



# LANDMARK COMMUNITY BENEFITS



## Paving the Path to Opportunity

*How Revive Oakland Innovated a New Model for Inclusive Economic Development*



Shovels breaking ground on the former Oakland Army Base mark a new era of community empowerment. Revive Oakland's Good Jobs Policy is emblematic of how publicly funded development projects can create widespread economic opportunity.

Thanks to an innovative good jobs policy, the warehouse and logistics complex envisioned for the former army base will create over 3,000 living wage jobs and reserve 50% of them for Oakland residents. The policy will make it easier for the formally incarcerated to find work, and establish the most groundbreaking protections for workers against the exploitative temporary work arrangements that are endemic in this sector.

**D**eeply rooted communities of color and a diverse immigrant population are at the heart of Oakland's rich and vibrant culture. Yet these communities are plagued by a lack of economic opportunity that corresponds with high rates of poverty, crime and health disparities. It is under these conditions that Revive Oakland — a coalition of thirty community, labor and faith advocates, convened by the East Bay Alliance for a Sustainable Economy (EBASE) — came together to create good jobs and healthy neighborhoods in Oakland.

The Oakland Army Base employed 2,000 people before it was decommissioned in 1999. From the beginning, Revive Oakland advocated for the redevelopment of the expansive 228-acre waterfront property to create family-supporting jobs for local residents. Over the years, developers imagined the former base as amusement parks, malls and luxury car dealerships, but none of these proposals would bring the quality jobs or economic activity that Oakland residents desperately needed.

# A Strategy to Win



**PARTNERSHIP**  
for  
Working Families

**The Partnership** actively supported EBASE and Revive Oakland in this victory. Our legal and policy team helped shape coalition demands. We participated in and supported Revive Oakland in negotiations with the city and developer. Through our peer network, EBASE had access to successful models from other cities that informed the program and shaped the public conversation. Our national movement developed a narrative that connects city power to economic, immigrant and racial justice, and elevates city leaders and practitioners whose vision and power can bring it to life.

## COMMUNITY ORGANIZING

Oakland residents were engaged in every step of the campaign, from shaping policy solutions and organizing community meetings, to testifying at public hearings.

## COALITION BUILDING

Under the leadership of EBASE, Revive Oakland built a lasting coalition of thirty faith, labor and community organizations all dedicated to achieving economic justice.

## LEADERSHIP DEVELOPMENT

The campaign identified and supported emerging resident and worker leaders, especially youth leaders who saw the project as their future.



With support from The Partnership for Working Families, Community Benefits Law Center and a variety of other resources, coalition leaders drafted a policy that delivered a truly comprehensive set of job standards.

Revive Oakland partnered with Oakland Rising to identify more than 5,000 voters who represented the community's broad support of the policy to elected officials.

Coalition leaders sat at the table with the developers and city officials to hammer out the final agreement, proving that when stakeholders work together everyone wins.

## POLICY DEVELOPMENT

## VOTER ENGAGEMENT

## NEGOTIATIONS

After the land sat vacant for more than a decade, the city landed on a proposal to redevelop the former army base into a high tech trade and logistics complex serving the adjacent Port of Oakland — the fifth largest port in the United States. The city estimated that the \$1.2 billion plan proposed by developers CCI and Prologis would create 1,500 construction jobs and about 1,800 permanent jobs in warehousing and goods movement, offering a once-in-a-lifetime job creation opportunity for the City of Oakland. But community members were still concerned that the project would create low-wage, dangerous temporary jobs that are typical in the warehousing industry.



With a promising proposal on the table, Revive Oakland launched a comprehensive jobs and community benefits campaign to ensure that the redevelopment of this valuable public asset delivered real economic benefits to low income residents, immigrants, and communities of color.

Two major points of leverage supported the community's demands for quality jobs for Oakland residents. First, the warehouse and logistics hub planned for the former army base will sit on public land owned by the city. Second, as is often the case, the developer needed significant public funding to make the project viable.

Revive Oakland launched an extensive community outreach and organizing campaign to build broad and deep community support for a good jobs policy that would ensure the public's investment created real economic opportunity for Oakland residents. The community benefits model proved to be the perfect tool, enabling the coalition to build on existing city ordinances that protect workers and introduce new policies that meet community needs.

After five years of deep organizing and tough negotiations, the developer, city and community all signed off on a landmark good jobs policy in 2012. The policy not only delivers thousands of

much needed family-supporting jobs to Oakland residents, it removes employment barriers for the formerly incarcerated, creates a workforce development pipeline, and introduces the first restrictions in the U.S on the use of temporary workers in warehousing facilities. This victory reflects the collective voice of Oakland residents, workers, and faith leaders demanding more from the investment of taxpayer dollars and shows how Revive Oakland has shifted the debate from accepting just any job to winning good jobs that support families and create healthier and safer communities.

But the Oakland Army Base Good Jobs Policy is only the beginning! Revive Oakland's victory set a new standard for development and paved the path for a Construction Careers Policy on the \$178 million Alameda-Contra Costa Transit (AC Transit) Bus Rapid Transit project. Additionally, the Port of Oakland will soon begin developing its portion of the former army base and has already agreed to adhere to the standards created by the good jobs policy.

Ebase continues to build toward its vision of economic opportunity for all and thriving, safe communities. Ebase and the Lift Up Oakland Coalition celebrated a major victory on the November 2014 ballot with over 81% voter support for a citywide minimum wage increase to \$12.25 and paid sick days for all workers.

*This project can turn the Army Base into an economic engine for the region as it once was in the past. We're transforming not only a neighborhood, but the City of Oakland and the East Bay, with low-income residents gaining good jobs and real opportunities.*

— **FRED BLACKWELL,**  
San Francisco Foundation CEO,  
former City of Oakland City Administrator

# Landmark Oakland Army Base Good Jobs Policy:

The most comprehensive jobs policy to date.



All jobs pay a living wage.

Limits the use of temp workers in warehouses.



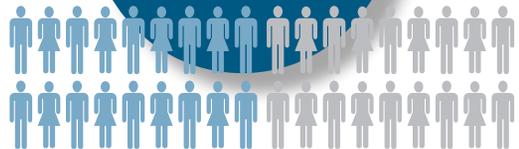
Ban on employers pre-screening job applicants for criminal records.



REDEVELOPMENT OF OAKLAND ARMY BASE  
**= 3,000** JOBS

25% of the jobs reserved for disadvantaged workers.

At least 50% of workers are hired from Oakland.



The good jobs policy, built on the community benefits model pioneered by LAANE and disseminated around the country by the Partnership for Working Families, is an innovative approach to expanding economic opportunity. By connecting a major job-generating project with policies that govern job quality and job access, a resource center that connects residents to good jobs and an oversight commission that ensures implementation and enforcement, the Oakland Army Base Good Jobs Policy is a national model for community-driven economic development. The policy:

**1 Ensures that workers can support their families.** More than 22% of families in Oakland live in poverty even with at least one member of the household working full time. By guaranteeing that all workers on the project earn a living wage, the policy reduces poverty, stimulates the economy, and saves the city money by reducing the number of families that rely on costly public services to make ends meet.

**2 Creates economic opportunity for Oakland's most vulnerable populations.** At least 25% of the jobs are reserved for disadvantaged workers, including low-income residents, people with disabilities and the long-term unemployed, all populations that face tremendous barriers to employment and elevated rates of poverty.

**3 Improves community health through job opportunities.** Some Oakland neighborhoods are devastated by unemployment rates as high as 45% and correspondingly, suffer from health inequities. The policy uplifts these struggling communities by requiring that 50% of the jobs on the former base are filled by Oakland residents.

**4 Creates a critical link between workers and employers.** Job creation does not necessarily equal job access. As a result of this win, Revive Oakland has worked with the City of Oakland and others to create the West Oakland Job Resource Center that connects workers and employers ensuring that community members get hired. In its first year of operation, the Center has served hundreds of jobs seekers and placed dozens into training and careers.

**5 Fights worker exploitation.** The warehousing industry relies heavily on temporary workers that are predominantly people of color and are subjected to low-wages and dangerous working conditions. For the first time in the nation, the good jobs policy places restrictions on the use of temporary employment agencies, preventing overdependence on, and abuse of vulnerable workers.

**6 Opens job pathways to create a peaceful city.** The unemployment rate for the formerly incarcerated is 60-70% compared to 16.9% for the general population in Oakland. The policy bans the pre-screening of job applicants for criminal records, creating economic opportunity for the formerly incarcerated. Thus, reducing the likelihood that they will return to the street economy or to prison.

**7 Ensures accountability and community oversight.** The best policies include strong enforcement mechanisms and create meaningful roles for community engagement, maximizing accountability. The good jobs policy is no exception, with a mayoral-appointed oversight commission on which Revive Oakland has two seats.

**8 Delivers not just jobs, but careers to Oakland residents.** The policy creates union construction jobs through the City of Oakland's first project labor agreement. This means that at least 50% of the construction jobs will be filled by Oakland residents that earn family-supporting wages with benefits and receive training that keeps them safe on the job and helps them build a long career.

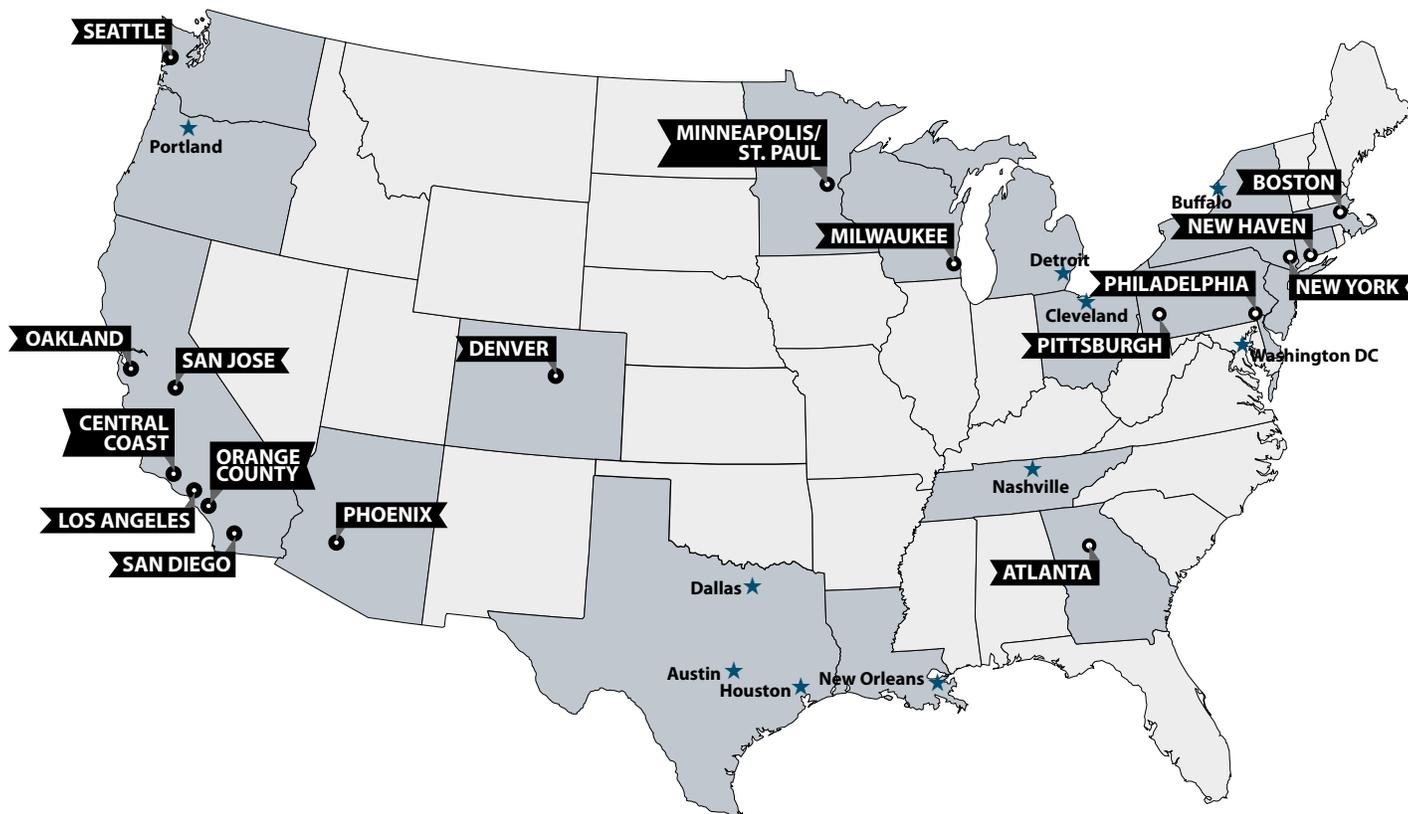


*"I'm ready for changes that will help put our folks to work and provide opportunities for the next generation. As a former Army Base worker, I know how good jobs at the base feed our community."*

— **SHIRLEY BURNELL**,  
longtime Oakland resident,  
West Oakland leader with ACCE

**The Partnership** disseminates a successful organizing model, shares a field of expert practitioners, and provides hands-on research and technical assistance to a growing and energized base of 17 affiliates, augmented by more than a dozen emerging organizations and coalitions. We are cultivating a new generation of leaders that connects strategic worker and community organizing with cutting edge public policy. These coalitions harness the power of cities while building an energized power base in key metropolitan areas nationwide.

**The East Bay Alliance for a Sustainable Economy (EBASE)** advances economic, racial, and social justice by building a just economy based on good jobs and healthy communities. We address economic injustice by developing strategic alliances among community, labor, and people of faith to build power and create change with low-income workers and communities of color.



## Affiliates

**ALIGN | The Alliance For a Greater New York**  
New York, NY  
alignny.org

**CCNE | Connecticut Center for a New Economy**  
Hartford, CT  
ctneweconomy.org

**CASE | Central Arizonans for a Sustainable Economy**  
Phoenix, AZ  
centralarizonans.org

**CAUSE | Central Coast Alliance United for a Sustainable Economy**  
Ventura, CA  
causenow.org

**CPI | Center on Policy Initiatives**  
San Diego, CA  
onlinecpi.org

**Citizen Action of Wisconsin Education Fund**  
Milwaukee, WI  
citizenactionwifund.org

**CLU | Community Labor United**  
Boston, MA  
massclu.org

**EBASE | East Bay Alliance for a Sustainable Economy**  
Oakland, CA  
workingeastbay.org

**FRESC: Good Jobs, Strong Communities**  
Denver, CO  
fresc.org

**Georgia STAND-UP | Georgia Strategic Alliance for New Directions and Unified Policies**  
Atlanta, GA  
georgiastandup.org

**ISAIAH | Faith In Democracy**  
Minneapolis, MN  
isaiah-mn.org

**LAANE | Los Angeles Alliance for a New Economy**  
Los Angeles, CA  
laane.org

**OCCORD | Orange County Communities Organized for Responsible Development**  
Garden Grove, CA  
occord.org

**Pittsburgh UNITED | Unions and Neighborhoods Invested in Transforming Economic Development**  
Pittsburgh, PA  
pittsburghunited.org

**POWER | Philadelphians Organized to Witness, Empower & Rebuild**  
Philadelphia, PA  
powerphiladelphia.org

**Puget Sound Sage**  
Seattle, WA  
pugetsoundsage.org

**WPUSA | Working Partnerships USA**  
San Jose, CA  
wpusa.org



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