



COALITION BUILDING IN AN ANCHOR INSTITUTION CAMPAIGN

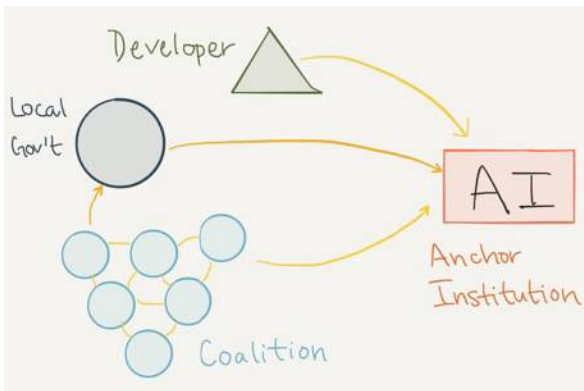
Transforming Anchor Institutions: A Toolkit for Community Organizers

Anchor institutions are oftentimes large, embedded institutions that can be hard to move and influence. Forming a coalition is a powerful way to build movement across communities, going beyond your usual allies, thereby increasing your collective leverage in an anchor institution campaign.

Who should be part of a coalition in an anchor institution campaign? First, it's important to identify the greatest needs of the community and those who will be the most greatly impacted by the anchor institution. Second, find out which organizations and entities are already working on behalf of these communities and identify how your interests might align collectively to create a coalition that can build leverage and power in your anchor institution campaign.

1. Identify coalition members:
 - What is the relationship to and impact of the anchor?
 - Which existing organizations/entities represent and support these populations?
2. Coalitions might include a range of stakeholders. See table on page 3.
3. Define the common interests in the anchor institution campaign that unites your coalition
 - Commitment to a shared analysis of community needs and priorities
 - Building power of community members to have a voice in the process
 - Sharing resources and costs (e.g. technical assistance trainings, communications trainings, translation equipment, networks, etc.)
 - Negotiating a legally binding community benefits agreement with the anchor institution that can include jobs and training, education, environmental justice, procurement, housing, and other priority needs for the community

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We were able to make the UC commit to having a participatory process to discuss our demands and talk about a community benefits agreement and we advocated for many members of the coalition to be part of the community working group that UC Berkeley created. Claudia Jimenez

4. Clear structure that recognizes capacities and strengths of each coalition member and adds capacity to each organization and community members:
 - What are your individual and collective resources and assets?
 - How can each organization contribute most effectively to the coalition and campaign building?
 - What are your operating principles?
 - What is your decision-making process?
 - Process indicators: equity in participation, consistency of participation
 - Outcome indicators: products delivered, consensus reflected in plans and products
5. Clear strategy within each organization within coalition:
 - Develop clear policy proposals from within the coalition to present a unified voice to anchor institution. What are the non-negotiables? Some examples include:
 - Linkage fee for development of affordable housing
 - Annual funding for linked learning educational programs
 - 50% targeted local hire policy
 - 50% procurement from local businesses
 - Ban the box to increase job opportunities for formerly incarcerated residents
 - Strategic communications
 - Anchor institutions are often concerned about public image, and a well-defined strategy for communications can help support coalition goals and increase awareness about community needs: how can the institution be a “better neighbor?”
 - Publish op-eds and press releases about demands, challenges, victories, and current local context throughout anchor campaign in local media outlets
 - Weekly coalition meetings to uphold accountability and commitment to coalition
 - Use meetings to discuss updates about campaign and set both short and long-term agendas for coalition goals
 - Identify allies and meet with them regularly to keep them engaged in the process and identify where they might have influence over decision-makers
 - Local government, state government, federal government
 - School district
 - Philanthropy and foundations
 - Small businesses
 - Small wins build momentum and sustain coalition:
 - Count your victories! Each win is a small step in reaching your ultimate goal. Celebrate those wins while keeping your eyes on the prize.
 - As the campaign continues, keep engaging more and more community members in the process to build your bases and sustain momentum.

STAKEHOLDERS	RELATIONSHIP AND IMPACT	ORGANIZATIONS/ENTITIES REPRESENTING THIS POPULATION
Low-income residents	Anchors can expand and develop neighborhoods in a way that displaces local residents and/or increases rents and property values in your neighborhoods.	<ul style="list-style-type: none"> • Housing and tenants' rights organizations • Local city government
Students, students' families, and educators	Anchor institutions often pride themselves on providing services to the local community, sometimes through education. How can the anchor expand opportunities for youth and provide career pathways through linked learning and education programs? E.g. University or academic institution can institutionalize educational and career pathways to expand opportunity for youth and adult learning	<ul style="list-style-type: none"> • School districts • Community-based organizations focusing on youth, mentorship, and educational programming
Disadvantaged residents and workers e.g. re-entry and undocumented residents	Anchors are some of the biggest employers in state and local economies. Their hiring policies have a great impact on local economic opportunity. How can an anchor improve its hiring policies to include the most marginalized communities in attaining quality jobs?	<ul style="list-style-type: none"> • Immigrant rights organizations • Organizations representing re-entry residents
Neighborhoods impacted by environmental injustice	Anchors might be contributing to environmental injustices that impact community or might have the technology and capacity to provide resources to community to mitigate and prevent environmental injustice	<ul style="list-style-type: none"> • Environmental justice organizations • Urban agriculture organizations • Local city government
Faith communities	Faith communities encompass many residents from a local community who are negatively impacted by anchor institution	<ul style="list-style-type: none"> • Faith and interfaith organizations • Churches • Mosques • Temples
Labor and unions	As large employers, anchors have a huge impact on local labor and unions	<ul style="list-style-type: none"> • Building Trades • Unions • Elected officials
Small businesses	Scale of procurement within anchor institution often prevents opportunities for small, local businesses	<ul style="list-style-type: none"> • Local, small businesses • Organizations working on behalf of small business
Philanthropy	Anchor institutions can be influenced by big philanthropic organizations and local philanthropies can also receive funding from anchor institutions	<ul style="list-style-type: none"> • Large philanthropic organizations • Local philanthropy and foundations
Research and policy organizations	Research and policy organizations that work on behalf of impacted communities can use their research capacity and resources to support community needs	<ul style="list-style-type: none"> • Non-profit organizations • Academic entities and institutes
Students, patients, or other clients of the anchor institution	Anchors have a direct impact on their students, patients, and clients through its services, jobs, and benefits	<ul style="list-style-type: none"> • Students who attend anchor institution (university, school district) • Patients (hospital patients) • Clients (contractors, private business)
Allies within anchor institution	Some anchors can have employees and clients from the impacted community or employees working on behalf of and in support of those communities	<ul style="list-style-type: none"> • Patients, clients, and students of anchor institution • Staff, faculty in anchor institution

ABOUT THE TOOLKIT From 2013 to 2016, community leaders organized for a community benefits agreement with the Berkeley Global Campus development in Richmond, CA. Their visions for change have translated into a massive mobilization of Richmond's community through dedicated organizing and strategy-building. This guide is part of a toolkit sharing some of the lessons learned about transforming the policies and practices of anchor institutions. For additional guides, videos, and presentation slides that are part of this toolkit, go to <http://haasinstitute.berkeley.edu/anchortoolkit>