

LRR FOCUS: Keep'em Rolling: The Strategy for Victory

City Pride had to have a strong marketing and product plan to be taken seriously. In addition to having an ace plan, it was essential to keep the workers and community mobilized. The organizing lessons that we can take to other campaigns are:

Tactics of the Project Team

- Building monthly worker meetings, and weekly project team meetings to constantly strategize.
- Keeping up "esprit de corps"—despite hard times—having anniversary parties on the closing of Braun, picnics, rallies, etc.
- Converting the political base into a financing and development support base, and finding friends in the social funds, banks, and public agencies to push the program.
- Controlling the consultants and experts to the degree possible; pitching our "experts" vs their experts.

Labor/Community Coalition

- Reviving the SNAC coalition, and adding to it the state labor council, FIRR, national religious groups, etc.
- Using such diverse tactics as hitting the streets with petitions, pledge cards, and other public events; trips to Harrisburg, town hall hearings; religious calls to arms; eminent domain actions and community reinvestment challenges, etc.
- Linking the city and neighborhood groups to secure ground-breaking and a favorable lease on the building; getting the community to help fund training programs.
- Leaking the news of candlelight vigils, and "potential" actions that were not needed.
- Achieving a social market "eminent domain" by taking away part of Continental's consumer market.

Financial Coalition

- Worker-community-church money used to seed the project.
- Engaging religious coalitions and networks of social funders to create a "moral imperative."
- Starting weekly bank and lender meetings that went on for over three months to analyze all closing requirements, strategizing to fill gaps, and keeping the financing going.
- Innovation of financing structure, including pension funds, foundations, churches, public money, ESOP loans, etc.