region. This forum will:

- Deepen our coalition's understanding of the macro forces impacting low-income people and people of color in the Bay Area.
- Share promising strategies to coordinate efforts across sectors.
- Demonstrate publicly that a commitment to social equity in the Bay Area unites organizations across sectors and issue areas.

*The State of the Region event will directly strengthen the campaigns of the Bay Area SEC and its member organizations by informing a shared political analysis and guiding the SEC's ongoing emergence as a player in regional debates. Prior to the event, lead coalition members & allies will contribute to a "State of the Region" edition of Race, Poverty, & the Environment, Urban Habitat's national journal. Looking into the future, the State of the Region will serve as the coalition's signature annual event, supported by ongoing Regionalism 101 Leadership Institutes.*

#### **Implementation:**

- Convene Steering Committee to guide development of the Bay Area SEC's first annual State of the Region event.
- Cultivate writers for Race and Regionalism edition of *Race, Poverty & the Environment* to be published in October 2008.
- Update Regionalism 101 curriculum and offer class to coalition members.

*"...It seems like we all ought to be interested in whether BART extends to San Jose. What's in our mutual interest? What about the connection between that and where jobs would be located? What about the housing related questions? It goes back to a shared analysis of the playing field and an appreciation of unrecognized connections between what groups are working on."*

– Bay Area SEC Stakeholder

### *Goal 3: Coalition Infrastructure*

**The Bay Area SEC's structure, systems and resources strengthen communication and relationships among organizations representing diverse sectors and issues.**

#### **Program Highlight: Media & Communications**

The popular “Bridging the Bay” listserv, over 300 people strong, will be maintained as an open forum for members and allies, and staff will continue to produce Quarterly E-Newsletters to promote coalition activities. Additional features including a regional newsfeed, member database, events calendar, and job bank will be integrated into the coalition's website. Urban Habitat's Media & Communications staff will also support development of a Bay Area SEC Speakers & Writers Bureau in 2009, designed to shift local, regional, and national debates in support of working class communities and communities of color.

#### **Implementation:**

- Update coalition platform and conduct one-on-ones with existing members.
- Identify local hub organizations and establish workplans.
- Develop and test new website tools.

### **Bay Area SEC Structure**

To develop a truly regional, multi-issue, and multi-sector perspective throughout the Bay Area SEC's programs, the coalition's volunteer Steering Committee (formerly known as the SEC Working Group) will be expanded to include designated seats (see Appendix C for a detailed description of Bay Area SEC Structure). Local hubs chaired by Bay Area SEC member organizations will serve on the Steering Committee, co-sponsor events and cultivate members in the North Bay, South Bay, East Bay, and West Bay respectively. To build upon the Bay Area SEC's strengths, increase and articulate our collective power, this year members will be asked to formally sign on in support of the coalition's platform; allies may participate without official endorsement. Looking ahead to 2010, member organizations will also begin to collectively vote on positions the Bay Area SEC adopts.

The table on the following page details the major changes to Bay Area SEC programs and structure:

PRE STRATEGIC PLANNING PROCESS	MOVING FORWARD
<p><b>Urban Habitat</b> served as the lead agency, managing the coalition, providing committee oversight, program coordination, personnel management and staffing, financial management, and fund development.</p>	<p><b>Urban Habitat</b> will continue to fulfill these roles under the guidance of a Strategic Plan that lays out a clearer framework toward achieving the coalition’s mission.</p>
<p><b>The Bay Area SEC Working Group</b> functioned as the coalition’s volunteer, member-led oversight body. Open to all members, the group provided strategic direction and program oversight.</p>	<p><b>An expanded Steering Committee</b> will provide strategic direction and oversight to help create and advance the Bay Area SEC’s platform, agenda, and programs. To ensure more balanced representation, it will be led by local subcommittee chairs in the North Bay, South Bay, East Bay, and West Bay, the coalition Coordinator or Program Director, and Urban Habitat’s Executive Director. The body will also have designated seats to ensure multi-sector, multi-issue representation.</p>
<p><b>Issue-Specific Working Groups:</b> The Bay Area SEC campaign work was spearheaded by all-volunteer regional working groups of members interested in specific issue areas such as Transportation Justice and Quality Jobs. Working Groups were staffed by Urban Habitat.</p>	<p><b>Multi-issue Local Subcommittees:</b> No additional single-issue Working Groups will be created or staffed by Urban Habitat.</p> <p><b>Local Hubs:</b> To guide effective regional programming, build local membership, and coordinate activities between Quarterly Meetings, Urban Habitat will team up with local hub organizations in the North, South, East, and West Bay. This new structure will advance the Bay Area SEC platform at the local level and act as a bridge to the larger regional coalition.</p>

*“I hesitate to build out a structure where what it means to be in the SEC is to carry a huge amount of work or lead a campaign. That’s probably too much to expect at this point. Need to clarify roles and expectations of SEC members that get at both what members get and what they bring.”*

– Bay Area SEC Stakeholder

PRE STRATEGIC PLANNING PROCESS	MOVING FORWARD
<p><b>Members:</b> Organizations and coalitions have associated themselves as members of The Bay Area SEC. There have been no requirements for membership and no role has been defined.</p>	<p><b>Member Organizations</b> will formally endorse the Bay Area SEC platform.</p> <p><b>Ally Organizations</b> will support the Bay Area SEC but not formally endorse Bay Area SEC platform and position statements.</p>
<p><b>Staff:</b> Urban Habitat staff coordinated Bay Area SEC activities and provided support to the working groups.</p>	<p>Urban Habitat will invest in at least one full-time coalition Coordinator or Program Director, with additional support from Media &amp; Communications, Development, and Management staff.</p>
<p><b>Funding:</b> Urban Habitat has fundraised for resources to support staff time and coalition activities.</p>	<p>Urban Habitat will fundraise more aggressively to support the Local Hubs, stipends for core volunteers and the development of new programs.</p>
<p><b>Space:</b> Bay Area SEC members and funders have donated space to support coalition gatherings, mostly in the East Bay.</p>	<p>Urban Habitat will supplement these resources by renting spaces as needed to support new programs with higher numbers of participants, and locations in other parts of the region.</p>

## RESOURCE IMPLICATIONS AND MANAGEMENT GOALS

### Resource Implications

As the Bay Area Social Equity Caucus moves into 2008-2009, the coalition's programs and activities as described in this document will demand an increase in both financial and staffing resources in order to succeed (for a list of past and present funders see Appendix D).

Stipends to local subcommittee hubs and steering committee members have been placed into Urban Habitat's 2008 fundraising budget. During 2008, the Bay Area Social Equity Caucus will continue to be supported by one full-time Coordinator or Program Director, and a part-time Program Associate. The Caucus will also have access to Urban Habitat's part-time Media & Communications Associate and a portion of the full-time Education & Training Coordinator's time. Over the course of 2008 we also anticipate working with several consultants to set up internal systems for major new programs and events in a way that will be sustainable for UH staff and volunteers to take ownership.

Based on close monitoring of 2008's resources, the Bay Area Social Equity Caucus budgets in subsequent years will be the result of a collaborative effort between the Steering Committee and Urban Habitat's Management Team.

### Management Goals

Urban Habitat will ensure the coalition's long-term viability by working to achieve the following management goals:

#### *Goal 1: Sustainability*

**Urban Habitat ensures the Bay Area SEC's sustainability by cultivating new and diverse funding sources to support the coalition's programmatic goals.**

Urban Habitat will continue to pursue existing and new foundation grants, and in 2009 will begin exploring other opportunities to supplement the coalition's resource base. This may include the generation of revenue from membership fees, using a sliding scale based on member organizations' budget size. As the regional initiatives move past the pilot phase, there may also be potential for earning revenue from services provided to non-member entities.

*"What would a bank look like with all of our talents pooled, where members could draw on the bank because they have something in the bank? We have what we need..."*

– Bay Area SEC  
Stakeholder

### *Goal 2: Effective Partnerships*

**Ensure effective coordination with Urban Habitat programs and outside partners by establishing clear criteria and systems for collaboration.**

To ensure the smooth operations and mutual benefit between Bay Area SEC partners, Urban Habitat will establish a process and systems for joint programming. This will be critical at a time of growth, when the coalition's Steering Committee will be expanded and local hubs established. Standard criteria for identifying when programs are appropriate for the Bay Area SEC will be developed, as will a template Memorandum of Understanding to guide collaborative work.

### *Goal 3: Impact*

**Ensure Bay Area SEC effectiveness by regularly evaluating coalition functioning and program activities.**

The evaluation and strategic planning process highlighted the need for Urban Habitat to design a template to be used in-house for documenting Bay Area Social Equity Caucus initiatives. Over the course of 2008, the Steering Committee will support the creation of process and outcome indicators for coalition programs and activities. Urban Habitat will take the lead on regularly monitoring, reporting, and modifying activities as needed to improve performance.

## V. NEXT STEPS AND CONCLUSION

At the time of publication, Urban Habitat staff and the expanded Bay Area SEC Steering Committee have begun to put the realization of these goals into motion by focusing first on developing an effective coalition infrastructure. We are in conversation with several key allies throughout the region who have expressed interest in serving as local hub organizations. Throughout 2008 we will also be preparing for the first annual State of the Region event, preceding by a Regionalism 101 Leadership Institute, and organizing a celebration to commemorate the Bay Area SEC's 10-year anniversary. We will also develop curricula for our Boards & Commissions Leadership Institute and Speakers & Writers Bureau so that by the latter part of 2009, we will begin to influence decision-making bodies across the region in support of low-income communities and communities of color, increasing our coalition's power and participation across the region. During this same time period, Urban Habitat will invest in setting up effective infrastructure, systems, and resources.

Looking ahead to 2010, the Bay Area SEC will continue nurturing development of the coalition's regional programs, along the way building a collective analysis and using that to inform and improve future collective actions. With strong leadership from Urban Habitat and the Steering Committee, we will integrate a method for members to vote and weigh in on major policy decisions across the region as a unified voice, backed up by a comprehensive picture of who we represent. Finally, we will remain open to new opportunities aligned with our platform, but remain committed to our goal to serve as the region's main resource in multi-issue, multi-sector framing of social equity issues.

### **Conclusion**

Over 10 years of existence, the Bay Area SEC has inspired hundreds of organizations to work together across neighborhoods, issues, and demographics in pursuit of a region where all residents have access to peace, power, and prosperity. In the past decade the Bay Area SEC has clearly succeeded in raising awareness of the need to consider how regional decisions affect low-income communities and communities of color, and achieved tangible benefits for these same communities.

Despite these victories, our coalition faces the reality that deep disparities persist amongst our region's low income communities and communities of color. Thus the Bay Area SEC moves forward with renewed commitment and clarity on realizing our vision of environmental, economic, and social justice in the decade to come.

## **Bay Area Social Equity Caucus Strategic Plan Appendices**

Appendix A – List of Stakeholders Providing Input

Appendix B – Strategic Issues

Appendix C – Bay Area SEC Structure

Appendix D – List of Past and Current Funders

## Appendix A – List of Stakeholders Providing Input

While the following list documents those who participated in the formal input process, Urban Habitat would also like to recognize the many informal conversations with Bay Area SEC members, allies, funders, and Urban Habitat staff over the years that informed this Strategic Plan

Jaime Alvarado Somos Mayfair	Jeff Hobson Transportation and Land Use Coalition
Carl Anthony Urban Habitat and SEC Founder	Karuna Jaggar Women’s Initiative for Self Employment
Joe Brooks PolicyLink	Van Jones Ella Baker Center for Human Rights
Kisasi Brooks Office of Assemblywoman Loni Hancock	Ian Kim Ella Baker Center for Human Rights
Jessica Buendía Office of Assemblywoman Loni Hancock	Roger Kim Asian Pacific Environmental Network
Melanie Cervantes Akonadi Foundation	Deborah Li San Francisco Foundation
Cathy Cha Evelyn & Walter Haas, Jr. Fund	Jennifer Lin East Bay Alliance for a Sustainable Economy
Roger Clay Insight Center for Community Economic Development (formerly known as the National Economic Development & Law Center)	Richard Marcantonio Public Advocates  Dwayne Marsh PolicyLink
Allen Edson Remediation Services Inc.	Andrew Michael Bay Area Council
Ericka Omena Erickson Grassroots Leadership Network of Marin	James Nixon Sustainable Systems
Alan Fisher California Reinvestment Committee	Carli Paine Transportation and Land Use Coalition
Megan Gaydos San Francisco Department of Public Health	Paloma Pavel Earth House
Emily Harpster United Way of the Bay Area	Manuel Pastor Center for Justice, Tolerance and Community
Heather Hood U.C. Berkeley Center for Community Innovation	Carla Perez Communities for a Better Environment

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Kirsten Schwind  
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Rachel Weinstein  
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## Appendix B – Strategic Issues

During the evaluation process, coalition members, allies, and Urban Habitat staff were asked to define the key socio-economic and political forces at play and the ways in which they enhance or weaken the coalition’s impact in the region. In addition, the evaluation surfaced the coalition’s internal challenges and opportunities related to structure, resources, governance and membership issues. This section summarizes the key findings and organizes them into external and internal challenges and opportunities.

### External Challenges

- Access to quality jobs, housing, land use, and transportation options remain elusive for low-income people and people of color.
- The San Francisco Bay Area lacks a source of accurate and consistent data analysis around the collective impact of the region's inequitable distribution of jobs, housing, land use, and transportation resources on low-income communities and communities of color.
- Many of the region’s decision makers are not representative of or responsive to low-income communities and communities of color for the impacts of planning and policy decisions, even when confronted with data demonstrating chronic inequities.
- The minimal presence of regional decision-making agencies in the Bay Area makes it harder to find common regional campaign focal points that can unify local single-issue groups within the Bay Area Social Equity Caucus.

### External Opportunities

- The Bay Area SEC continues to be the only voice for promoting regional, integrated solutions to environmental, economic, and social inequities.
- The Bay Area and State of California boast progressive leadership within non-profit, business, labor, government and health sectors.
- Bay Area and California policies often set the progressive standard in the country and serve as models that are replicated by other states.
- California's economy ranks as the fifth largest economy in the world and continues to demonstrate growth through larger economic downturns.

### Internal Challenges

- Bay Area SEC members have limited resources and staff capacity, constraints which make it more difficult to engage simultaneously at the local and regional levels.
- Bay Area SEC members lack a shared understanding of the region’s political landscape as it relates to social equity, and bring unequal levels of expertise in moving political agendas and campaigns.
- Coalition members need clearer definitions around their roles, an effective governance structure, and local-level programming that tier up to regional initiatives.

- Historically, the Bay Area SEC's goals have been too broad to assess impact.
- As decision-making positions become available, Bay Area SEC member organizations have no ready source of candidates from which to draw on or mechanisms to support candidates should they enter into decision-making roles.
- As a multi-issue coalition, members must continually strive to articulate tangible connections between issues of jobs, housing, land use, and transportation and promote comprehensive, multi-issue policy solutions.

### **Internal Opportunities**

- Bay Area SEC members and allies have extensive expertise and resources within multiple sectors, communities, and issue areas.
- Amongst Bay Area SEC members, there is a growing acceptance and understanding that a shared regional, multi-issue analysis and strategy can strengthen local struggles and build a more coordinated and effective regional movement with a greater scale of impact.
- Urban Habitat recently refined the focus of its Leadership Institute to ensure that Bay Area SEC members receive more consistent and customized trainings, building a shared knowledge base and political analysis.
- Bay Area SEC members have expressed a desire to take their engagement with the Caucus to a new level, particularly as it relates to shifting power.
- Through the Evaluation and Strategic Planning process, the Bay Area SEC has identified a series of ambitious yet realistic goals for both program and management activities.
- Existing relationships with coalition members and allies across the region can be maximized to create Bay Area SEC Local Hubs.
- Technological advances can facilitate relationship building among coalition members through development of the coalition's e-communications, website, and media tools.

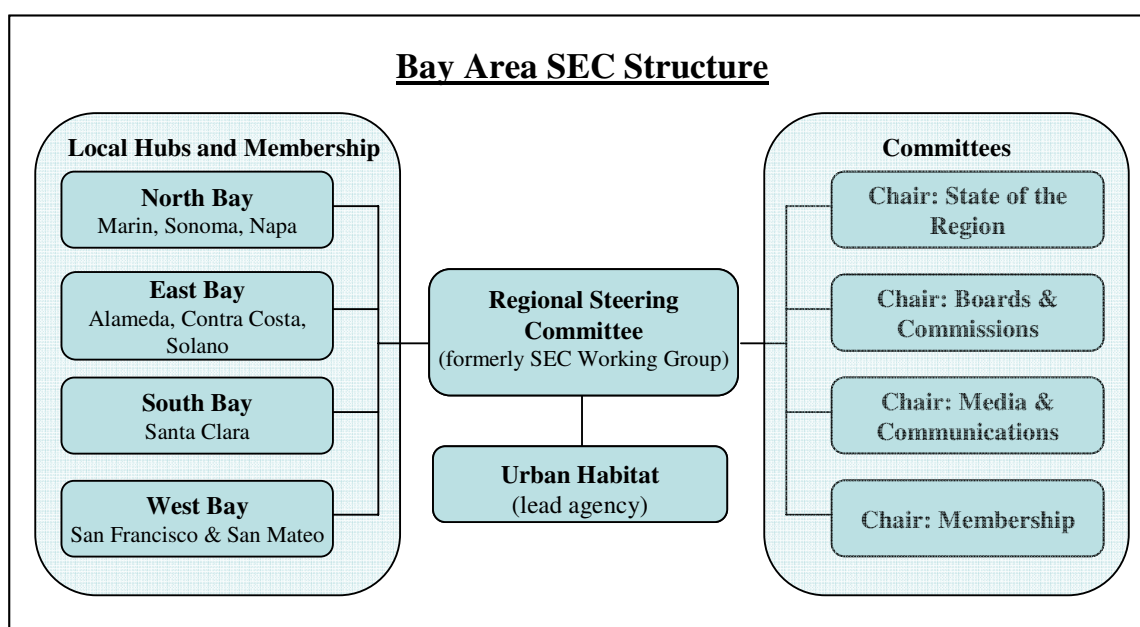
## Appendix C – Bay Area SEC Structure

### 1. Structure & Roles

### 2. Decision-making Authority

#### 1. Structure & Roles

The graphic below depicts the new organizational and governance structure of the Bay Area Social Equity Caucus.



**Urban Habitat:** Serves as the lead agency and provides overall management of the coalition, including committee oversight. Responsible for program coordination, personnel management and staffing, financial management and fund development.

**Steering Committee:** The Bay Area Social Equity Caucus Steering Committee provides program oversight and support in developing the coalition’s direction and strategic plan. This body is comprised of the Local Hubs, the Bay Area SEC Program Coordinator or Director, and the Urban Habitat Management Team. Designed to be regional, multi-sector, and multi-issue in scope, key seats may also include the following: Urban Habitat Board; Philanthropy; Organized Labor; Ally Coalition; Community Based Organization; Academia; Policy/Advocacy; Public Sector, and Private Sector.

One Steering Committee member will lead each of the following content areas with the support of Urban Habitat staff: State of the Region, Boards & Commissions, Media & Communications, and Membership.

**Local Hubs:** Committees representing the North Bay, South Bay, East Bay and West Bay will advance the Bay Area Social Equity Caucus platform at the local level act and as a bridge between Bay Area Social Equity Caucus local membership and the larger regional coalition. They will also identify opportunities for joint programming and support of other local hubs. Hubs will be chaired

by the Bay Area SEC member organization serving as Local Hub, and will include a cross-sector, multi-issue mix of local members and allies.

**Bay Area SEC Members:** Membership includes organizations and coalitions committed to the coalition’s platform. Members share, build, and analyze information related to regional equity issues, weigh in on, and formally contribute their group’s name in support of the platform and positions the Bay Area Social Equity Caucus adopts, and participate in local and regional events.

**Bay Area SEC Allied Organizations and Coalitions:** These stakeholder bodies share and analyze information with Bay Area Social Equity Caucus members, informally support and advance Bay Area Social Equity Caucus goals, but do not formally contribute their group’s name in support of the platform or positions the Bay Area Social Equity Caucus adopts.

## 2. Decision-Making Authority

Types of Decisions	Decision Maker
Coalition direction setting and development of annual program workplan and triennial Strategic Plan.	Urban Habitat, in collaboration with Steering Committee.
Fundraising and allocation of grants/contracts to carry out workplan and Strategic Plan.	Steering Committee provides fundraising support such as identifying potential resources and participating in site visits; Urban Habitat plays development lead and makes final decisions.
Decisions about who to send to training, ambassadorship, and conference opportunities	Steering Committee, in collaboration with Urban Habitat.
Allocation of Membership Revenue, based on annual workplan and triennial Strategic Plan.	Urban Habitat presents recommendations to Steering Committee; Steering Committee makes final decisions.
Hiring and evaluation of program personnel; compensation.	Urban Habitat.
Specific positions on regional equity issues.	Members are polled; Steering Committee makes final decision based on polling results.
Nomination of Steering Committee members.	Urban Habitat will nominate Steering Committee members for 2008-2009. Committees may nominate representatives based on available seats from 2010 onward; Urban Habitat makes final decisions.

## **Appendix D – List of Past and Current Funders**

The following funders have supported Urban Habitat’s work through the Bay Area Social Equity Caucus and its Working Groups. As Urban Habitat’s fiscal oversight shifted from the Tides Foundation in 2001, this may represent a partial listing. Please email [sec@urbanhabitat.org](mailto:sec@urbanhabitat.org) with any additions or questions.

Akonadi Foundation

East Bay Community Foundation

Evelyn and Walter Haas, Jr. Fund

Friedman Family Foundation

French American Charitable Trust

Firedoll Foundation

Ford Foundation

Wallace Alexander Gerbode Foundation

Charles Stewart Mott Foundation

San Francisco Foundation

Solidago Foundation

Surdna Foundation

van Löben Sels/Rembe Rock Foundation

Walter & Elise Haas Fund

Women’s Foundation of California