

Building Strength

Coalition Building	Weak Roll 1-2	Moderate Roll 3-4	Strong Roll 5-6	Roll
Lead Time	The coalition learns of a project with less than a month to prepare for negotiations.	The coalition learns of a project with 2-4 months to prepare for negotiations.	The coalition learns of a project early, with more than 6 months to organize and prepare.	
Resources	The coalition has little resources for organizing, community engagement, or communications.	The coalition has some resources to organize; the company funds informational workshops for the community.	The coalition has dedicated resources for organizing and communications; the company funds community engagement.	
Community Representation	The coalition is small with limited representation, expertise, and community credibility.	The coalition is moderately sized with some diversity and credibility, but lacks political leverage and some areas of expertise.	The coalition represents the most impacted communities and has technical expertise, community credibility, and political leverage.	
Structure and Process	The coalition does not have a clearly defined structure nor a decision-making and conflict resolution process.	The coalition has a decision-making process with weak conflict resolution and unclear roles and responsibilities.	The coalition has an equitable decision-making and conflict resolution process; it can make unified decisions.	
Trust and Transparency	There is little trust within the coalition and little trust between the coalition and the company.	The coalition and company build trust by creating accessible and transparent avenues for communication.	There is high trust and transparency within the coalition as well as between the coalition and the company.	
Anchor Organization	The coalition does not have an anchor organization to drive their work forward.	The anchor organization has limited capacity and work moves slowly.	The anchor organization is strong with capacity to drive the work effectively.	
Research	The coalition does not conduct thorough research on the company, project, or its potential impacts.	The coalition conducts some research, but is unable to determine leverage points or identify asks they can make.	The coalition conducts thorough research, finding leverage points and understanding what kinds of benefits it can ask for.	
Priorities Alignment	The coalition is unable to identify shared priorities before entering negotiations.	The coalition identifies shared concerns and desires, but does not rank priority asks.	The coalition creates a shared vision with ranked priorities and non-negotiables.	
Legal Representation	The coalition does not have its own legal representation, only one offered by the company.	The coalition has their own legal representation who has some experience in developing CBAs.	The coalition has their own legal representation who has deep experience in developing CBAs with community advocates.	
Communications Strategy	The coalition has no media contacts or communication strategy to publicize their efforts.	The coalition has no media coverage, but a good communications strategy draws community support.	The coalition has media coverage and a strong communications strategy that elevates their campaign.	

Project Conditions	Weak Roll 1-2	Moderate Roll 3-4	Strong Roll 5-6	Roll
Need for Community Support	The company does not care about community approval or delays they may face because of lack of public support.	The company will seek a few organizations and leaders to gain approval, but will not engage the larger community.	The company seeks wide community support because they want good standing and a smooth process with little project delays.	
Financial Incentives	The company does not need any funding.	The company needs some public dollars for their project.	The company is heavily reliant on public funding that requires a CBA to be developed.	
Need for Approvals	The company does not need any approvals or permissions to proceed with their project.	The company needs approval to proceed with the project. (e.g. FDIC approving bank mergers, a city approving building permits)	The company needs approvals that will only be given if they meet high standards for community engagement.	
Legislative Obligations	There are no policies or legislation that require or encourage community reinvestment, benefits, or protections.	Federal legislation encourages companies to develop meaningful CBAs, but does not require them.	Federal legislation requires that companies create meaningful protections and benefits for the communities they operate in.	
Project Size	Only small benefits can be negotiated because small projects have less earnings and community impacts.	Moderate benefits can be negotiated because medium-sized projects have moderate earnings and impacts.	Large benefits can be negotiated because larger projects have high earnings and more negative impacts on the community.	
TOTAL SCORE				