Identifying Potential Coalition Members

This worksheet is part of the Upward Mobility Initiative's *Toolkit for Increasing Upward Mobility in Your Community.* Use it to brainstorm a list of potential partner organizations to invite to your Mobility Coalition. Cast a broad net and consider organizations already doing upward mobility–related work, organizations you may not have worked with before, and organizations that may oppose your cause but whose participation will be critical to success. Below, we highlight some questions you can ask yourself to identify partners to bring into your coalition and what value they would add. They should be answered based on your preliminary understanding of your local mobility conditions and returned to once you've conducted a more comprehensive analysis (see chapter 2 for additional guidance).

Part 1: Identify Your Coalition's Needs

Which of the following groups in your community face the greatest barriers to upward mobility?

☐ People of color

Specific racial or ethnic group(s) _____

☐ People with disabilities

☐ English-language learners

☐ People experiencing housing instability or homelessness

- ☐ Young people
- ☐ People involved in the criminal legal system
- ☐ Residents with low incomes
- ☐ Middle-class residents
- ☐ Other _____

Which of the following areas are of greatest concern in your community?

- ☐ Housing affordability
- ☐ Housing stability
- ☐ Economic inclusion
- ☐ Racial diversity
- ☐ Social capital
- ☐ Access to preschool
- ☐ Effective public education
- ☐ School economic diversity

- ☐ Preparation for college
- ☐ Digital access
- ☐ Employment opportunities
- ☐ Jobs paying living wages
- ☐ Opportunities for income
- ☐ Financial security
- ☐ Wealth-building opportunities
- ☐ Access to health services

- ☐ Transportation access
- ☐ Neonatal health
- ☐ Environmental quality
- ☐ Safety from trauma
- ☐ Political participation
- ☐ Descriptive representation
- ☐ Safety from crime
- ☐ Just policing

What assets does your Mobility Coalition need?

- ☐ Research and analytical capacity
- ☐ Staff capacity
- ☐ Financial resources
- ☐ Political clout

- ☐ Strong connections to community members
- ☐ Experience conducting deep and meaningful community engagement

- ☐ Fundraising capacity
- ☐ Representation of the group(s) that will be directly affected by the work
- ☐ Convening power

- ☐ Experience with data-informed decisionmaking
- ☐ A strong racial equity approach
- ☐ A strong understanding of positionality
- ☐ Deep practice of power sharing or power analysis
- ☐ Data sharing and transparency
- ☐ Other_____

Part 2: What Existing Partnerships Do You Have?

Use this section to list the stakeholders you have good partnerships with and who serve one of your target populations, do work in one of your priority issue areas, or have assets that would benefit the work of your coalition. Figure 1 shows actors to consider for your Mobility Coalition.

FIGURE 1
Actors to Consider for Your Mobility Coalition

LOCAL GOVERNMENTS

COMMUNITY MEMBERS

NONPROFITS AND COMMUNITY-BASED ORGANIZATIONS

ADVOCACY GROUPS

PHILANTHROPY

RESEARCH ORGANIZATIONS

ANCHOR INSTITUTIONS

PRIVATE SECTOR

TABLE 1

Existing Partnerships

Organization name	Type of organization	Target populations served	Domains of work	Assets
Example: Forest City Asset Builders	Nonprofit	Young people, residents with low incomes, people of color	Financial security, housing stability	Strong data-sharing capabilities; experience conducting deep and meaningful community engagement

Part 3: Where Are There Opportunities to Build New Partnerships?

Use table 2 to identify new partners who can help advance upward mobility work and who serve one of your target populations, do work in one of your priority issue areas, or have assets that would benefit the work of your coalition.

TABLE 2

Potential New Partnerships

Organization name	Type of organization	Target populations served	Domain of work	Assets
Example: Forest City Community College	Anchor institution	Residents with low incomes, English-language learners	Employment opportunities, opportunities for income	Convening power, research and analytic capacity, political clout

Part 4: How Could These Partners' Participation Benefit the Work of Your Coalition?

In table 3, start listing your existing or potential partners and identify how their participation could benefit the work of your coalition.

How Existing and Potential Partners Can Benefit the Coalition's Work

Identified partner	Aligned initiatives	Motivations for joining	Roles	Barriers to partnership /how they're a good partner
Example: Forest City Asset Builders	Wealth-Building for All campaign	They want to expand their wealth-building programming to a wider audience in the city.	Forest City AB director as champion; Forest City AB data analyst as data team lead	They have a long history of work in this space that we can learn a lot from. However, they may be skeptical of people for whom this work is a newfound interest.
Example: Forest City Chamber of Commerce	Forest City Small Business Loan Program	They want to increase their contacts with key stakeholders in the city.	Forest City Chamber of Commerce director as communications lead	They have the ear of the business sector in our city and can help us bring these critical actors into our strategy. However, they may be reticent to support some of the more progressive policies advocated for by this group.

Part 5: Develop Your Invite List

Based on the outcomes of these exercises, a few organizations or people will likely stand out as being critical to invite to join your Mobility Coalition. (Remember that you may also find individuals or organizations on this list who instead belong in a "keep informed" category.) Reviewing your notes from above, create a final list of invitees to join the Mobility Coalition using table 4. You should also use your notes about what assets they can bring and what makes them a good partner in your outreach letters. As mentioned, it's fine to start out with a slightly smaller group and add others over time.

TABLE 4

Mobility Coalition Final Invite List

Potential coalition member	Organization	Who will send the invitation?