

2022-2023 Year Four

Shift the Bay Case Studies

Planting Seeds for Housing Solutions in the 9-County Bay Area



advancing housing
and racial justice



Who: Year Four Shift the Bay Table Members

All Home

Alliance of Californians for Community Empowerment (ACCE)

Bay Area Regional Health Inequities Initiative (BARHII)

Bay Rising and East Bay Alliance for a Sustainable Economy (EBASE)

East Bay Housing Organizations (EBHO)

Hamilton Families

Housing Leadership Council of San Mateo (HLC)

Anchor Organization: Non-Profit Housing Association of Northern California (NPH)

Monument Impact

North Bay Organizing Project (NBOP)

PICO California

Public Advocates, Inc.

TechEquity Collaborative

Urban Habitat

Working Partnerships USA (WPUSA)

Youth Spirit Artworks

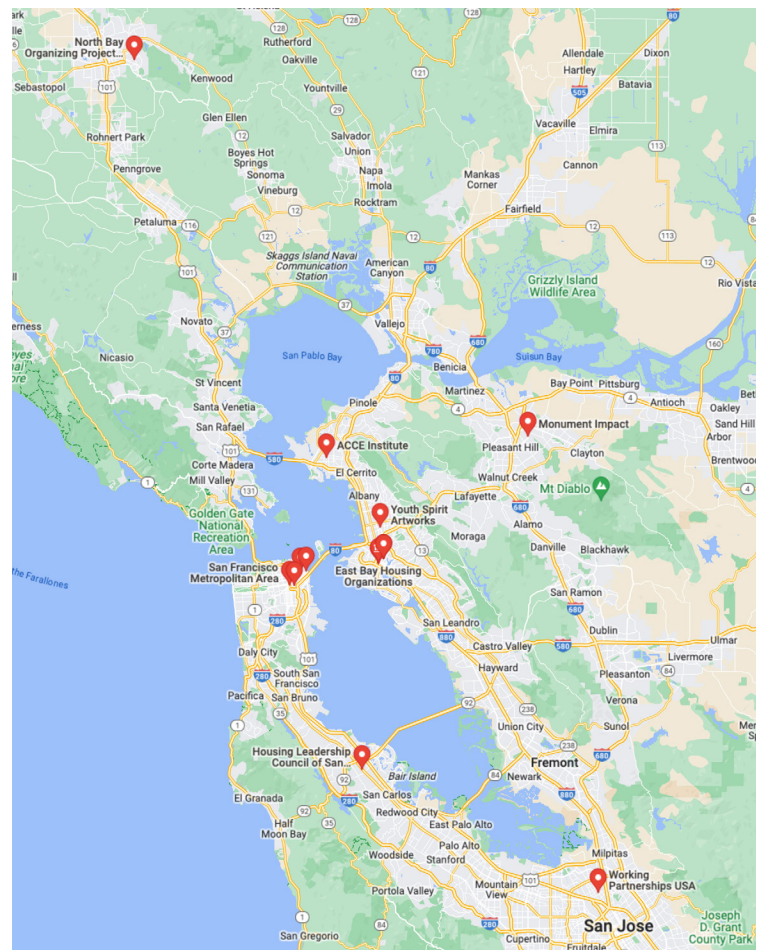
Why: Housing justice has incredible potential to transform the lives of individuals and entire communities.

Any vision for a more equitable future and a thriving Bay Area depends on housing justice. But the complexity and personal significance of housing also mean that there is no single, simple slogan that will move people to where we need them to be. Narrative shift is about an ongoing conversation that changes the way that people think about housing and racial justice, and helps them believe in a different future for the Bay Area. Changing how we talk about these issues and moving in a uniform direction is a critical step in that process.

When: Case studies were resourced and conducted between June 2022 and June 2023.

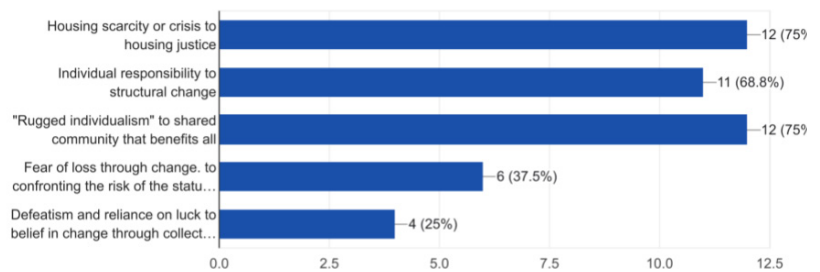
This report marks Shift the Bay's fourth year of narrative strategy capacity building and third year of targeted local implementation with Table Members.

Where: 9-County San Francisco Bay Area



What: Target Narrative Shifts for Local Implementation

- **HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE:** moving away from the limiting mindsets imposed by manufactured scarcity and counterproductive language and towards the fundamental belief that safe, affordable housing offers a pathway to shared prosperity.
- **INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE:** moving away from the idea that housing instability is the result of personal failing and toward the need to address a history of discriminatory underbuilding, underfunding, and injustice within the housing system.
- **“RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL:** moving away from a focus on the individual responsibility to house oneself or family and towards the collective abundance activated when we house our entire communities.
- **FEAR OF LOSS THROUGH CHANGE → CONFRONTING THE RISK OF THE STATUS QUO:** moving away from the assumption that housing for all will undermine one’s personal stability and towards the acknowledgment that inaction has, is and will continue to cause suffering
- **DEFEATISM AND RELIANCE ON LUCK → BELIEF IN CHANGE THROUGH COLLECTIVE ACTION:** moving away from an attitude of powerlessness and towards that of self-efficacy and resilience



How: Playbook Strategies Implemented

- ✓ **Name the moment:** Embrace urgency and action
- ✓ **Amplify:** Reinforce values that connect folks to housing justice
- ✓ **Attach:** Associate housing with narratives in other sectors
- ✓ **Reframe:** Centering what’s at stake and what is lost in the status quo
- ✓ **Center Equity and Systems Change:** Socialize equity as the pathway to justice/liberation
- ✓ **Counter:** Decrease counterproductive narratives by undermining logic/legitimacy
- ✓ **Pivot and Avoid:** Refuse to engage or trigger counterproductive narratives
- ✓ **Mobilize:** Call together a broad-based coalition
- ✓ **Call-to-action:** Be explicit about what you need people to do

Year Four Outcomes

16 Bay Area Narrative Strategy Case Studies	7 case studies with calls to action	2 state-focused 8 regional-focused 4 county-focused 2 city-focused	3 case studies tested new messaging	2 previously unused social media platforms 1 voter canvassing project
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Changing How Advocates and Elected Officials Talk About Homelessness



TARGET NARRATIVE SHIFT

- ☑ HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE
- ☑ INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE
- ☑ “RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL
- ☑ DEFEATISM AND RELIANCE ON LUCK → BELIEF IN CHANGE THROUGH COLLECTIVE ACTION

We wanted to help housing communicators talk more proactively and effectively about homelessness by shifting narratives towards solutions, effectively explaining root causes, and connecting the issues to racial discrimination, housing affordability, and income inequality.

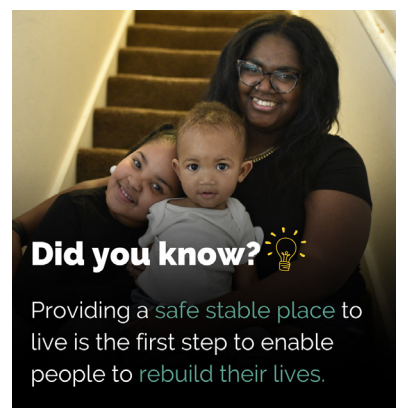
WHY THIS CASE STUDY?

Right now, the narrative around homelessness in the media and the minds of the public seems to be that it's intractable or unsolvable and that the government is not competent or trustworthy to improve the situation. We wanted to help housing communicators talk more proactively and effectively about homelessness by creating a companion social media guide to our new *How to Talk About Homelessness* messaging guide, created with Shift the Bay.

Primary Audiences:

- Primarily the Shift the Bay ecosystem, but also local electeds working on housing/homelessness and service providers. Attendees of our joint “The Story We Need to Tell About Homelessness” workshop, and All Home’s Regional Impact Council.
- These groups are directly working on housing/homelessness but may have faced challenges talking about root causes, solutions, introducing Race Class Narrative, etc. While we have shared the messaging guide previously, these groups may not always have the capacity to create content for social media following the guidance. We think this audience could benefit from a social media toolkit and apply it to their existing work.

Timeline: Spring 2023



PLAYBOOK STRATEGIES

- ✓ **Amplify:** Lead with values from the ‘How to Talk About Homelessness’ messaging guide. *“Having a safe home is the first, most basic foundational we all need to build thriving lives and strong communities”, “We all deserve a safe place to call home”, “No matter what we look like, how much we earn, or where we lay our heads down to sleep, we all need a safe place to call home”*
- ✓ **Reframe:** Talk about the risk of inaction (more people being pushed into homelessness) and bring people in to be part of the positive change. *“Ending homelessness will make our entire communities stronger, more inclusive, healthier, and more resilient. We’re all in this together”, “We’ve seen what happens when we fail to make housing a priority: more and more people are pushed into homelessness. Taking urgent action and investing in solutions is the right thing to do for those experiencing homelessness — and for our whole community.”*
- ✓ **Center Equity and Systems Change:** Acknowledge the exclusionary policies that have led to the current housing crisis where certain groups are disproportionately impacted. Position specific solutions (affordable homes, interim housing, prevention) as the way to make progress.

PROCESS AND PLAN

- The messaging guide, *How to Talk about Homelessness*, was a collaborative effort led by All Home that included NPH, M+R, and the STB Subcommittee on Preventing Homelessness.
- All Home’s communications team had the idea to develop a companion social media toolkit to help our allies and partners spread these messages, met with M+R to get input, then created the social media toolkit.
- It includes a variety of graphics and captions for Twitter, Facebook, LinkedIn and Instagram. We shared the toolkit widely with the STB network, All Home’s partners and audience, and with the more than 200 registrants for our Zoom workshop about the messaging guide. All Home also shared toolkit content on our own social channels.

EVALUATION

- We included a unique hashtag, #SolvingHomelessness, to help us track uptake of the toolkit. We can use the hashtag, Twitter lists, and keywords to record if and how our toolkit was used.
- So far, only All Home has used the content in the toolkit. We can evaluate engagement on our own posts to see which messages and graphics seem to be resonating with our audience, and will continue urging partners to use the toolkit and monitoring its use.

WHAT WE LEARNED

- People don’t seem to use a social media toolkit if it’s not urgent, if they’re not expected to do so or have a stake in doing so.
- In terms of the workshop, people seemed to be very engaged and eager to learn more about how to talk about homelessness in 1-1 conversations. The role play activity was a helpful tool for this. Preparing a script and practicing beforehand helped with this.
- Despite the high number of registrants/attendees to the workshop, the toolkit has only been used by All Home.

Enshrining Housing as a Human Right in CA

TARGET NARRATIVE SHIFT

- ✓ HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE
- ✓ INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE
- ✓ “RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL

From seeing housing as a commodity to be bought and sold, to more of a social/common/public good which is necessary for the functioning of our society. We want the public to see that the housing crisis is solvable, that there are solutions to end homelessness that are achievable, reasonable, and within reach.

WHY THIS CASE STUDY?

Our goal is to get people to prioritize the value of community care and shared responsibility to ensure everyone is housed over corporate landlord talking points that prioritize personal profits for property owners. We hope to do this by passing ACA 10 which would enshrine the right to housing in our state’s constitution and would legally obligate local and state governments to respect, protect, and fulfill that right.

Primary Audiences:

- Our audience varies on the platform we are messaging from. When we use twitter, our audience is often non-profit allies, reporters and elected leaders.
- When we use facebook, IG, or TikTok we’re messaging our base — working-middle class BIPOC folks living in our cities. When we’re sending mass emails, it is our membership plus people who have taken online action with us — broad base supporters.

Timeline: Spring 2023



WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Name the moment:** We are constantly citing recent statistics about rates of homelessness increasing or the amount of people who are rent burdened, etc. We are drawing attention also to the polling data that shows this is people's number 1 issue.
- ✓ **Amplify:** We do not always lead with a values statement but often do and include values of equity in all of our messaging. Things like "everyone deserves to have a safe, affordable place to call home."
- ✓ **Reframe:** We are drawing attention to individual people whose lives are at stake if change isn't made. We are making it personal and drawing to the pain families experience and taking it away from the dominant narrative of supply and demand.
- ✓ **Center Equity and Systems Change:** ACA 10 is inherently a system change. Amending our constitution would obligate government to respect, protect and fulfill that right for all people in California. It would necessitate government to act to make that right happen for people in significant ways.
- ✓ **Call-to-action:** Much of our communications is fundamentally a call to action. We are almost always asking people to email/call/tweet at their representatives or do some kind of action.

PROCESS AND PLAN

- This was both internal as well as a coalition effort on ACA 10. It included effort from myself (Anya), Fernando and Sylvia on ACCE's communications staff, as well as coalition partners who weighed in on various parts of the process

EVALUATION

- We found that our Bay Area audience responded well to the call for ACA 10. We ran separate emails to our Bay Area list and our statewide list and found that the open rates amongst our bay area supporters were consistently about 5% higher. We're not sure if that would hold true for any campaign but one thing that occurred to us is that we grew our list quite a bit during the moms 4 housing campaign which used the "housing is a human right" frame quite a bit which gained significant momentum and popularity during that time. That could influence those numbers and the appetite for this kind of campaign in the Bay.

WHAT WE LEARNED

- There is an appetite for structural change in housing. People recognize the need for bold fundamental shifts to address the dire housing crisis. People are called to this bill because it reflects a core shift in the most important legal document of our country which is our constitution. Press have shown persistent interest in covering the bill. It is also an excellent messaging vehicle.
- While there is criticism that the bill will not do enough or is just symbolic, unlike other bills we've worked on that feel convoluted or difficult to explain (like Costa Hawkins repeal/reform, or closing loopholes on substantial rehabilitation evictions), ACA 10 intuitively makes sense to people upon first hearing about it. The onus is on the opposition to complicate the message and build opposition, versus having to convince/explain to our base/supporters why a bill matters. It's also very easy to lead with values and speak to the "brownie" with this kind of bill.

Popularizing a Statewide Black Housing Fund

TARGET NARRATIVE SHIFT

- ☑ HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE
- ☑ INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE
- ☑ FEAR OF LOSS THROUGH CHANGE → CONFRONTING THE RISK OF THE STATUS QUO

Our goal is to socialize the idea of a Statewide Black Housing Fund as a driving force for targeted and equitable housing and development practices. To do that, we need to help more people to understand the consequences of not investing in Black communities and the benefits of supporting the health, wealth, and well-being of Black communities.

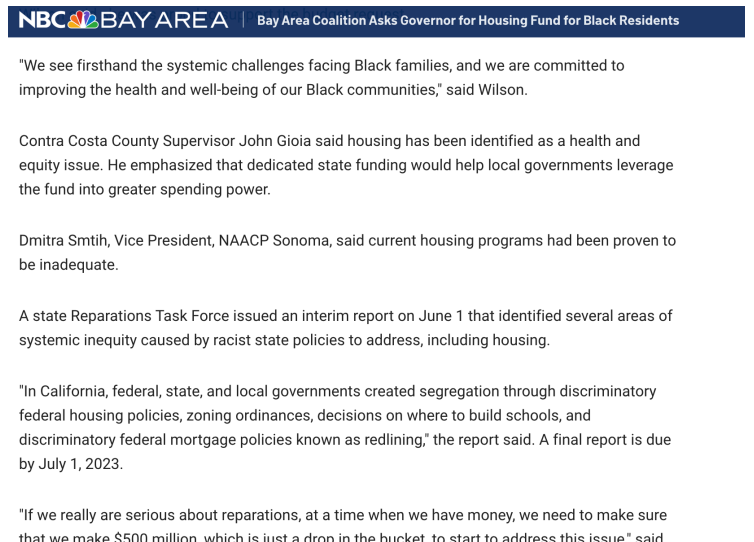
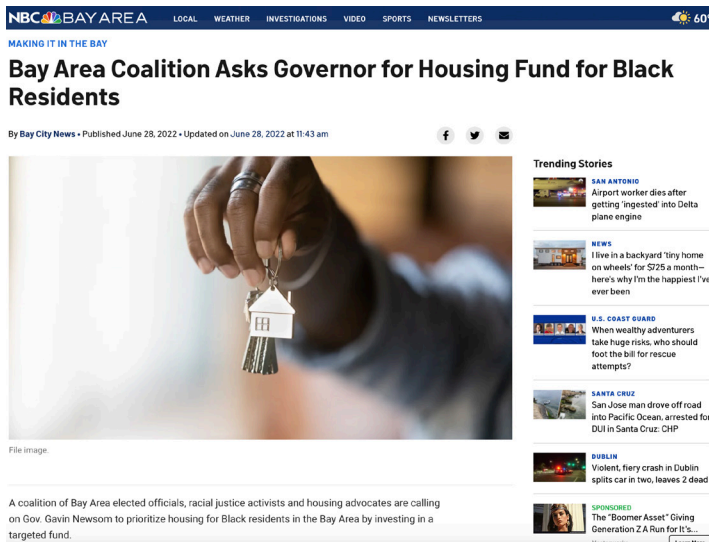
WHY THIS CASE STUDY?

For generations, Black communities across California have been stripped of access to wealth, prosperity, and opportunity—including the stability and wealth-building opportunities found in homeownership and affordable housing. As a result, Black families have an average net worth of \$24,000, compared to \$188,000 for White families. Yet there has been no state strategy for this wholesale displacement of Black residents.

Primary Audiences:

We focused on state, county, and local policymakers, policy influencers, grassroots organizations, and grassroots allies.

Timeline: We worked on moving our coalition from regional to statewide from last June to December. From February to now we have worked on making our case stronger with data and growing our coalition.



WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Name the moment:** We referenced the reckoning of George Floyd's murder which unveiled for many people the inequitable system that we have been living under. We made it clear that the time is now.
- ✓ **Attach:** We mainly associate it with narratives around health. Especially for Black birthing people dealing with expenses related to carrying for their children as well as rent and mortgage payments.
- ✓ **Center Equity and Systems Change:** There must be strategic and intentional intervention to address the harms done to Black people over the years.
- ✓ **Mobilize:** Since its formation in 2020, Black Housing Advisory Taskforce Coalition has been building support for a state-level investment in Black housing solutions. Our efforts have been endorsed by more than 50 organizations, many local elected officials, and state legislators.

PROCESS AND PLAN

- We created a messaging document that grounded us in our narrative and purpose for this work. The guide addressed our values, solutions, purpose, and problems that we see in housing.
- We enlisted a strategy called "Black HAT on Tour". We have gone to several conferences, community meetings, and symposiums socializing this idea of a Black-led Housing strategy to address the displacement and health disparities of Black people.
- We used some LinkedIn and a lot of email marketing. Also, we created a landing page for Black HAT to show the meaning and message behind the work.

EVALUATION

- The growth of the coalition shows that people understand the need for Black-led housing solutions. Also, that our messaging is clear and relatable not only for people in the Bay Area, but also for those across the state.
- "Black HAT on Tour" has been amazing because we have had 100s of people ask how to be involved and how to help move the work forward.
- We were able to add about 100 more people to our email list and 100% increase in our coalition in the central valley as well as in Southern California.

WHAT WE LEARNED

- I was surprised by the amount of support that we received when going to in person events. The campaign started online and virtual, but there is a lot of power in showing up in person and meeting people where they are.
- I learned that tailored messaging for each audience is essential. As mentioned earlier, we are targeting a lot of people, so we had to change the tone and motivations for support for the organizations or person's interest. The same generic talking points translate differently from person to person.
- Outstanding questions: What does it take to win a first of its kind campaign? What does it take to maintain personal and team momentum on a campaign so close to our heart? How do people that can influence the outcome of the fund view the leadership and expertise of Black leaders?



Advancing Pro-Renter Narratives in Contra Costa County

TARGET NARRATIVE SHIFT

- ☑ **INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE**
- ☑ **“RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL**

In order to move our campaign forward of getting funding for tenant legal services and financial aid for Contra Costa County residents, it was important to show how all of these narratives were not true: 1) renters are taking advantage of landlords or the ones breaking the rules, especially in eviction cases 2) renters should live where they can afford to and 3) homelessness is an individual problem.

WHY THIS CASE STUDY?

The Contra Costa County Board of Supervisors and their homeowner constituents have conservative-moderate perspectives that favor landlords over renters.

Primary Audiences:

- **CoCo Board of Supervisors**, who can allocate funding to tenant legal services and financial assistance in the County budget.
- **CoCo community members** (ex. homeowners, mom and pop landlords) who support tenant protections and would be good messengers for the moderate supervisors.
- We also spread our messages to **community members** who support economic and racial justice (but didn't directly say they support renter protections).

Timeline: Started a few years ago for the campaign for legal services, but we started to focus on shifting the narrative more recently through this report, since we finally were able to get more specific data from the Courtwatch program (May -Oct 2022). We have been aiming to secure \$5 million in funding for integrated legal and rental assistance this June as the County decides on the fiscal budget for 2023-24.

WHAT WE DID

PLAYBOOK STRATEGIES

- ☑ **Name the moment:** Created urgency around CoCo having the largest eviction rate and increase homelessness in the Bay Area; reminded supervisors that these crisis got worse after CoCo took away tenant legal services and protections after the emergency Covid protections ended
- ☑ **Amplify:** Emphasized how everyone deserves a stable place to live, homelessness hurts our entire community, housing is a human right, and other housing justice values
- ☑ **Attach:** Associated our campaign for tenant legal services as not just important for protecting renters and housing justice, but also for gender, age and race equity and justice

PLAYBOOK STRATEGIES

- ✓ **Reframe:** We brought up that the County would lose revenue if they didn't get a handle on evictions and homelessness worsened
- ✓ **Center Equity and Systems Change:** Emphasized the importance of equity for justice in our communities
- ✓ **Counter:** We showed that existing County services were not effective and showed that tenants in eviction court were not being treated fairly by the court system.
- ✓ **Mobilize:** Broad coalition outreach helped with expand the number of people we were able to reach and keep engaged
- ✓ **Call-to-action:** Every time there was an important meeting or letter campaign/online action

PROCESS AND PLAN

- A big part of our campaign since last December was releasing and promoting a CoCo focused eviction Court Watch Report. We were able to get press coverage for this report in the SF Chronicle and Bay Area News Group.
- Also, we hosted a webinar in Feb 2023 with our coalition that was attended by 200 people (over 300 registered). These registrants included our audiences of Board members, County staff, CoCo residents, faith leaders, and allied members of community orgs. Created a social media toolkit, eblasts, online actions and other communications material and shared it with other coalition partners to spread awareness.

EVALUATION

- Funding for legal services for tenants allocated in the County budget almost confirmed
- Positive IDs of voters for right to counsel (long-term campaign, TBD)
- We and other coalition partners have used these talking points in multiple County meetings and budget hearings, internal and external, to shift the way that Supervisors and County staff think about tenant legal services
- We have also engaged audiences to send letters to the Board of Supervisors demanding County tenant legal services multiple times over the past couple of years, including recently during the 2023 County budget process. In this recent letter campaign, we and our coalition partners were able to get 84 residents to send a letters

WHAT WE LEARNED

- There are still narratives that will need to shift for CoCo decision-makers to truly value and understand all the needs of renters, including the importance of tenant protections, and also see them as people with similar dreams and motivations.
- It is also important for us to establish that in today's economy and rental market it is hard for anyone to afford a place to live. Unfortunately many people still don't sympathize as much with low-income residents getting evicted, because they think renters should live where they can afford to and landlords shouldn't have to suffer the cost. But the reality is that the rent has continued to go up for most renters (low or middle income), partially because of steep corporate control of rental property. Our tenant organizers have encountered these conversations, even with renters in CoCo. This is a hard narrative to change, but important for ensuring more CoCo residents to agree that renters should have legal representation along with other protections.



Impacting Affordable Housing Sentiment on Nextdoor in Concord

TARGET NARRATIVE SHIFT

- ☑ **HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE**
- ☑ **“RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL**

We sought to change the narratives that affordable housing negatively affects the community and that our housing crisis cannot be solved. We wanted to challenge the narrative that affordable housing helps some community members at the expense of others, and emphasize that we all benefit when everyone has a safe, stable, and affordable home — affordable housing is the answer!

WHY THIS CASE STUDY?

For our case study, we chose to run paid advertisements with a positive message about affordable housing on Nextdoor in Concord. In Concord, attitudes towards affordable housing are mixed. The city is very segregated, and despite the fact that it is the largest city in Contra Costa County, most of Concord is car-dependent and suburban. However, an increasing number of groups are organizing for affordable housing in Concord, including the Raise the Roof Coalition and Monument Impact.

Primary Audiences:

- Nextdoor users in Concord. Out of the 13% of people who use Nextdoor, the users tend to be more White, over 30, and college educated.
- We focused on this audience because we are deepening our impact in Concord and we understood Nextdoor to be representative (albeit more negative) of the wider political landscape and of the echo chambers many people in Concord find themselves in. In spaces such as Nextdoor, the loudest most controversial posts get the most attention and engagement, but we wanted to know if there were differing opinions and perspectives that could be amplified.

Timeline: Spring-Summer 2023 (ongoing)

East Bay Housing Organizations, Sponsored



We're building a Concord working families can afford. Take action NOW!
[Learn more](#)



We're building a Concord working families can afford. Take action NOW!



[Learn more](#)

WHAT WE DID

PLAYBOOK STRATEGIES

Center Equity and Systems Change

Counter

Pivot and Avoid

Mobilize

PROCESS AND PLAN

- We worked with the team at M+R to bring our project to life. M+R's design team drew up several concepts for our advertisements using language that they had tested in house. Sasha and Angelina gave feedback on these concepts and chose language that we felt best reflected our goals: "Concord: Affordable housing is the answer. Everyone deserves a safe and stable home."
- From there, we worked with M+R's digital advertising specialist to launch the advertisements. He researched Nextdoor's advertising platform, which was new to him as well, helped us to figure out how to configure the advertisement and advised on how we could spend our budget most effectively.

EVALUATION

- Preliminary metrics, over two weeks: 12,569 impressions, 94 visitors to our website via the ad, 6 new email signups
- While it was difficult to measure whether there were any shifts in sentiment because of our ad, we did see an increase in visitors to our website via the ad and 6 new additional email signups.
- 31% of visitors to our website visited our "looking for housing" page which could indicate that folks who clicked on our ad were in need of housing for themselves or someone they knew.
- Another 25% of people who clicked on our advertisement viewed our organization's webpage. Although it is difficult to measure whether our ad shifted users' views over time, these preliminary numbers help us evaluate our hypothesis that even in an hostile environment, when exposed to positive messaging some viewers will be inclined to learn more about affordable housing advocacy and take action.

WHAT WE LEARNED

- Nextdoor as an ad platform can be challenging because of its geographic parameters, lack of comment section, and fewer analytics compared to Facebook and Google advertisements. We relied on UTM data and website tracking for our metrics and couldn't further identify leads that didn't sign up for our email list.
- We would also recommend that users explore posting, rather than or in addition to advertising, on Nextdoor to gain more insight via the comments section.
- Our data is preliminary. We answered based on these early results and therefore avoided drawing broad conclusions. Check back in a couple months for more data!

Finding Homelessness Messaging that Resonates

TARGET NARRATIVE SHIFT

- ☑ **INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE**
- ☑ **“RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL**
- ☑ **FEAR OF LOSS THROUGH CHANGE → CONFRONTING THE RISK OF THE STATUS QUO**

We sought to influence perceptions of the true causes of homelessness — from believing homelessness is caused by personal failure and bad choices to recognizing the systemic causes of homelessness, including the insufficient supply of affordable housing and the severe lack of livable wages in the Bay Area.

WHY THIS CASE STUDY?

Much progress has been made the past several years as it is widely accepted that San Francisco has a severe affordable housing shortage and that our policies and understanding of homelessness and housing must change. But the exact policy change has been up for debate.

Primary Audiences:

- **Base** – Staff, peer-agencies, community partners, CSR/social impact teams, institutional partners, homeless advocates, individual donors. We are always focusing on building our base of support. We wanted to create innovative messaging and graphics that others who engaged in similar work can model from. The key is to saturate the message and idea, so the more our base can model and share, the more momentum we will gain in creating real meaningful change.
- **Persuadable** – Corporate employees, local supervisors in affluent districts, those who claim no personal stakes and have yet to realize the consequences of their inaction. Our persuadable audience is constantly receiving conflicting messages about housing and homelessness. We wanted to saturate our messaging with this particular audience with the goal of moving them from inaction to action.

Timeline: Conducted A/B tests of different types of graphic assets with identical caption messaging in our social media From July-December 2022 and again from January-June 2023.



WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Reframe:** The experience of homelessness as a result of a lack of affordable housing
- ✓ **Center Equity and Systems Change:** A driver of increased support for affordable housing

PROCESS AND PLAN

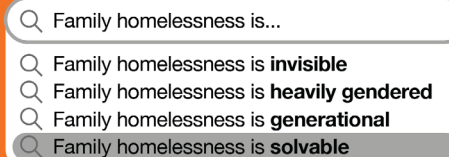
- **From July-December 2022, the two options included:** Option A - a simple orange background with text only which included advocacy and awareness messaging; Option B - Hamilton Families branded family portraits with gratitude messaging
- **From January-June 2023, the two options included:** Option A - a simple black text asset with participant feedback survey quotes; Option B - black background assets with “how to speak to your family about homelessness” which included two dialogue boxes of “if someone says” and then “try responding with...”

EVALUATION

- For the A/B testing, we are measuring social media engagement, including impressions, views, likes, reshares/retweets, link clicks, and engagement rates. These metrics will give us an idea of which messages resonate with each particular audience depending on the social media platform. We plan on pulling a full analysis at the end of the current A/B test in July 2023 for the full 12 months of A/B testing posts.
- From preliminary results, it appears the advocacy and awareness posts from July-December 2022 gained the most social media engagement. This includes short messages like “Housing justice is racial justice” and “Homelessness is not a choice” with paragraph length explanations and call to actions in the body of the body of the social media post. The family portraits with gratitude quotes yielded the least engagement.

WHAT WE LEARNED

- For social media, we discovered that there is an appetite for short, bold statements challenging traditional stereotypes. We started leveraging these types of statements in other areas like event titles, email marketing, merchandise branding, etc.
- We’re also learning how critical it is to leverage strategic storytelling in all external communications. Leading with lived experiences helps with framing discussions about homelessness, affordable housing, policy, and other structural factors. It helps create empathy and a human connection when advocating for larger systemic change.

- 
- Family homelessness is...
 - Family homelessness is **invisible**
 - Family homelessness is **heavily gendered**
 - Family homelessness is **generational**
 - Family homelessness is **solvable**

Building Public Support for Affordable Housing in North San Mateo County

TARGET NARRATIVE SHIFT

- ☑ **HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE**
- ☑ **“RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL**

We’re working to build an ongoing pro-housing movement in North San Mateo County through public support for affordable housing, specifically the “stand-alone” Eden housing development under attack on public land in Daly City.

WHY THIS CASE STUDY?

Opposition to the new housing has taken many forms with lots of false narratives. The most recent being that “stand-alone” affordable housing is inherently bad for the community and that the council should push for a higher percentage of higher income units throughout the development, which would eliminate any special needs housing, and services.

Primary Audiences:

- Pacifica residents, and Jefferson Union High School District
- Recently shifted to include residents and elected officials of South San Francisco
- We have also started to partner with other organizations and include their audiences in our efforts.

Timeline: Spring 2023



SERRAMONTE DEL REY NEIGHBORHOOD FACT SHEET

WHY SERRAMONTE?

The Jefferson Union High School District (JUHSD) is the lowest-funded high school district in San Mateo County and needs help attracting and retaining educational staff. The apartments built on the school district's land will provide much needed rental homes and generate money for your school district's general fund **WITHOUT** raising your taxes!

- **Retain School faculty and staff**
122 homes for JUHSD staff and faculty will remain **permanently affordable**, which would provide stability for educators and students.
- **Housing for your community**
The proposal also includes 123 below-market-rate homes, 990 market-rate homes, and set-asides for your community members with developmental disabilities.
- **Free preschool**
Facilities will feature Head Start, a free preschool with two classrooms, outdoor play areas, and parking.
- **Double the open space!**
This is a walkable, bikeable proposal, with fitness trails and a community garden.

Over 1,000 homes and public open space for the Daly City community



WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Name the moment:** We are advertising a sign-up form through social media channels, bi-weekly newsletters, in-person events, and email blasts.
- ✓ **Attach:** Co-hosted “Affordable Housing Infrastructure Ride” event with the Bicycle Coalition, bringing together transit and housing advocates, elected officials, and community members to have a discussion. Co-hosted “Public Land for Public Good” event with REACH Coalition and North County elected officials.

PROCESS AND PLAN

- Hired 3 canvassers. Going door to door in Daly City to talk about the development
- Created a general interest sign-up forum to share updates, information, and engagement opportunities. Created a flier with a sign-up QR and had them at all Affordable Housing Month events to distribute information and gather signatures.
- We are participating in the development of a city-wide renter and landlord task force that will allow those communities to make recommendations to the City Council and electeds around tenant protections and anti-displacement policies.

EVALUATION

- Increasing turnout for events: We hosted 2 events with a focus and in collaboration with our partners and work in South San Francisco. We did outreach and had a great turnout. They allowed for conversation between housing and transit advocates, as well as for conversations with elected officials and community members.
- We developed strong and collaborative relationships with North County and Staff to our events.
- Signatures gathered: Gathered over 600 signatures for our Serramonte del Rey petition through social media outreach, digital ad campaigns, and website highlights.

WHAT WE LEARNED

- Partnering with City Council and Staff can be slow-moving because they have low capacity, so this is a long-term project. It can take months to make things happen.
- Willingness from partners and elected officials to open dialogue and collaboration is key.
- Advice: Have a very clear timeline and realistic expectations with/from all stakeholders

Building Tenant Power in Contra Costa County

TARGET NARRATIVE SHIFT

- ✓ HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE
- ✓ INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE
- ✓ “RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL
- ✓ FEAR OF LOSS THROUGH CHANGE → CONFRONTING THE RISK OF THE STATUS QUO

Monument Impact sought to build tenant power by forming tenants associations and building a base of allies including renters, youth, and voters who will work to hold landlords, public officials, and others accountable. In addition, Monument Impact organizers planned to provide renter education, support to fight against unjust evictions, and more.

WHY THIS CASE STUDY?

Historically, Concord’s all-white City Council has voted down tenant protections, a newly-elected housing justice supporter can be the swing vote on Concord City Council In a district with mostly homeowners, MI is door-knocking and using a mailer to identify constituents who are in favor of tenant protections. MI’s case study in part focuses on organizing in this district and two others using PDI and the PERSONAS from the Regional Suburban Organizing Project, a values-based approach to talking with residents, and a mailer that will go out to constituents in multiple districts.

Primary Audiences:

- **Tenants** - to know their rights and take leadership roles in their complexes to build associations and advocate for more tenant protections.
- **Voters** (using the PERSONAS Project through Regional Suburban Organizing Project) - educating them about the housing crisis and what tenant protections are missing. Getting them engaged on these issues, reaching out to their council members & preparing them for 2024 elections as a tool to get persuadable voters to respond to the housing crisis in their city.

Timeline: Tenant association organizing has been ongoing since August 2022. Planning for a mailer started in March and will be executed this Summer.



WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Name the moment:** This resonated with Antioch tenants because of the urgency of their housing situation, including increased rents and inhabitable living conditions. Tactics included know your tenant rights training, preparation and training for public comment and media.
- ✓ **Reframe:** Tenants used this message to organize other tenants. Tactics included a discussion at regular tenant meetings of what would happen if tenants don't show up: that without agitation and mobilization, nothing would change.
- ✓ **Center Equity and Systems Change:** As part of the association organizing, tenants are realizing that the issues are much larger than passing tenant protections—that the housing system is broken especially for low income residents of color. Even more front and center with the Antioch Police scandal revealing the intersectionality of racism in housing and policing.
- ✓ **Call-to-action:** We added a Call to Action for both the Antioch and Concord campaigns.

PROCESS AND PLAN

- Developed a mailer with the message “No matter where you start, success in life begins at home for all ages and all people” for the front of the mailer and developing a PDI script for canvassing begun in March.
- The mailer is a critical tool that will both be mailed and dropped off at doors and other organizing events. The QR Code on the back of the mailer will lead people to a call to action to reach out to their Council member asking for Tenant Protections.
- We will approach Millennial Urbanite Professionals who voted in the last 4 or so elections + Democratic Suburban Elites with Density & Yimby scores above 50 + voters with a Housing Inequality Score above 70. In the end, we selected Housing Justice Beneficiaries who voted in the last two elections or so with a score above 80 percent confidence in supporting renter protections in District 1, 4 and 5. In other districts, MI's team will work with other Personas.

EVALUATION

Metrics for the canvassing and mailer in Concord are ongoing and will include: # of doors knocked, # of people interested in engaging in tenant protections as well as affordable housing, # of mailers sent & # dropped off at apartments and houses; # of calls or emails to Council Members in districts 1, 4 and 5 as measured by those who used the email tool or what she reports back to MI about any constituent support for protections.

WHAT WE LEARNED

- Using housing justice narrative in our communications and organizing strategies helps build community power by growing our base of tenants, voters, and youth who are engaging, and leading, in local solutions to the housing crisis: 2 tenant associations formed in Antioch, 26 leaders developed (20 in Antioch; 6 new leaders in Concord).
- In our conversations with residents in early canvassing in Concord's District 5, we are finding a 50% split on tenant protections. However, those who are interested made the connection to a bigger picture of housing that includes the Concord Naval Weapons Station and they were responsive to the values organizers shared.



Bringing Pride Home in North Bay

TARGET NARRATIVE SHIFT

- ✓ **HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE**
- ✓ **INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE**
- ✓ **“RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL**

At the North Bay Organizing Project (NBOP), we seek to use narrative shift to build a base of regional renter power and solidarity with allies in the fight for stronger renter protections.

WHY THIS CASE STUDY?

Structural violence makes access to physically and psychologically safe housing, employment, and even simple existence a challenge for LGBTQIA+ people – especially for queer people of color, asylum seekers, or undocumented individuals. In working with our member institutions and congregations, queer student groups, and LGBTQIA+ leaders of NBOP, we leveraged Sonoma County Pride weekend’s festivities to bring attention to housing injustice faced by queer people in our region with an invitation to join us in solidarity to fight for policies and practices that protect us.

Primary Audiences: Our audience for this case study was our base of member institutions who were either previously involved with the North Bay Organizing Project (but fell off due to the pandemic or other reason), LGBTQIA+ members and allies within our base, and wider persuadable communities attending Sonoma County Pride which included local organizations and queer-adjacent communities in Santa Rosa and beyond.

Timeline: May-June 2023

WHAT WE DID



PLAYBOOK STRATEGIES

- ✓ **Name the moment:** On Pride weekend and launching pride month, we knew we had an opportunity to center our LGBTQIA+ leaders and allies and spotlight their involvement in our housing justice work by marching at the front of our contingent in the Pride parade. Also, few resources spotlight the unique challenges facing LGBTQIA+ people and housing in Sonoma County.

WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Amplify:** Our interfaith community led their chants, sign-making and participation with values of interconnectedness, love and compassion. Parents of LGBTQIA+ students marched alongside their children who've just come out and modeled what the community we deserve looks like.
- ✓ **Attach:** We connected housing with other issues affecting LGBTQIA+ residents and centered the participation and leadership of queer members of our organization to lead chants, develop communications and create our float.
- ✓ **Mobilize:** Our contingent and included representation from cultural dance organization Ballet Folklórico Netzahualcoyotl, members of NBOP's Queer Asylum Accompaniment Team of the North Bay Rapid Response Network, students from Rincon Valley Middle School GSA, and the LGBTQIA+ tenant leaders of the Sonoma County Tenants Union.

PROCESS AND PLAN

- Through the month of May, we organized three intergenerational art builds with 10-15 new attendees each (a significant rise in attendance from past art builds), presentations in member congregations, and at local Gay-Straight Alliance clubs in schools. Of members who participated in at least one art build and/or our parade contingent, at least 75% represented interfaith communities from at least 5 congregations; 15% were youth aged 12-30, and 12% were bilingual and/or Spanish-speaking.
- NBOP's member institutions and religious leaders were actively involved in sharing messaging around local housing issues for LGBTQIA+ communities with their own networks via e-blasts, newsletters and bulletins.
- Through conversations with LGBTQIA+ leaders and staff, we developed slogans and signs and then made parade materials and designed a "float" in the Pride parade.

EVALUATION

- Our contingent in the Parade included over 100 people, the largest contingent in the Sonoma County Pride parade, and a 25% increase in participation from previous year.
- We measured the outcome of our case study through sign-ups to participate in art builds and the parade float contingent, engagement on our narrative posts, as well as qualitative quotes and stories of people who participated.

WHAT WE LEARNED

- We learned that by tailoring our message to a specific experience and by sharing it with a base of those who have a stake in this issue, it's a powerful way to galvanize participation, engagement, and action. We tested several chants and received ovations and cheers from the sidelines as onlookers joined their voices with ours.
- We also will be conducting a community feedback portion and debrief with participating members of this Case Study to see where we could tighten our narrative points and identify missed opportunities for solutions-first narratives.

Reaching Progressive People of Faith

TARGET NARRATIVE SHIFT

- ✓ HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE
- ✓ INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE
- ✓ “RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL

PICO California seeks to expand and strengthen its base and shift receptive Californians who center their faith and justice by making PICO a spiritual and political home where they can put their values into action and receive narratives that shift their fundamental attitudes on the economy, housing, and society over time through engagement.

WHY THIS CASE STUDY?

Public narratives about faith voters are currently dominated by a spiritual minority that is well-organized and politically active; but PICO California (PICO), California’s largest grassroots community organizing network for racial and economic justice, saw this gap in understanding of our other spiritual neighbors as a powerful organizing opportunity.

Primary Audiences: The “Devout and Diverse” comprise about 12% of Californians– that’s roughly 5.13 million people - with about 750,000 in the Bay Area. These constituents are intensely faithful and highly engaged on civic issues, directly linking political activity to their faith community and spiritual beliefs. While they hold a variety of competing ideological beliefs, they are generally persuadable.

Timeline: 2022-2023

WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ Name the moment
- ✓ Amplify
- ✓ Reframe



WHAT WE DID

PLAYBOOK STRATEGIES

☑ Center Equity and Systems Change

☑ Mobilize

☑ Call-to-action

PROCESS AND PLAN

- Tactics: phonebanking Fall Voter Engagement program, digital ads copy and visual collateral, equipping organizers and communicators
- Consistent external communications via email and social media to existing followers
- Digital ads via Meta and Google through translating the Devout and Diverse research into digital profiles of theoretically receptive audiences to have them provide their information and become part of the PICO California
- Using our community organizing and stories of our leaders to base build and do narrative work around housing and poverty

EVALUATION

- Metrics for IVE: 50,000 contacted via paid phonebank. This was to test the model and messages. We tested 4 key data points that would verify how strong the two foundational pillars (model & messages) are: 1) How important is religion or faith in your life? 2) Are you voting this year and planning to take additional political actions? 3) A values based statement to gauge their ideological location 4) A policy based question that's values-based but more concrete.
- For 1 and 2, anything about 65% yes would be an encouraging sign. 3 and 4, those were asked on a 1-4 scale - anything about 2.5 average would be affirming. Results were: 1) 83% 2) 81% 3) 3.78 average 4) 3.82 average. So the results very much confirmed the veracity of the model and messages which in turn allows us to move forward with creating more robust strategies for outreach and narrative change.

WHAT WE LEARNED

- The narratives we'd like to use this information to shift over time, especially as they relate to housing, are moving from an individual blame frame to a system change frame. One of our clergy leaders put this very effectively: currently people see housing issues as a matter of "sin" - you did something wrong - or "sickness" - something is wrong with you, instead of a matter of "systems."
- We learned that the community of people who are religious/faith-based and progressive leaning on issues is larger than we expected, less organized, and more in want of a means to be organized and have a spiritual and political home.
- The other thing we learned from a messaging perspective is that even highly religious people who view their faith as integral to their life and values do not like overly proselytizing language and prefer a more tame but still moral and values based approach to social and political issues.

Building Support for Tenants Rights in the Bay Area

TARGET NARRATIVE SHIFT

- ✓ HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE
- ✓ “RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL
- ✓ FEAR OF LOSS THROUGH CHANGE → CONFRONTING THE RISK OF THE STATUS QUO

We need a narrative strategy that uplifts the connection between weak/inequitable renter protections and homelessness because right now communities/electorate wants to address the homelessness issue. However because the crisis is growing, voters are losing hope. Connecting stronger policies with homelessness prevention is one way to provide a simple, actionable and attainable solution and hope to these voters. We need a narrative that doesn't disempower renters as passive victims, but highlights the lived experiences of our tenant neighbors while convincing voters, leadership, and others to prevent the growing crisis around homelessness and affordable housing from becoming unmanageable.

WHY THIS CASE STUDY?

With this study we are specifically trying to understand how we can persuade more Californians to support and strengthen statewide tenant protections that impact local jurisdictions across the state. In addition we are trying to dismantle arguments that suggest stronger tenant protections will negatively impact or even harm “mom and pop landlords” or LLCs and corporate landlords. Ultimately we need our audience to understand that until we view housing as a shared need, or a social good, (like education) we will continue to see the cycles of displacement which will only continue to tear apart the fabric of our state.

Primary Audiences: Our audience is the general public and elected leadership in the San Francisco, Oakland, and larger Bay Area. Homeowners need to understand the issues tenants and renters (and understand their lived experiences) face in order to want to create change. Once people start thinking and talking, public pressure builds. This pressure can then hold leadership accountable and move them to action.

Timeline: Spring 2023

WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Reframe:** Centering what is at stake if we don't take action on displacement: Every eviction creates one more homeless family.
- ✓ **Mobilize:** We tried to link the call-to-action and mobilization to our current campaign to advocate for stronger statewide renter protection policies and close eviction loopholes which would impact many Bay Area neighbors
- ✓ **Call-to-action:** Tell your legislator and take action

WHAT WE DID

PROCESS AND PLAN

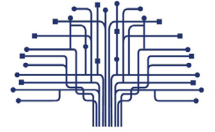
- We produced two ads with different messages but using the same photo (A/B testing)
- We chose a powerful image portraying a sheriff evicting a young mother and her newborn who is clutching a toy that reflected urgency and sparked empathy
- Ad A was more data driven:
 - Headline: We can prevent homelessness; Text: Numbers don't lie. Evictions cause homelessness. Protecting tenants prevents it. SB 567 will protect thousands from unnecessary evictions yearly. We can prevent homelessness. Tell your legislator to pass #SB567 today!
- Ad B had more emotional language:
 - Headline: Evictions = Homelessness; Text: Every eviction creates one more homeless family. Our communities—workers, families, seniors—are struggling to stay in their homes. We can prevent homelessness and protect our neighbors. Click here to tell your legislators to pass SB 567 today!

EVALUATION

- The outcomes were encouraging because we had 94,015 impressions, it reached 25,600 people and generated more than 3,500 link clicks for folks who wanted to learn more in the Bay Area specifically (we only targeted Bay Area zip codes).
- Initially the ads performed similarly. However as the ads continued, we found that the emotional ad (Ad B) had a stronger appeal than the data driven ad (Ad A).
- For both ads we found that the ads performed much better amongst younger demographics; In the demographic above age 54 the cost per click was much higher (we had to run the ad many more times for the same result). Gender differences were not material in our evidence.

WHAT WE LEARNED

- The emotional ad makes personal stakes clear; we each have a role to play in housing justice. This personifies a systemic issue.
- The imagery of this ad emphasizes how high the stakes are and how violent eviction is for our neighbors who are struggling. It reflects the consequences of inaction both in imagery and text. We would be curious to test out the impact of this imagery as compared to the more cartoonish imagery of other, similar social media posts.
- In terms of bringing more collective agreement, Ad A implies that this isn't an opinion, it's a fact, e.g. "numbers don't lie." Evictions cause homelessness.
- We would be curious to test out what would happen if we switched the heart wrenching photo with a graph that reflected the rate of evictions with the rate of homelessness on Ad A (numerical, data driven). Would we see a real divergence?



Tech, Bias, and Housing in the Bay Area

TARGET NARRATIVE SHIFT

- ☑ HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE
- ☑ INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE

Through our Tech, Bias, and Housing Initiative, we’re seeking to shift the narrative on the role tech (products, companies, models) plays in housing. Individual techies are not the ones behind the housing crisis; rather, tech tools are accelerating the corporatization of housing which leads to higher prices, more evictions, and more biased screening.

WHY THIS CASE STUDY?

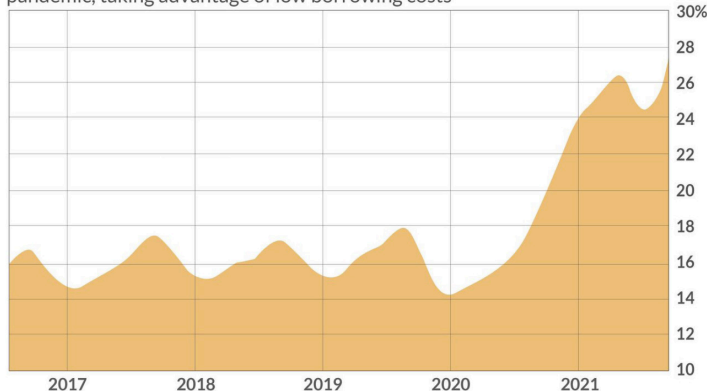
We’ve seen an over-focus on the rank and file workers in tech painted as the villains in the Bay and an under-focus on the people actually making our housing crisis worse: the executives at the large tech companies, the founders of the housing tech companies who are exacerbating bias and inequity, and the venture capitalists who are introducing high-stakes funding into the space.

Primary Audiences: Our audience is fourfold: lawmakers/regulators, press, housing tech executives, and rank-and-file workers. We want lawmakers to understand the emerging housing tech space and start working on the necessary regulation, we want press to amplify the research, we want housing tech people to adopt ethical corporate practices, and we want rank-and-file workers to think critically about their role and how they can become positive agents of change.

Timeline: Ongoing

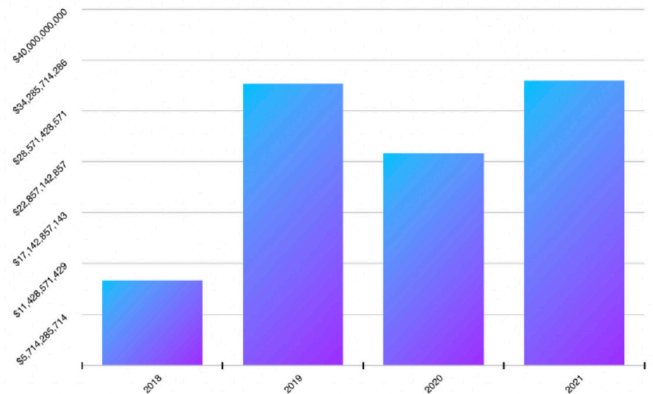
Investors are snapping up single-family homes

Investors have been aggressively buying up single-family homes amid the pandemic, taking advantage of low borrowing costs



Note: Data are 3-month trailing averages Sources: JCHS tabulations of CoreLogic data Source: The State Of The Nation's Housing 2022 by Joint Center for Housing Studies

2021 PROPTECH VC FUNDING



Venture capital has more than doubled its investment in the PropTech space since 2018. Source: 2021 Real Estate Technology Venture Capital Report, CRETI

WHAT WE DID

PLAYBOOK STRATEGIES

Name the moment

Amplify

Reframe

Center Equity and Systems Change

Call-to-action

PROCESS AND PLAN

Since our TB&H paper was research-heavy, we focused mostly on building an argument with facts and history. We addressed the current understanding of the housing tech space and told the story of the corporatization of housing, from Jim Crow to the Great Recession to COVID to today. When possible, we led with shared values, introduced clear actors, and made the solutions clear and tangible.

EVALUATION

We're monitoring press hits, companies willing to adopt our ethical practice guide, and lawmaker interest in carrying relevant bills. We're also starting the next phase of research which will include first person experience with these housing tech tools, which should help us achieve our goals.

WHAT WE LEARNED

- They tell us how much people understand and are taking heed of our warnings of the impacts housing tech has on the space.
- I've learned that sometimes the most important/substantive work isn't the grabbiest, and vice versa. I would tell other people to try to find as many stories as possible, since those are what stick with/influence people.
- We're also starting the next phase of research which will include first person experience with these housing tech tools, which should help us achieve our goals. In that project we're going to build out our storytelling for the initiative, and that's where STB learnings come into play.

Organizing for Housing Justice in the Bay Area Suburbs

TARGET NARRATIVE SHIFT

- ✓ HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE
- ✓ INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE
- ✓ DEFEATISM AND RELIANCE ON LUCK → BELIEF IN CHANGE THROUGH COLLECTIVE ACTION

Increased understanding of (and support for) building advocacy and organizing capacity for housing justice in the suburbs

WHY THIS CASE STUDY?

In 2016 and 2017, Urban Habitat released two reports that looked at regional resegregation in the Bay Area and an assessment of the needs to build organizing and advocacy capacity in places where low-income people of color increasingly live. In 2022, we released an update on that research, and found that while there has been some increase in organizing and advocacy efforts, there is a need to invest more in the suburbs. Highlighting stories of housing justice organizing in the suburbs will help advance campaigns at the local level, and increase funding for this work.

Primary Audiences: Philanthropy, local and regional media

Timeline: Fall 2022



WHAT WE DID

PLAYBOOK STRATEGIES

☑ Center Equity and Systems Change

PROCESS AND PLAN

- Our report aimed to amplify the strong organizing work for housing justice happening on the ground, and the need to invest in more housing justice organizing in these places.
- We released a report in Fall 2022 on regional resegregation, and held an event with roughly 100 participants from organizing and advocacy organizations, city staff and elected officials, and philanthropy. Speakers at the event highlighted findings in the report pointing to shifts in race, class, and power in the suburbs, and lifted up recommendations to increase organizing and advocacy capacity.
- We used email and social media (Facebook and Twitter) to promote the report and the event.

EVALUATION

- New or increased funding for organizing in key suburban places. Since our report release last fall, we have seen an increased interest by funders to invest in organizing in key suburban places. In Solano County, the Solano County Community Foundation began a small program to invest in housing justice organizing. In East Contra Costa County, the STRONG Funders Network worked with Northern California Grantmakers to host a half-day virtual convening about the importance of investing in organizing capacity in East County, featuring several local organizers.
- Media coverage of organizing campaigns that use our framing/messaging. Over the past year, we have worked with regional news organizations, including KQED, and Bay City News to highlight stories about organizing and advocacy campaigns for housing justice in the suburbs. This helped to increase earned media coverage of the Antioch rent control campaign last fall.

WHAT WE LEARNED

- It's helpful to have a specific audience in mind when designing tools to advance narratives. By focusing on funders and philanthropy, we were able to target our presentation and messaging to be of greatest interest to that audience.
- This effort is still a work in progress. We are working on an event this fall with the San Francisco Federal Reserve to continue to advance this narrative and target our key audiences. It's important to have sustained effort, with multiple activities and partners over the course of several years, to build momentum to shift narratives and ultimately behaviors.
- It's hard to design a case study in which the metrics of success can be isolated from other activities happening in the same area. For example, one of our metrics is: new or increased funding for organizing in key suburban places. We hope our report increased funder interest in organizing in the suburbs, and we also know that other groups, such as United Way Bay Area and the STRONG Funders Network, are also working on the same goal.

Neutralizing Harmful Narratives About Homelessness in San José

TARGET NARRATIVE SHIFT

- ☑ **“RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL**
- ☑ **DEFEATISM AND RELIANCE ON LUCK → BELIEF IN CHANGE THROUGH COLLECTIVE ACTION**

Setting out to connect the dots between high rents, affordable housing, and rising homelessness so we can shift towards a multi-pronged approach to the housing crisis in San José — rather than one focused on “ending the era of encampments”.

WHY THIS CASE STUDY?

While moving unhoused individuals into interim shelters is important, the current Mayor of San José is proposing to redirect funds from building affordable housing to support an increasing number of interim shelters or “quick build” communities. This shift has raised concerns among many San José residents, especially tenants who are rent burdened and at risk of being priced out, who are deeply concerned about homelessness and rising rents, and believe that more holistic solutions are needed.

Using the principles outlined in the STB narrative strategies playbook should help us cut through the opposition’s messaging and uplift the less visible impacts of housing instability such as a loss of diversity and exacerbating racial inequity.

Primary Audiences:

- **City Council** — They have the power to decide how resources are allocated across different strategies for housing justice, and will vote on Measure E spending allocation.
- **Coalition Partners** — We have a broad coalition of labor partners who work with low wage earners and working families who are renters.
- **San José renters and residents** — those who are already aligned with other progressive causes

Timeline: May-June 2023

WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Name the moment:** Emphasized the fact that we were on the right path with Measure E and if we don't take action now, we stand to lose a critical tool for housing justice
- ✓ **Amplify:** Reinforced the value of San José being an aspirational city where all families can put down roots and plan for the future
- ✓ **Attach:** Connecting housing justice with diversity and vibrancy in San José
- ✓ **Center Equity and Systems Change:** Put out explainers about why interim shelters alone cannot lead to housing justice, did comms around the high, ongoing cost of interim shelters if we don't also plan for permanent supportive housing
- ✓ **Counter:** Decrease counterproductive narratives by undermining logic/legitimacy
- ✓ **Call-to-action:** Email campaign targeting San José council members; turn out to do public comment at City Hall

PROCESS AND PLAN

- We collaborated closely with our housing policy team to ensure our goals were aligned. Together, we developed an external plan that complemented our internal strategy. We also engaged with housing justice organizations in our region to understand their approach. We leveraged the STB playbook to amplify and frame the stats and analysis that was being put out by partner orgs.
- Platforms: Email, Social media (Tw, Fb, Ig), City Council Meetings, Press conference

EVALUATION

Metrics: Participation in email campaigns and actions electeds; Number of new people getting involved with campaign by signing up to our email list; Engagement with social media content

WHAT WE LEARNED

- We learned to be more observant of our position and framing in relation to what the public perceives and what narratives the opposition is encouraging.
- Public perception is currently skewed towards the misguided narratives being pushed by the Mayor of San José. For example, we noticed that by avoiding using the word 'homelessness' (by using unhoused or unsheltered) we were failing at grabbing the attention of many folks that we needed to reach. And people outside of our base are more likely to believe that ending homelessness stops at getting rid of encampments.
- While some people may see and acknowledge the value in the issues we're advocating for, they might not realize the urgency of the situation for those with the highest stakes. In our messaging, it's important and effective for us to emphasize the urgency of the situation by centering those who are most impacted and at-risk.
- A good amount of people don't inherently feel connected to people in different life circumstances than them, and it's important to humanize those folks through storytelling so people are likely to feel more invested in broader solutions that benefit the whole community.



Housing is Healing for East Bay Transitional Youth

TARGET NARRATIVE SHIFT

☑ FEAR OF LOSS THROUGH CHANGE → CONFRONTING THE RISK OF THE STATUS QUO

Showing that transitional housing and healing modalities are crucial steps into permanent housing and lowers recidivism for unhoused youth.

WHY THIS CASE STUDY?

We believe that if we offer Transitional Aged Youth age youth wrap-around holistic services focused on building the awareness of their Adverse Childhood Experience and need for trauma recovery by building resilience through providing an intervention in every dimension of wellness ,we can support youth social emotional development preparing them to thrive in the adult world. Outcome is 9-12 months safer and healthier housing, and more personal power, jobs, documents, and capacity.

Primary Audiences: Funders and decision-makers

Timeline: 2022-2023



WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Amplify:** When developing YSAs Theory of Change, we wanted to place all interventions and opportunities with the emphasis of creating a sense of safety, dignity, connection and belonging; while threading through each dimension of wellness.
- ✓ **Reframe:** Transitional housing doesn't impact the housing crisis (not true, because there's time to heal in a longer intervention). Transitional Housing allows for youth to focus on more than housing first. Giving them the space, reassurance, and safety to begin establishing the foundational needs for a more thriving and permanent set up that includes financial wellness, employment, and housing.

PROCESS AND PLAN

- In October, we began to track the energetic space and clinical process of the program participants. We identified racial, interpersonal, familial, and mental health trauma that existed within our youth and were reignited in space. This assisted us in managing the retraumatization of the youth, and providing appropriate interventions for behaviors and programmatic implementations centered around holistic healing offers.
- In March, we began to develop and increase interventions towards housing navigation while beginning a partnership with Telecare to provide on-site social emotional interventions and linkage to appropriate Mental Health Services (therapy, psychiatric, crisis support). From April to Present we began our new method of housing navigation called Housing Clinics which offers triaging and 1:1 intervention to assist youth at any stage of their housing journey.

EVALUATION

Since our pilot in 2021, we have served 43 youth. 29 out of 43 have transitioned from the program, with 17 going into permanent housing. When we dive a little deeper into the data, we have found that if a youth was in our program for 6 months or more they have a higher chance of obtaining permanent housing (10 youth) than youth that were in our program for less than 6 months (7 youth).

WHAT WE LEARNED

- This tells us that youth need more time in programs to adjust to shelter, link to necessary resources, establish employment or income, while also gaining essential life skills and beginning to heal areas of their trauma that will help them build a firm foundation for their transition into permanent housing and adulthood.
- In transitional housing specifically for TAY youth, it gives them the time to understand the onset of mental health disorder, impact of childhood trauma, and free up some mental space for obtaining hard outcomes.

Engaging Younger Voters on Bay Area Housing Justice

TARGET NARRATIVE SHIFT

- ✓ HOUSING SCARCITY OR CRISIS → HOUSING JUSTICE
- ✓ INDIVIDUAL RESPONSIBILITY → STRUCTURAL CHANGE
- ✓ “RUGGED INDIVIDUALISM” → SHARED COMMUNITY THAT BENEFITS ALL
- ✓ FEAR OF LOSS THROUGH CHANGE → CONFRONTING THE RISK OF THE STATUS QUO
- ✓ DEFEATISM AND RELIANCE ON LUCK → BELIEF IN CHANGE THROUGH COLLECTIVE ACTION

@AffordableBurbs challenges the misconception that only major cities like SF and Oakland are responsible for housing injustice and therefore implementing housing solutions. The suburbs must own the role they have to play in advancing regional housing affordability and fostering a Bay Area that enables belonging and stability for all.

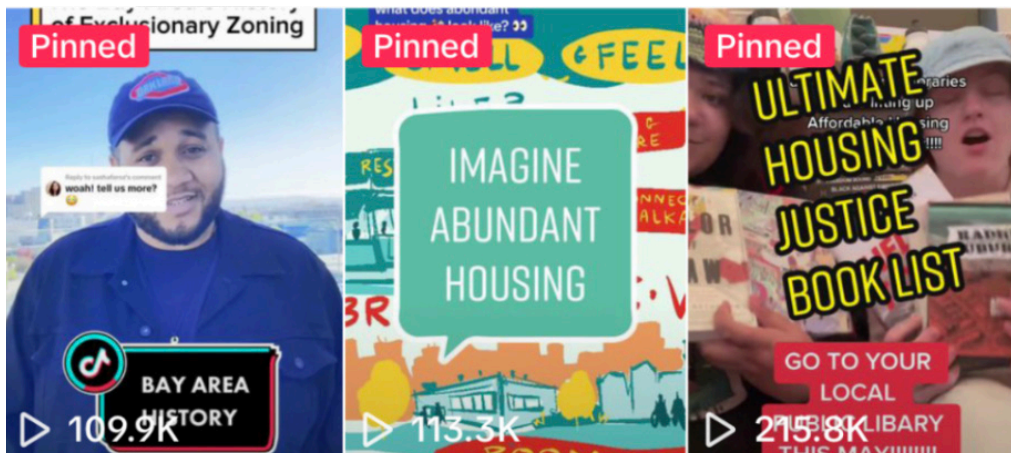
WHY THIS CASE STUDY?

Multiple 20th century housing policies and ‘White Flight’ have given rise to the single-family suburban neighborhood norm. While the widespread availability of homeownership improved the quality of life for many white families, it has bred attachment to these land-use policies as sole pathways to security and independence. In order to open up opportunities to thrive, address urban displacement, and meet the growing need for affordable housing in the suburbs, we need to activate the untapped potential in our younger base. These folks tend to share our values and are well-positioned to build our movement and carry our messages online.

Primary Audiences:

- TikTok users (given social media landscape changes and growth of vertical video)
- Base and Persuadable Millennial and Gen Z folks
- Affordable housing advocates and practitioners

Timeline: Affordable Housing Month May 2023 (5/1-5/31/23)



WHAT WE DID

PLAYBOOK STRATEGIES

- ✓ **Amplify:** Our ‘Superbloom’ launch video (144K views) connects people to values associated with housing justice, like belonging and thriving— “Imagine how difficult it would be to feel like you belong in a place if your basic needs were not met... now, imagine that deep sense of belonging that comes with calling your own safe, stable, and affordable place to call home. When we feel belonging – in our home, our neighborhood, our community – it brings comfort, freedom, and space to grow and thrive.”
- ✓ **Attach:** Our Exclusionary Histories video (110K views) makes an explicit connection between housing and racial justice— “Berkeley’s 1916 zoning plan was celebrated by the California Real Estate magazine for excluding Black and Asian people. It became the standard for zoning policy across the U.S.”

PROCESS AND PLAN

- This series was a collaborative effort between Shift the Bay Table Members from the Affordable Housing in the Suburbs Subcommittee and other Bay Area housing justice organizations including: NPH, Housing Leadership Council of San Mateo County (HLC), East Bay Housing Organizations (EBHO), North Bay Organizing Project, and First Five Contra Costa.
- As a convener, central organization (creating a proposal, storyboards, content calendar) and 1:1 communication were crucial to cultivating buy-in and accountability.
- Production flow between convener and contributor varied by partnership. Generally, each video required the development of storyboards and/or scripts, shooting footage, compiling clips, and adding final touches like subtitles, sound, and effects in the app.
- Experimented with paid reach and audience targeting options to increase the reach and engagement of six of the videos.

EVALUATION

- Shift the Bay activated #AffordableHousingMonth on TikTok for the first time!
- 700,000 views, 3,683 likes, 1,687 profile views, 127 comments, 272 shares, and 184 followers across just 11 videos in 31 days (mostly through paid reach)
- Organic posts primarily engaged 13-17 year-olds females. Avg view time was 4 secs.

WHAT WE LEARNED

- Fast-paced and to the point videos are best because viewers will swipe out quickly! Put more time toward a strong hook and engaging script than highly developed stories.
- Authentic and culturally relevant delivery and production are key. Most successful videos incorporate trending audio and relatability or humor.
- Contributors have different strengths and weaknesses. As a convener it’s best to identify those needs early and provide structure (deadlines, frameworks) where possible.

Thank you!

