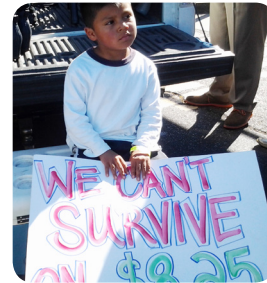




# Building a New Economy for All



## Partnership affiliates pioneered the community benefits movement.

From LAANE at the Staples Center, to Pittsburgh UNITED and the One Hill campaign at the Penguins Arena, we have combined the power of people and policy to align public spending with community values.

Building on these early victories we are transforming dirty industries and building shared prosperity in new and powerful ways, as seen in LAANE's groundbreaking transformation of the port-trucking and trash industries in Los Angeles and CLU's success infusing equity into statewide energy-efficiency and transportation programs in Massachusetts. Our network is also developing deep civic engagement capacity, witnessed in recent living wage victories led by WPUSA in San Jose and Puget Sound Sage in Seattle. We are excited to share these tested models with new cities, supporting our newest affiliate POWER in building a better future for Philadelphia.

**The Partnership for Working Families**, a national network of leading local advocacy organizations, supports innovative solutions to pressing economic and environmental problems. We believe the power for real change is rooted in cities, where people live, work and organize. Combining insightful research, cutting edge public policy, and broad alliance building, our affiliates collaborate on multi-city campaigns to transform industry practices, creating quality jobs, shared prosperity, and a healthy environment.

**How do we know it's possible to clean up our cities and make our communities more livable while creating good, family-supporting jobs?**

**Because we're doing it!**

Since 2006, our network has won more than 70 campaigns coast to coast. Grounded in community and worker organizing and innovative policy work, our network is maximizing communities' return on massive public investments in development projects and industries. Our victories have improved more than 370,000 jobs, reducing poverty and rebuilding the middle class.

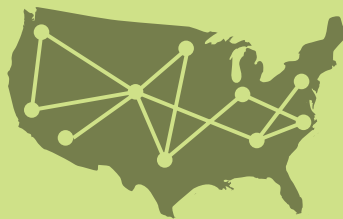
Equally as important, our campaigns are building power for working people by giving them a seat at the table, building accountability among local decision makers and businesses. The result: better jobs, improved job access for low-income communities of color, more affordable housing, greater government transparency and accountability, and greener cities.

## How We Do It

**Passing progressive policy or correcting bad business behavior has powerful movement-building impact.** As a Partnership, we amplify this impact at a national scale. Together, we are reshaping the debate in communities across the country to change the conversation about jobs and the economy.



We provide expert **technical assistance** to our partners on the ground and as a peer network, including strategic counsel, legal, research, coalition and policy support that bolsters local campaigns and supports bigger wins.



We have **strong alliances** with environmental, labor, civil rights, environmental justice, and faith-based organizations that enable us to build broad, strong coalitions to advocate for economic policies that benefit entire communities.



We initiate and lead coalition efforts to change the local economy, by **passing policies and negotiating agreements** creating higher quality jobs with improved opportunities for low-income workers. Some of these efforts focus on specific projects, such as urban redevelopment; others improve whole industries or employment sectors.

## Building a Stronger Movement

**The benefits of our Partnership extend beyond the cities that are home to our affiliates.** We apply our network's collective expertise in cities across the country by supporting coalition efforts to transform industries and hold development accountable wherever the conditions are ripe. This work includes:

- Supporting new community benefits and construction careers coalitions in more than 20 cities.
- Working with city governments to help structure community benefits and construction careers policies.
- Building stronger capacity among our allies in other networks, like PICO, Gamaliel, and Emerald Cities.

We also maintain a comprehensive resource center established to help fight privatization of state and local public assets. This resource center, **In the Public Interest**, builds better public understanding of the dangers posed by privatization and documents and disseminates best practices for fighting it. Working together with union and community leaders, as well as the elected officials who champion high quality public services and public control over public assets, In the Public Interest is helping these leaders win real fights on the ground in places like New Mexico, Pennsylvania, Chicago, and the St. Lucie, FL school district.

In the **Public Interest**



**The landmark Oakland Army Base Jobs and Community Benefits Policy requires that:**



 All jobs on the base pay a living wage

 At least **50%** of workers are hired from Oakland

**25%** of jobs reserved for disadvantaged workers

Funding for a new job center 

Limits on the use of temp workers in warehouses

 Establishment of a monitoring board with community representation to enforce the agreement



Ban on employers pre-screening job applicants for criminal records



## Victory in Oakland, A Testament of Our Movement

**Long time West Oakland resident** Shirley Burnell is ready for changes that will put people back to work. “As a former worker at the Army Base, I know how jobs at the base can feed our community.” The change Burnell and so many West Oakland residents have called for has finally come.

The expansive former Oakland Army Base is situated in West Oakland, home to a deeply rooted African American community and vibrant immigrant communities struggling with unemployment and economic hardship.

The base that once served as an economic engine and provided thousands of civilian jobs sat vacant for years as potential developers have come and gone.

**“As a long time West Oakland resident, I have seen lots of changes. I’m ready for changes that will help put our folks to work.”**

— Shirley Burnell

**Revive Oakland**, a coalition of thirty community, faith, and labor organizations, convened by the **East Bay Alliance for a Sustainable Economy (EBASE)**, recognized that the redevelopment of the base was a once in a lifetime opportunity for West Oakland. Revive Oakland launched a comprehensive jobs and community benefits campaign to ensure that this valuable public asset was redeveloped in a way that would deliver real economic benefits to the community.

After five years of organizing and negotiations, the developer, city and community all signed off on contracts with enforceable community benefits. As the first project breaks ground, this victory is a model for building community power and leveraging redevelopment for real economic and community benefits.

The ground-breaking Oakland Army Base policy sets a new standard for how development projects can serve the public good. While the policy delivers thousands of much needed family-supporting jobs, it reaches much further. It creates avenues for the formerly incarcerated to access the new jobs, sets unprecedented standards limiting the use of temporary workers for the warehousing industry, and most importantly, is a direct reflection of the voices of the Oakland residents demanding more of their local officials and the investment of taxpayer dollars.

## Construction Careers: Building a Better Future for Workers and Communities

**Our construction careers campaigns have dramatically raised the bar on publicly funded construction projects.** These policies have set strong job quality and access standards that move low income people of color into construction careers, uplifting communities, local economies and the construction industry as a whole. After a decade of coalition building, policy development and implementation, our construction careers campaigns are only getting bigger, more innovative and farther reaching:

- **LAANE's Metro Transportation Authority Construction Careers Policy** — the largest in the country — worth more than \$6.2 billion, will create more than 23,000 good middle-class jobs in Los Angeles County;
- **The state of Massachusetts's \$1.4 billion energy efficient plan** — the first in the nation — includes CLU and Green Justice Coalition's bold equity and job quality standards;
- **ALIGN** and the **Alliance for Just Rebuilding** are proposing community inclusion, job quality and climate change standards that would apply to the anticipated \$20 billion post-Hurricane Sandy recovery; and
- **Milwaukee's MORE Ordinance** increased targeted hiring requirements on public infrastructure projects to 40%, and this requirement was expanded to privately built, publicly subsidized redevelopment projects.

In other parts of the country, **STAND-UP** (Atlanta), **Working Partnerships USA** (WPUSA San Jose), and **Center on Policy Initiatives** (CPI San Diego) are building broad coalitions and channeling billions of dollars into high-quality jobs and training opportunities for low income workers and communities of color.

## Transit Equity & Accountable Redevelopment

**New transit and housing investments in major cities** like Denver, Boston and Seattle can create healthier, safer and more equitable cities.

Across the country, Partnership affiliates are building powerful, diverse coalitions to leverage renewed urban development for the public benefit. We are advancing innovative strategies that support development while engaging low income communities as partners to design, build and implement systems that meet everyone's needs. Our approach:

- **Puts equity at the forefront of public discussion and decisions on housing and transit.** CLU's statewide **Fix it, Fund it and Make it Fair** campaign ensures that riders have a voice and vote in transit decision making, making transit affordable, accessible and beneficial for all. **Puget Sound Sage** is anticipating the impacts of the expansion of **Seattle's Commuter Link Light Rail**, launching a multifaceted effort to ensure that neighborhood development plans reflect the interests and concerns of low income, immigrant and other communities of color.
- **Focuses attention on jobs.** From construction of the lines, to maintenance and operations, to redevelopment around new stops, transit investments create jobs. But will they be good jobs and who will get them? Our affiliates work to lift up job standards and create the training and hiring pathways that ensure all job-seekers have a chance to prosper.
- **Gives low income people of color a voice.** Organizing residents is essential to **FRESC: Good Jobs, Strong Communities'** strategy for increasing affordable housing and improving inclusionary housing policies to combat the affordability crisis in Denver.

Led by these affiliates, as well as **WPUSA** (San Jose), **STAND-UP** (Atlanta), **ISAIAH** (Twin Cities), this approach is yielding results for families across the country.



## Ensuring All Communities Have a Voice

**Mobilizing low-income communities and communities of color to organize and vote is essential to building power for working families.**

Voting not only gives communities a voice, it cultivates new leadership and builds toward long term power. **CASE** (Phoenix), **WPUSA** (San Jose), **Citizen Action of Wisconsin** and **CAUSE** (Ventura & Santa Barbara Counties), are just a few of our affiliates that are increasing voter turnout and building leadership pipelines. In the fall of 2012, 14 Partnership affiliates registered and educated more than 205,000 low propensity voters.

Not only are our affiliates engaging tens of thousands of voters each election cycle, they are creating long-term change to ensure all voices are heard. **OCCORD** is reshaping city council elections in Anaheim by advocating for a districting system that ensures the entirety of the city's diverse population is adequately represented.





## Transforming Trash

**New York City's commercial trash system is inefficient and dirty**, earning it the dubious distinction of *America's Dirtiest City*. Restaurants, offices, and businesses create 3.2 million tons of trash each year that is collected by a dysfunctional wild-west-style system. From excessive numbers of smog spewing dangerous trucks, to the incinerators and landfills where the majority of the city's commercial trash is dumped, the current system exploits the environment, workers and communities.

**Transform, Don't Trash NYC** — led by ALIGN and its environmental justice and labor partners — is advocating for a new franchise system that would transform the commercial trash industry. The new system will reduce waste, create cleaner and healthier communities for all New Yorkers, lift thousands of waste workers and their families out of poverty, and create thousands of new,

quality jobs in recycling-reliant industries. This campaign builds on **Don't Waste LA**, LAANE's ground-breaking effort to remake Los Angeles' waste industry to deliver more recycling, less pollution, good jobs and more accountability.

In other parts of the country, Partnership affiliates — including **EBASE** (Oakland), **CLU** (Boston), **CPI** (San Diego), **FRESC** (Denver) and **Citizen Action** (Milwaukee) — are engaged in similar campaigns to make the recycling industry live up to its full potential as a leader in the new green economy.



## The Fight for a Fair Wage Starts at Home

**In the absence of a fair economy, it takes strong action and hard negotiating to create sustainable, family-supporting jobs.** National and state level living wage legislation is routinely blocked. But the Partnership network is making progress on the ground, appealing to local voters to enact family supporting wage ordinances.

After hard grassroots organizing led by a broad coalition including **Puget Sound Sage**, the City of SeaTac voted to raise the minimum wage to \$15 an hour — with benefits — for more than 6,000 people in airport-related jobs. The new law also addresses part-time work by requiring that additional hours be offered to current employees before hiring new employees. Similarly, **LAANE's** coalition effort won a \$13 an hour wage for the hospitality and tourism industry in Long Beach.

Cities make huge investments so industries like airports and hotels can thrive. These locally focused, industry-targeted campaigns ensure that workers share in that prosperity. **Working Partnerships USA's** coalition victory reached beyond one industry and raised the citywide minimum wage to \$10 an hour.

Even in incredibly challenging cities, we are making a difference. In Phoenix, **CASE** successfully fought for an airport worker retention

ordinance, stabilizing jobs for low-wage concession employees as contracts change hands at the airport.

These local strategies along with community benefits strategies and coordination with worker organizations have proven effective at delivering fair wages and job security to some of the most marginalized workers in our country.



The Partnership for Working Families is dedicated to building power and reshaping the economy and urban environment for workers and communities. Our movement shares a commitment to expanding and connecting community and worker organizing for quality jobs, affordable housing, shared prosperity, and a healthy environment.



## Affiliated Campaigns

The Partnership is also providing strategy, coalition, and policy support to these campaigns and organizations:

**Blue/Green Waterfront Coalition**  
Bellingham, WA

**Toronto Community Benefits Network**

Toronto, Ontario, Canada  
communitybenefits.ca

**Corridors Alliance**  
Doing Development Differently in  
Detroit (D4)  
Detroit, MI  
metrodetroitd4.org

**Cayce UNITED**  
Nashville, TN  
cayceunited.org

**Casa de Maryland**  
Langley Park, MD  
casademaryland.org

**Lawrence Berkeley Laboratory's  
Richmond Bay Campus**  
Richmond, CA  
ccisco.org

**Kingsbridge Armory Redevelopment  
Alliance**  
Bronx, NY  
northwestbronx.org

**New Orleans Workers' Center for  
Racial Justice**  
New Orleans, LA  
nowcrj.org

**Emerald Cities Cleveland**  
Cleveland, OH  
emeraldcities.org/cities/cleveland

**Emerald Cities Portland**  
Portland, OR  
emeraldcities.org/cities/portland

**Emerald Cities Seattle**  
Seattle, WA  
emeraldcities.org/cities/seattle



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