



**GAMALIEL**

**Community Organizing As Job Creator:  
An Investment That Works For All**



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**“Experience and evidence show clearly that, by investing in community organizing on the front end, we can create the political will for job growth and economic recovery, as well as directly create and sustain employment opportunities.”**

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## Foreword



For 25 years, Gamaliel has trained faith leaders in communities across the country to take back their communities through the hard work of building relationships within our congregations and communities that result in new and creative community organizing campaigns. Gamaliel is in 17 states and has 1,200 diverse faith congregations as members.

Gamaliel believes in building relationships, with congregations, labor unions, ethnic organizations, student groups, public officials, funders and with the media. Thus, the victories that are described in this report may be the product of a large coalition. The Gamaliel affiliate may have served as the primary organizer or a key partner in the coalition, but without partners, this level of achievement would be impossible. Thank you to our allies, coalition members and fellow organizers and leaders for all that you do every day.

Karen Kelsey, Sam Finkelstein, Rev. Cynthia Jarrold, Martha Kafka, Jenny Kremmel, Evan Culbertson and Laura Barrett played key roles in researching and developing this report. Dr. Todd Swanstrom of the University of Missouri - St. Louis and Josh Bivens of the Economic Policy Institute were of invaluable assistance in analyzing the economic impact of our work.

This report is dedicated to the brilliant, tireless and enthusiastic leaders, staff and board members of the Gamaliel network. Without you, none of this would be possible. Thank you.

*Ana Garcia-Ashley*

Executive Director

Gamaliel

## Executive Summary

Most community organizers may not go into this work to become job creators, yet economic theory and widely accepted government formulas – such as used to calculate the impact of highway and transit funding – show community organizers can compete with the best job generators in America. *Community Organizing As Job Creator* makes the case that more investment in community organizing can pay impressive dividends in community stabilization and other economic benefits.

This study examines the achievements of the Gamaliel community organizing network over the last five years at neighborhood, city, county, state and federal levels. Through winning funds, finding revenue sources and changing policy, the network directed over \$16.6 billion into infrastructure development, education and transit that created and saved a total of 639,385 jobs. The impact has been striking, both on the Gross Domestic Product – nearly \$22 billion – and in its alleviation of poverty and delivery of human services.

Though this report focuses on transit-related victories, it includes data in the appendices on campaigns waged by affiliates across the country to promote economic stability through employment connected to education and healthcare. The results from 2008-2011 came to nearly \$2 billion in funding, more than 45,000 jobs and over \$2.5 billion added to the GDP.

Beyond documenting Gamaliel's efforts, this report speaks the language of diverse stakeholders interested in getting their hands around fractious issues – elected officials, businesspeople, government agencies, any advocate for the common good. It offers models for collaboration, a framework for translating ideals into concrete results, best practices for targeting precious resources where they will do the most good, methodology for projecting and measuring effectiveness. The cases provided can be replicated by other community organizers and authenticate the significance of their work in moving the nation and all its people forward.

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### GAMALIEL 2006-2011 ECONOMIC IMPACT AT A GLANCE

Education + Transit and Infrastructure Funds = \$16.6 billion

Education + Transit and Infrastructure Jobs = 639,000

Education + Transit and Infrastructure Increased GNP = \$21 billion

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## Introduction: The Value of Community Organizing

The impact of community organizing on society over the past 150 years cannot be overstated – from significant changes in public policy, to the development of urban areas, to revolutionary movements that have resulted in long-term benefits to local communities. Community organizing has remained successful because of its focus on building relationships based on mutual goals. While their methods may vary, community organizers create the public space in which real people come together around a shared set of values to build powerful coalitions that improve the civil, social, and economic conditions of their communities. They develop leaders who effectively wage and sustain long-term campaigns around the issues they face.

Mohandas Gandhi and Dr. Martin Luther King Jr., along with a number of American civil rights leaders from the 1960s, are typically referenced as iconic examples of community organizers. The origins of modern American community organizing, however, can be traced back to 1930s Chicago and Saul Alinsky’s revolutionary work with unions. At the heart of Alinsky’s systematic approach to organizing is his emphasis on nonviolence, further developed and refined through the

civil rights movement with its focus on building powerful coalitions of black congregations, historically black colleges and universities and local NAACP chapters.

The profound and sweeping victories of the civil rights movement captured the imagination of a second generation of organizers in the 1970s and led to the emergence of national organizing groups (most notably Industrial Areas Foundation, ACORN, Citizen Action, and Gamaliel) that began to develop more strategic approaches to community organizing and action.

Gamaliel, founded in Chicago in 1986, adopted a faith-based model of organizing that brought congregations together and focused on developing a coalition of powerful faith leaders in their communities, especially in low-income and urban communities. Today, Gamaliel has affiliates in 17 states, the United Kingdom and South Africa, and has organized and trained thousands of congregations and leaders of all faiths to fight for socio-economic justice in their communities. Gamaliel affiliates have organized campaigns around issues of healthcare, education, immigration, transportation, housing, civil rights, and more. These campaigns have resulted in changed and



*Long-time Gamaliel National Issues Chair Ron Trimmer, an architect along with National Campaign Director Laura Barrett of the “Missouri Model” for job development.*

more equitable policy and practice, as well as increased public involvement and government accountability at the local, state, and national levels.

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**“The impact of community organizing ... cannot be overstated – from significant changes to public policy, to the development of urban areas, to revolutionary movements resulting in long-term benefits to local communities.”**

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More than 10 years ago, Gamaliel adopted a frame of regional equity. Manuel Pastor, in his book *This Could Be The Start of Something Big*, referred to “a number of national initiatives that have explicitly focused on trying to build and organize a national regional equity movement. The Gamaliel Foundation, a prime example, has adopted metropolitan equity as a central organizing lens and works to promote this perspective throughout its network of 60 affiliates in 21 states.” It was a way to “stop cleaning the engine room of the Titanic” and to take on increasingly complex civil rights issues that really affect inner-suburban and inner-city communities. It also allowed Gamaliel to address the constant drain on inner city resources that is required to fuel the growth of ex-burb infrastructure.

With the strategic support of John Powell, Myron Orfield, David Rusk and Pastor, Gamaliel focused on community organizing campaigns that targeted long-term and systematic regional solutions, such as smart growth policies, transportation funding, and inclusionary zoning. Gamaliel won several victories in these campaigns, most notably inclusionary zoning in Hampton Roads, VA, transportation funding in multiple Midwest cities, and historic tax credits in Missouri. Gamaliel’s concentration on difficult, multi-year, regional equity campaigns has helped to boost the large number of substantial victories reflected in this study.

Community organizing—now, more than ever—is necessary to address the economic crisis facing our communities, our states and our nation. Without Congressional action before the end of 2012, the federal budget would be cut by \$1.2 trillion, leading to significant, across-the-board cuts to funding for highway



*Angela James, lead organizer for Empower Hampton Roads in Norfolk VA, one of dozens of Gamaliel affiliates involved in a national 2012-15 campaign to build on the economic successes described in this report.*

planning and construction, Head Start, the school breakfast program, meals for homebound seniors, and federal assistance to school districts with disadvantaged children. In addition, a number of expiring tax cuts and benefits would mean increased taxes for middle-class families and low-income workers. Further, the Government Accounting Office predicted a loss of 4 to 6 million jobs over the next two years, while the Office of Management and Budget predicted a double-dip recession in 2013.

Community organizing, with its focus on relationship building, powerful coalitions, trained leaders, and shared values, can move the conversation from a focus on austerity economics to prosperity and shared abundance. Community organizing can be the change we have been waiting for.

## Findings

Community organizations draw strength from the reality that all politics is local. However, much of the money, resources, and long-range planning for local communities is connected to and driven by the federal decision-making process. Recognizing the need for this added dimension in its work around transportation policy, Gamaliel entered into the national transportation debate, organizing leaders to engage their members of Congress on policy that impacted their local communities. Gamaliel's national transportation campaign, Transportation Equity Network—founded in 1997 by the Center for Community Change and now a project of Gamaliel—is a grassroots organization of more than 350 community organizations in 41 states working to build a more just, prosperous and connected America.

Relying on the tools and disciplines of community organizing, TEN leaders began a decade-long process of building relationships with members of Congress, multiple Presidential Administrations, and national strategic partners, expanding their impact on the federal decision-making process and, thereby, securing victories in their local campaigns. Seated at

the table with key decision-makers and influencers, local leaders and organizers quickly expanded the knowledge base around their issues and developed increasingly more sophisticated ways of analyzing their issues and the impact of their victories. Using industry and federal government standards, local campaign victories that were once identified simply by the dollar amount won could now be interpreted more comprehensively, providing the community with a more meaningful understanding of how that dollar amount translated into job creation and an increase in the Gross Domestic Product.

The job numbers estimated in this report show the boost from either preserving or expanding public services. To the degree these services were preserved or expanded through tax increases, the increase in taxes could provide a negative offset to these numbers. Economic research and estimates clearly show, however, the job boost stemming from the preservation and expansion of services dwarfs the drag on job-growth stemming from higher taxes, and particularly so if the tax increases fall on higher-income households or corporations.

Table 1 contains accepted formulas for calculating the number of jobs created per billion dollars invested in transportation and infrastructure. According to Moody's Analytics, for every dollar invested in transit, the GDP increases by \$1.44 in the following year. For every dollar invested in infrastructure, the GDP increases by \$1.31 in the following year. (Source: Moody's Analytics, [http://www.economy.com/dismal/article\\_free.asp?cid=224641](http://www.economy.com/dismal/article_free.asp?cid=224641))

### Table 1

#### Funding Calculation Keys

- **Transit operations** – 60,000 jobs per billion dollars, 60 per million (Source: Amalgamated Transit Union)
- **Transit capital** – 24,000 jobs per billion dollars, 24 per million
- **Transit combined** – 36,000 jobs per billion dollars (assumes a mix of 29 percent capital and 71 percent operations spending)
- **Transit construction** – 55,600 jobs per billion dollars
- **Highway construction** – 27,800 – 30,000 jobs per billion dollars [The report also cites the following information about job creation and highways: “FHWA analysis for 2007 indicates that for every \$1 billion of federal highway expenditure, in historical proportions of use, supports 27,800 jobs (allowing for inclusion of right-of-way expenses) or 30,000 jobs exclusive of right-of-way acquisition costs.” Source: [www.fhwa.dot.gov/policy/otps/pubs/impacts/index.htm](http://www.fhwa.dot.gov/policy/otps/pubs/impacts/index.htm) (updated 2/12/09)]
- **Infrastructure construction** – 18,000 jobs per \$1 billion, 18 per \$1 million. Source: Alliance for American Manufacturing [http://www.americanmanufacturing.net/files/peri\\_aam\\_finaljan16\\_new.pdf](http://www.americanmanufacturing.net/files/peri_aam_finaljan16_new.pdf)
- **New home construction** – mark up = 15percent. <http://www.homebuildingpitfalls.com/new-homes.htm>



In 2006, Gamaliel affiliate Pennsylvania Interfaith Impact Network won \$90 million for much-needed infrastructure investment in the community. Using the “infrastructure construction formula” — for every billion dollars invested in

infrastructure construction, 18,000 jobs are created—PIIN secured 1,620 new jobs. (Source: Alliance for American Manufacturing [http://www.americanmanufacturing.net/files/peri\\_aam\\_finaljan16\\_new.pdf](http://www.americanmanufacturing.net/files/peri_aam_finaljan16_new.pdf))

Table 2 illustrates what one-time infrastructure investments in Ohio, Virginia, Missouri and California meant for those states.

## Table 2

### Infrastructure One Time

\$90 million, PA – 2006 - (using infrastructure construction formula) x 18 = 1,620 jobs

\$720 million, OH – 2007 – (using infrastructure construction formula) x 18 = 12,960 jobs

\$10 million, VA – 2007 – (using infrastructure construction formula) x 18 = 180 jobs

\$1 million, MO – 2011 – (using highway construction formula) x 27.8 = 28 jobs

\$0.5 million, CA – 2011 – (using highway construction formula) x 27.8 = 14 jobs

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**\$821.5 million Infrastructure one time = 14,802 jobs**

72 jobs, St. Louis MO 2008 County Workforce Ordinance

45 jobs, St. Louis MO 2009 City Ordinance

40 jobs, 2009 Milwaukee WI MORE Ordinance

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**157 jobs (using infrastructure construction formula) = \$8.7 million**

**Total Infrastructure One Time Jobs = 14,959**

**Total Infrastructure One Time Funds = \$830.2 million**



*Through its reliance on relationship building, powerful coalitions, trained leaders and shared values, community organizing has moved the conversation from a focus on austerity economics to prosperity and shared abundance.*



*Rev. Tommie Pierson, Metropolitan of Congregations United, testified before the Missouri Dept. of Transportation during Gamaliel's successful I-64 campaign, leading to a project that not only met workforce goals but was completed early and under budget.*

To gain more clarity about the economic impact of community organizing, the Gamaliel National Campaign Department compiled the data for affiliate victories from 2006 through 2011. Using the formulas above, the results were astounding. For transit victories totaling \$14.7 billion during that time period, 593,978 jobs were created, and the GDP increased by \$19.4 billion. For education victories totaling almost \$2 billion during that time period, 45,407 jobs were created, and the GDP increased by \$2.5 billion. Tables 3 and 4 provide a summary of the economic impact of Gamaliel victories from 2006 to 2011.

**Table 3**

**Summary of Gamaliel 2006 - 2011 Transit and Infrastructure Victories**

Category	Funds	Jobs	Increased GDP
Transit Annual	\$176,054,991	9,714	\$253,519,187
Transit One Time	\$1,192,813,812	71,569	\$1,717,651,889
Transit Construction	\$11,767,500,000	483,998	\$15,415,425,000
Training Annual (averaged)	\$2,400,000	72	\$3,144,000
Training One Time	\$28,750,000	394	\$37,662,500
Infrastructure Annual	\$745,000,000	13,412	\$975,950,000
Infrastructure One Time	\$830,200,000	14,959	\$1,087,562,000
<b>TOTALS</b>	<b>\$14,742,718,803</b>	<b>593,978</b>	<b>\$19,490,914,576</b>

**Table 4**

**Summary of Gamaliel 2008-2011 Education Victories**

Years – City	Funds	Jobs	Increased GDP
2008 – 2011: Milwaukee	\$3,800,000	48	\$4,978,000
2010 – 2011: Buffalo	\$3,613,400	191	\$4,733,554
2011: New York	\$1,900,000,000	45,141	\$2,489,000,000
2010 – 2011: South Bend	\$500,000	7	\$655,000
2010 – 2011: Youngstown	\$1,531,200	20	\$2,005,872
<b>TOTALS</b>	<b>\$1,909,444,600</b>	<b>45,407</b>	<b>\$2,501,372,426</b>

*Note: In Tables 3 and 4 above, the number of jobs for training and education have been adjusted to reflect an average of those calculated using median annual salaries from sources listed in Appendix A and a figure based on the standard economic assumption that each \$125,000 in GDP creates a job.*

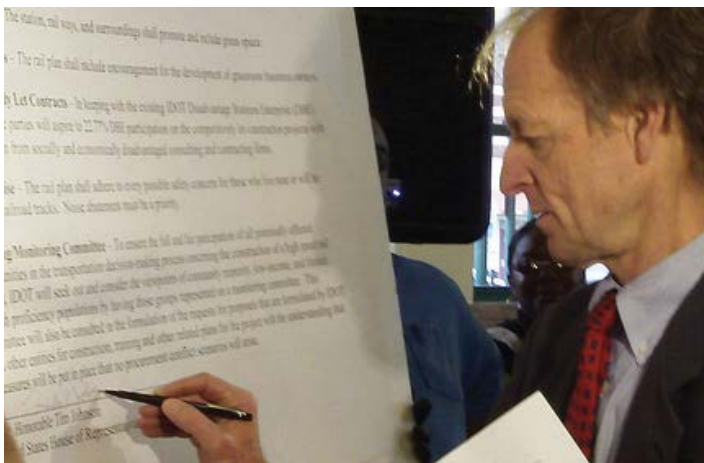
## Case Studies: Gamaliel Local Organizing Campaigns

What follows are descriptions, based on conversations with leaders and organizers from four Gamaliel affiliates, of five successful local campaigns—including one with a national component. While the victories are important, leaders and organizers who were interviewed pointed to additional outcomes: 1) an increase in the number of trained leaders equipped to identify critical local issues and to develop strategic, sustainable campaigns to address them; and 2) an increase in the power and influence their organizations wield within their communities.

Additional information about how these victories have impacted jobs and the Gross Domestic Product can be found in Appendices A and B. Appendix C includes more detailed information from the media coverage of these campaigns.

### MCU: I-64 Campaign

In 2005, leaders from Metropolitan Congregations United and United Congregations of Metro East, representing St. Louis MO and East St. Louis IL, worked with Sen. Christopher “Kit” Bond (R-MO) and then-Sen. Barack Obama (D-IL) to secure policy language in the 2005 surface transportation bill Safe, Accountable, Flexible, Efficient Transportation Equity Act: a Legacy for Users (SAFETEA-LU) that encouraged state departments of transportation to engage in community collaborations “to help ensure local participation in the building of transportation projects.” (Public Law 109-59, 119 Stat. 1144, Section 1920)



*Illinois Rep. Tim Johnson (R) signs on to a rail project community benefits agreement at a public meeting hosted by Springfield IL Gamaliel affiliate Faith Coalition for the Common Good.*

Having secured this significant victory, MCU moved quickly in early 2006 to apply the new legislation to the \$524 million Interstate 64/US 40 project—the largest highway project in

Missouri history, and the first design-build project for the Missouri Department of Transportation. MCU held a series of public and stakeholder meetings, while negotiations with officials were conducted by Julie Cunningham, president and CEO of the Conference of Minority Transportation Officials.

This partnership produced a community benefits agreement that ensured: 1) one-half percent of the federal project dollars (\$2.5 million) would be used for pre-apprenticeship and job training for low-income, people of color and women workers; 2) 30 percent of the total construction hours and professional services work would be set aside for on-the-job training and 3) an external monitoring system would be put into place to ensure transparency and accountability for the duration of the project.

The project met workforce goals, was completed 24 days ahead of schedule and was \$11 million under budget. Now known as “The Missouri Model,” it has been acclaimed by U.S. Department of Transportation Secretary Ray LaHood and other administration officials. The I-64 Campaign also positioned MCU to lead in efforts to secure much-needed revenue for the local transit system, Metro.

### MCU: “Prop A” Transit Campaign

In 2008, St. Louis County voted down a one-half percent sales tax to support public transit. The failure to secure needed revenues for an already under-funded transit system led to unimagined and devastating cuts to public transit service throughout the region. Low-income families and transit-dependent people were disproportionately impacted by the cuts, which resulted in lost jobs, longer commutes, more expensive household transportation costs, and more. Transit advocates in the community quickly rallied, however, and secured a commitment to place the initiative—now called Proposition A—on the ballot again in April 2010.

MCU committed to the passage of “Prop A” in spite of public sentiment against public transportation among the automobile-reliant, middle- to upper-class families in South St. Louis County. MCU kicked off the campaign by hosting a public meeting in October 2009, attended by Congressman Russ Carnahan (D-MO), to give the public an opportunity to learn more about the issue and ballot initiative. Following the meeting, MCU leaders and organizers canvassed more than 1,000 homes, hosted phone banking events, gathered pledge cards, testified before the county council and held rallies. At a December 2009 rally, more than 100 faith leaders boarded



*In concert with Gamaliel affiliate Faith Action for Community Equity, Honolulu HI residents of all ages worked for more equitable distribution of over \$5 billion in transit funding.*

Metro buses to talk with riders about the importance of “Prop A.” MCU also engaged the residents of South St. Louis County in a conversation about the importance of public transit to non-riders.

On April 6, 2010, “Prop A” passed with 62.9 percent voter support. (Voter turnout for this election was 12 percent higher than the average rate for off-year elections.) The one-half percent sales tax in St. Louis County secured over \$75 million for Metro annually and triggered a one-quarter percent sales tax in St. Louis City that would contribute an additional \$8 million per year in transit funding. Most of the 2008 service cuts were restored, and Metro was able to expand the MetroBus program and the Call-A-Ride system. In addition, the victory resulted in new economic development and jobs.

### **FACE Hawaii: Rail Transit Campaign**

For over four years, Faith Action for Community Equity advocated for the development of affordable housing and a rail transit system in Honolulu HI. Currently ranked number one among the U.S. cities with the “worst traffic congestion,”

Honolulu has limited affordable housing stock available. Much of that housing has limited or no access to public transit. The result is limited access to quality of life services, long commute times and exorbitant transportation costs (often exceeding housing costs).

Congregations from FACE launched a campaign to move city administrators and the county council. They called for the development of a public rail system, with “transit villages” along the route, that would provide affordable housing to low-income individuals and families. The hundreds who have turned out for public meetings and hearings and engaged in actions have raised the profile of this issue in the community and among the decision makers.

In 2008, FACE was instrumental in winning a ballot initiative for rail transit development and in 2010 secured another electoral victory that led to the construction of affordable housing units near rail stations. Despite foot dragging by city officials, FACE continues its efforts to ensure the 2008 project goes forward and is working now to secure additional federal transit money for the project.

## NAOMI: Everyone Has a Place Campaign

In late 2011 the village board of Weston WI voted to completely eliminate their bus service for 2012. The NAOMI organization (part of WISDOM in Wisconsin) brought together bus riders, faith leaders and the local Amalgamated Transit Union. The coalition obtained enough signatures on a petition to force a binding referendum that, if passed, would force the Weston village council to restore bus service. This action was taken after months of appearances at hearings, media events, presentations in churches, and informational door-to-door outreach. On the same election day as the very polarized Scott Walker recall election, 68 percent of the voters in Weston demanded the village restore bus service for at least two years beginning January 1, 2013.

Weston is a small community (about 15,000) near Wausau WI. Because Wisconsin has no regional transit authority, every municipality in the state has the annual chance to opt out of area-wide transit services. The Weston decision was particularly harmful because it had the effect of making bus service to two other similar communities impractical and expensive. Thus, one community's decision robbed three communities of bus service. NAOMI is now working with the other two towns to get them to restore their bus service when Weston comes back on line.

The key to victory was the creation of a coalition that included equal numbers of bus riders and non-riders. Since 70 percent of Weston's population has never ridden the bus, the coalition

had to reflect in composition and message the campaign was about community and reached beyond the self-interest of riders. "Everyone Has a Place in Weston" (now shortened to "Everyone Has a Place") was chosen as the name of the campaign. The message of the campaign centered on the call to be an inclusive community. People of all ages and political ideologies responded to the argument that Weston needed to be a community that did not shut out the elderly, low-wage workers or people with disabilities.

## VOICE Buffalo: Day Care Victory

On New Year's Eve 2009, Niagara County cut daycare subsidies for approximately 1,600 children (or 500 families) in Buffalo NY. Unable to secure affordable care without subsidies, many parents were forced to quit their jobs. Some families were forced to apply for public assistance. Smaller daycares that relied heavily on those subsidies were forced to close, make cuts and/or lay off workers.

VOICE Buffalo acted immediately. In March 2010, VOICE organized 125 people to march in the snow from a local church to the County Executive's office holding signs demanding justice for families. The county executive responded to their demands and in July 2010 secured \$1.7 million in stimulus funding for the daycare subsidy program. Later that year, VOICE returned to the county executive, demanding the county raise the subsidy level from 125 percent below the poverty level to its original designation of 200 percent below the poverty level. Voice achieved this final victory in May of 2012.



*Buffalo NY affiliate VOICE proved construction jobs aren't the only way to stimulate the economy, when advocates secured \$1.7 million in stimulus funding for the day care subsidy program.*

## Policy Recommendations and Conclusions



*Gamaliel affiliates across the country have used a variety of actions to ensure underserved communities have access to employment training, living-wage jobs and the resources to improve their economic stability.*

Based on our findings, one of the key recommendations of this report is for investment in community organizing as the most cost-effective avenue to create jobs, stimulate economic recovery and build a sustainable and equitable economy.

According to research by the National Center for Responsive Philanthropy, every dollar invested in community organizing resulted in \$115 in community benefit (National Center for Responsive Philanthropy, 2012, *Leveraging Limited Dollars: How Grantmakers Achieve Tangible Results by Funding Policy and Community Engagement*).

Further research indicates community organizing builds the capacity to sustain policy reform over the long term (Anyon, J. 2005. *Radical Possibilities: Public Policy, Urban Education, and a New Social Movement*) and that a community organizing approach to policy change strengthens democracy by engaging families in the political concerns impacting them (Warren, M., 2001, *Dry Bones Rattling: Community Building to Revitalize American Democracy*). Looking specifically at faith-based community organizing, Interfaith Funders found community organizing has the ability to develop strong relationships between critical stakeholders in economic development, which is necessary for the process of creating sustainable employment opportunities (Interfaith Funders, 2009, *One State, Twin Cities, Multiple Perspectives*).

Experience and evidence show clearly that, by investing in community organizing on the front end, we can create the political will for job growth and economic recovery, as well as directly create and sustain employment opportunities. To

do this, we make the following recommendations to promote community organizing:

1. **Organizers: Quantify your organizing success in terms of jobs and GDP.** Grassroots organizers and leaders should quantify the success of their work in terms of jobs created and impact on the GDP in order to better understand and communicate the real impact of community organizing, and to promote further investment in organizing. Utilizing broadly accepted formulas is a simple and easy way to strengthen communications and fundraising.
2. **Funders and public officials: Invest in community organizing.** The proven viability of community organizing as the most effective and cost-efficient vehicle for creating sustainable employment and economic growth must receive investment to continue that success. Private and public donors should prioritize community organizing as a strategy for job creation and create grant opportunities for community organizing around jobs and economic development.
3. **Funders: Provide support for transit organizing.** Transit organizing specifically has been shown to create sustainable employment, economic growth and jobs that are safe from outsourcing. Funding programs for transit organizing should be created to encourage the growth of this area of community organizing.
4. **Public officials: Provide government support for community organizing.** As done in the past, local, state and federal government should support community organizing through grant programs to build capacity for meaningful engagement in the job creation process. Current programs, such as VISTA, discourage community organizing and create barriers for VISTA staff to engage in the organizing process. These barriers should be removed.

The evidence is clear: community organizing contributes to a healthier economy by creating and sustaining good-paying jobs. If we are to successfully address the economic crisis that our country faces and to create the space for low-income and middle-class families to achieve economic dignity, community organizing must be at the center of our response. Investments in community organizing as an effective and cost-efficient vehicle for creating and sustaining a healthy economy must be prioritized and supported by foundations, government and individuals.



*Photo by Dawn Jones*

*In addition to winning employment opportunities in construction trades, Gamaliel's community organizing has saved and created jobs for teachers, transit workers, librarians, taxi drivers and others who depend on transportation to earn a livelihood.*

## GDP Calculation Keys

Source: Moody's Analytics [http://www.economy.com/dismal/article\\_free.asp?cid=224641](http://www.economy.com/dismal/article_free.asp?cid=224641)

- Transit Funding – every dollar increases GDP by \$1.44 in the next year
- Other aid to states (infrastructure, etc.) – every dollar increases GDP by \$1.31 in the next year

## Median Annual Salary Sources

- Training: National for First-Line Supervisors of Construction Trades and Extraction Workers = \$59,150 [http://careerplanning.about.com/gi/o.htm?zi=1/XJ&zTi=1&sdn=careerplanning&cdn=careers&tm=154&f=00&su=p284.13.342.ip\\_p554.23.342.ip\\_&tt=2&bt=1&bts=1&zU=http%3A//online.onetcenter.org/](http://careerplanning.about.com/gi/o.htm?zi=1/XJ&zTi=1&sdn=careerplanning&cdn=careers&tm=154&f=00&su=p284.13.342.ip_p554.23.342.ip_&tt=2&bt=1&bts=1&zU=http%3A//online.onetcenter.org/)
- Taxi Drivers in Baltimore, MD = \$33,149 <http://swz.salary.com/SalaryWizard/Taxi-Driver-Salary-Details-Baltimore-MD.aspx>
- Buffalo Day Care Center Teacher = \$26,907 <http://swz.salary.com/SalaryWizard/Day-Care-Center-Teacher-Salary-Details-Buffalo-NY.aspx>
- Ohio - Career/Technical Education Teachers, Secondary School = \$63,800 in 2011 [http://careerplanning.about.com/gi/o.htm?zi=1/XJ&zTi=1&sdn=careerplanning&cdn=careers&tm=154&f=00&su=p284.13.342.ip\\_p554.23.342.ip\\_&tt=2&bt=1&bts=1&zU=http%3A//online.onetcenter.org/](http://careerplanning.about.com/gi/o.htm?zi=1/XJ&zTi=1&sdn=careerplanning&cdn=careers&tm=154&f=00&su=p284.13.342.ip_p554.23.342.ip_&tt=2&bt=1&bts=1&zU=http%3A//online.onetcenter.org/)

## Appendix A: Background Information on Gamaliel Victories 2006-2011

### Transit Campaign Totals

#### Victories per Year

- 2006**
- St. Louis I-64 project: \$2.5 million training, \$550 million for project
  - Pittsburgh Oak Hill Homes: \$90 million to build 450 new homes and infrastructure
- 2007**
- Kansas City Workforce Ordinance: 202 construction projects; 576 million project hours; 20,924,542 construction hours; 2,698,972 hours for minority workers (12.9 percent); 944,570 hours for women workers (4.5 percent) – 2008 thru 2011
  - Minnesota transit construction: \$6.2 billion total – from highway to transit
  - Cincinnati riverbanks project: \$720 million total
  - Pittsburgh transit: \$45 million
  - Virginia Beach Workforce Housing Ordinance: 42 new homes; \$10 million project
- 2008**
- St. Louis County Workforce Ordinance: 72 jobs total
  - Michigan Road Construction Apprenticeship Readiness: \$15 million total
  - Wyandotte KS County transit: \$100,000 annually
  - Kansas City Christopher Bond Bridge: \$1.25 million training and \$225 million project
- 2009**
- St. Louis workforce ordinance: 45 jobs total
  - St. Louis stimulus funds used for transit: \$12 million
  - Milwaukee MORE Ordinance: 40 jobs total
  - Oregon pre-apprenticeship training: \$1.5 million annually
  - Stimulus training funds: \$10 million total
  - St. Paul Section 3 training: \$300,000 annually
- Multi-year beginning 2009**
- Kalamazoo County transit operations (3-years): \$3,269,144 per year = \$9,807,432 total
  - City of Kalamazoo transit operations (3-years): \$998,442 per year = \$2,995,326 total
- 2010**
- St. Louis transit: \$75 million annually (50 percent for construction; 50 percent for operations)
  - Hawaii transit construction: \$5.5 billion total
  - Minnesota training: started at \$700,000, increased in 2011 to \$1 million, projected up to \$1.7 million by 2014
  - Oakland transit: \$70 million
  - U.S. transit funding: \$775 million total
  - Pittsburgh transit: \$45 million
  - Prince George's County taxi lottery: added 392 driver jobs in 2010 and 75 more each year until 2016. Total new jobs through 2011 = 859, \$28,474,991 in new taxi driver salaries

#### **Multi-year beginning 2010**

- Saginaw MI transit operations (5 years): \$1,823,915 per year = \$9,119,575 total
- Detroit (Wayne County) SMART bus service (2 years): \$12,158,000 per year = \$24,316,000 total
- Oakland County SMART bus service (2 years): \$18 million per year = \$36 million total
- Macomb County SMART bus service (2 years): \$16.4 million per year = \$32 million total



- 2011
- St. Louis streets: \$1 million total
  - Sonoma pedestrian bridge: \$500,000 total
  - Honolulu Authority for Regional Transit FTA funds: \$30 million (increased continuing funding to be determined for subsequent years)
  - Kansas City sales tax restoration: 3-year total of \$21.6 million
  - Kenosha WI transit funding: \$80,000 annually
  - Racine WI transit funding: \$100,000 annually
  - Wisconsin transit funding: \$72 million annually

#### Multi-year beginning 2011

- Grand Rapids MI transit operations (7 years): \$15,596,497 per year = \$109,175,479 total

## Education Campaign

### Victories

2008: Milwaukee won 14 new full-time school nurses, who serve 39 of the lowest-income Milwaukee public schools – about \$950,000 per year and continuing.

- Total for 4 years, 2008 through 2011 = **56 jobs; \$3,800,000**

2010: South Bend LaSalle Branch Library saved from closing – personnel expenses \$250,000 annually

- Total for 2 years, 2010 & 2011 = **\$500,000 @ \$53,387 annual median salary = 9 jobs**

2010: Youngstown Early College/Community College saved from elimination – benefitting 234 students per year; retaining 12 teachers per year

- Total for 2 years, 2010 & 2011 = **24 teacher jobs @ \$63,800 annual median salary = \$1,531,200 funds**

2010: Buffalo day care funding – benefiting 1,600 children and 2,000 adults annually, increased eligibility limit from 125 percent of poverty level to 175 percent in 2011; \$1.7 million from stimulus funds for first year; continual funding from other sources

- \$1.7 million for 1,600 children = \$1,063 per child per year
- @ \$27,000 teacher jobs per year, **\$1.7 million = 63 jobs per year**

2011: Buffalo – eligibility for day care raised again from 175 percent to 200 percent and number of children increased by 200. (In 2011, at an eligibility level of 175 percent poverty level, Erie County's day care subsidy provided services for approximately 3,700 children. The increase to the 200 percent level extended day care to 3,900 children in 2012.)

- 1,600 + 200 children = 1,800 @ \$1,063 per child = **\$1,913,400 @ \$27,000 teacher jobs = 71 jobs in 2011**
- 1.56 other jobs are created by every one child care job added to the Buffalo-Niagara economy, therefore: additional jobs created = **98 jobs in 2010; 111 jobs in 2011**

2011: Several Gamaliel affiliates in New York worked in coalition to deliver 5,000 letters to Gov. Andrew Cuomo in a successful bid to keep the "millionaires tax" from expiring at the end of 2011, thereby restoring \$1.9 billion to the state budget. This impacted the healthcare and public education of thousands of low-income New Yorkers and prevented thousands of layoffs.

- **\$1.9 billion @ \$27,000 teacher jobs per year = 70,370 jobs**





## Appendix B: Links to Media Coverage of Campaigns

### MCU: I-64 Workforce Campaign

[http://www.thenewi64.org/new6\\_workforcedevelopment.html](http://www.thenewi64.org/new6_workforcedevelopment.html)

<http://www.modot.org/arra/tiger/27-Diversity-Article.pdf>

### MCU: “Prop A” Transit Campaign

[http://blogs.riverfronttimes.com/dailyrft/2010/03/county\\_and\\_city\\_pastors\\_to\\_con.php](http://blogs.riverfronttimes.com/dailyrft/2010/03/county_and_city_pastors_to_con.php)

[http://www.stltoday.com/news/local/metro/article\\_26cb84f4-7083-5be3-8e17-ce9a4524b638.html](http://www.stltoday.com/news/local/metro/article_26cb84f4-7083-5be3-8e17-ce9a4524b638.html)

[http://www.transportationequity.org/index.php?option=com\\_content&view=article&id=243:proposition-a-what-changed&catid=29:media-coverage&Itemid=155](http://www.transportationequity.org/index.php?option=com_content&view=article&id=243:proposition-a-what-changed&catid=29:media-coverage&Itemid=155)

<http://www.cfte.org/PropAFinalReport4-13-11.pdf>

### FACE Hawaii: Rail Transit

[http://www.staradvertiser.com/elections/2010/election\\_day\\_stories/Oahu\\_voters\\_approve\\_six\\_charter\\_measures.html](http://www.staradvertiser.com/elections/2010/election_day_stories/Oahu_voters_approve_six_charter_measures.html)

<http://www.civilbeat.com/articles/2012/01/03/14424-faith-union-groups-seek-pro-rail-spot-in-lawsuit/>

<http://www.bizjournals.com/pacific/news/2012/01/03/pacific-resource-partnership-seeks-to.html>

### NAOMI: Everyone Has a Place Campaign

<http://greenbayhub.greenbaypressgazette.com/article/20110929/WDH0101/109290514/Weston-Bus-service-supporters-try-force-referendum>

<http://www.wausaudailyherald.com/article/20111001/WDH06/110010345/Steve-Brice-column-Weston-let-people-speak?odyssey=mod|newswell|text|FRONTPAGE|s>

<http://www.wausaudailyherald.com/article/20111105/WDH06/111050395/Rabbi-Dan-Danson-column-Don-t-leave-bus-riders-cold?odyssey=mod%7Cnewswell%7Ctext%7CFRONTPAGE%7Cs>

### VOICE Buffalo: Day Care Victory

<http://www.buffalonews.com/city/article28893.ece>

<http://www.buffalonews.com/city/communities/niagara-county/article365860.ece>

<http://www.buffalonews.com/city/communities/erie-county/article730205.ece>



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**Johnetta Abraham** (*above*), now a journey-level cement mason, and **Lori Baumann** (*back cover*) have already benefited from community organizing strategies detailed in this report, thanks to the efforts of Oregon Tradeswomen Inc. A member of Gamaliel’s Transportation Equity Network, OTI partnered with supportive legislators to win a state law directing one-half of 1 percent of federal highway funds to job training for women and minorities.

*Photo by Dawn Jones, courtesy of OTI.*

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