

STRATEGIC PLAN 2016-2021



Ohio Environmental Council

Dear Friends,

Please find enclosed the 2016-2021 strategic plan for the Ohio Environmental Council (OEC).

The OEC has been working to protect the environment and public health since 1969. From the formation of the Great Lakes Compact or the protection of special places in the Hocking Hills, the OEC has helped create substantial victories in the Buckeye State using the law, expert analysis, and advocacy.

The OEC is ready to take environmental protection to the next level. The following strategic plan identifies new opportunities to **promote clean energy, improve drinking water, and preserve treasured landscapes** with our partners and diverse communities. The plan focuses every aspect of the organization on making meaningful advances, from board governance and staff structure, to goals and strategies.

The OEC is **adding and growing tools in communications, legal, and campaign areas**. The council will create a Communications and Campaign Center to bring one million voices into the movement to provide leverage for progress.

Yet polluting industries and their allies in the legislature will try to block this progress. The OEC has determined that it must engage in the political arena in order to achieve some of its priority goals. It is for this reason, the organization **created a 501(c)(4), the Ohio Environmental Council Action Fund**, to ramp up advocacy and electoral campaigns to support champions and hold bad actors accountable. The OEC will work with the new Action Fund where legally appropriate to build political will for strong environmental policies.

When we change the politics of Ohio, we change the politics nationally. This plan lays out a bold new vision to get there. We invite you to join us.

Sincerely,



John Marshall
Board Chair



Heather Taylor-Miesle
Executive Director

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HOW TO USE THIS DOCUMENT:

The strategic plan is a summary of the direction and plans of the Ohio Environmental Council. For more information about the regular timely objectives and goals of the organization, please refer to the Appendix and the OEC Logic Models. Each logic model is coupled with internal input and output measurements by which the organization will judge success. Program evaluations will be done biannually.

The OEC also considered additional organizational priorities during the strategic planning process, like board governance, organizational structure, and personnel and organizational policies. The team conducted research, including trends analysis and an external audit. Appropriate items are available upon request.

[EXECUTIVE SUMMARY]

Ohio is poised to shift into a healthy and vibrant future. Nearly 90,000 Ohioans make a living in the clean energy industry. Urban mayors and village councils alike recognize the value of investing in infrastructure to protect drinking water supplies. Leading businesses across the state have proven that energy efficiency and sustainable supply chains are just common sense investments. And more than half of all Buckeye State residents get outside and enjoy our natural heritage.

Now is the time for Ohio to build on this progress. Committed leadership and smart policies can mean both more prosperity and more protection for our air, water, and lands for generations to come.

Yet entrenched interests are trying to hold Ohio back. Some electricity providers, oil and gas, and coal companies want to keep the state's energy system in the dark ages, even though fossil fuels take a heavy toll on Ohioans' health and wallets. Others have failed to implement protective programs or have prioritized commercial interests over natural treasures. Polarizing and overheated rhetoric have intensified in recent years, and in turn, made environmental protection more of a partisan issue, despite the fact that the vast majority of Ohioans prize clean air and safe drinking water.

If these forces prevail, Ohio will be stuck in the past. But there is a path forward.

The Ohio Environmental Council will lead the way.

It is the organization for the times. The OEC offers pragmatic solutions to achieve results. It works within broad coalitions, not divisive partisanship, to unify those with a shared interest. It holds polluters accountable in court while working with communities and companies that want to invest in a cleaner, more sustainable direction. And it brings deep policy and legal expertise to all its endeavors.

TACKLING THE ISSUES THAT MATTER

Ohio has already begun the shift away from fossil fuels that pollute the air and drive up medical and utility bills. To usher in the clean energy future, the OEC will work with our partners to call on decision-makers to design ambitious plans for reducing carbon pollution from power plants, methane pollution from oil and gas wells, and for supporting dislocated communities in transition. It will celebrate leaders who stand up for the public interest, and work with utilities and businesses willing to move swiftly towards clean energy solutions. And it will shine a spotlight on leaders who stand outside the mainstream consensus on climate change or side with dirty industries.



“OEC works within broad coalitions, not divisive partisanship. It can hold polluters accountable in court, while working with communities and companies that want to invest in a cleaner, more sustainable direction. And it brings deep policy and legal expertise to all its endeavors.”

**—Jack Shaner,
Deputy Director**

Clean water, healthy lands, and fresh air are essential to life. The OEC will build and work with a groundswell of partners to tackle the root causes of toxic algal blooms, degraded water quality, and habitat loss. It will call on decision makers to increase the amount of state forest land that is protected from commercial and industrial development by 50 percent. The OEC will convene a united, influential front calling for reduced farm-field runoff and investments to free Ohio's waterways of toxic algae.

DEVELOPING THE TOOLS TO BRING A MILLION VOICES TO PUSH FOR PROGRESS

To help achieve these successes, the OEC will focus on three key capacities to broaden support and build political momentum for environmental protection. First, the OEC will hold an ongoing conversation with one million Ohioans, and meaningfully engage them by connecting issues around energy and natural resources to their daily lives. Second, the council will build bridges with both major political parties in order to serve as an honest and trusted source of sound science and policy for more decision-makers. Finally, the OEC will expand its network of allied attorneys willing to lend their time and experience so the organization can take on more precedent-setting cases.

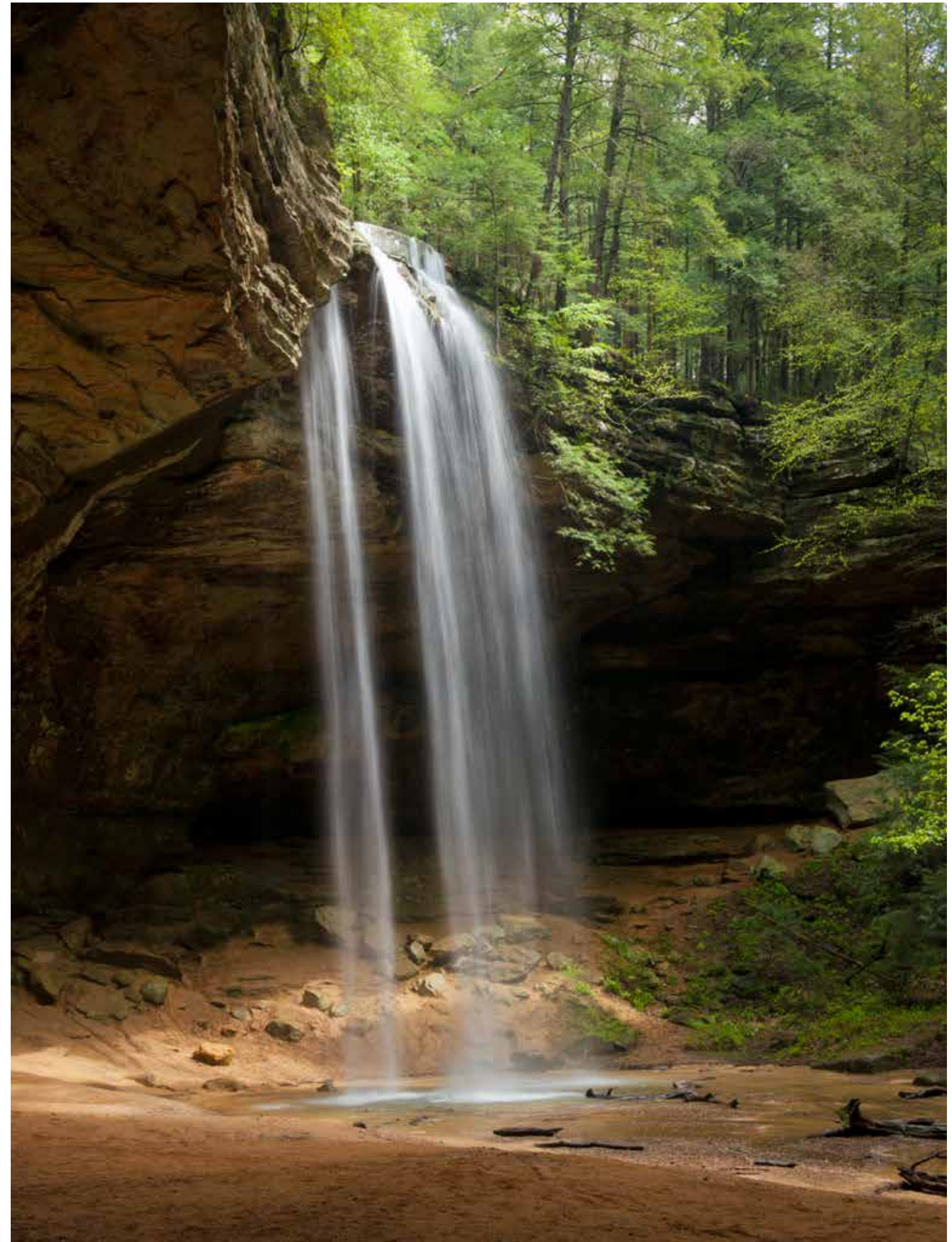
By growing a chorus of voices, enlisting legal expertise and building relationships with decision-makers on both sides of the aisle, the OEC will be better able to seize opportunities and secure enduring victories.

Every election cycle, the nation turns to Ohio because our politics and communities and industrial mix are representative of so much of the U.S. On behalf of our environment and our children's future, other states can learn from what we achieve here in Ohio. Our example will set the pace and the OEC will be there to secure these successes.



A Word about Pragmatism

The OEC achieves progress through smart strategies and deployment of the right tools at the right time, whether it is negotiation on policy or litigation, communicating with the public, or holding bad actors accountable to the public interest.



[WHO WE ARE]

Our Mission, Vision, Values, Role as a Council, and our History shape the bold strategic course set in our Policy Goals and Objectives.

Mission

The mission of the Ohio Environmental Council is to secure healthy air, land, and water for all who call Ohio home.

Vision

A clean, beautiful Ohio where diverse people, innovation, and all of our natural treasures thrive.

Values

- The Ohio Environmental Council achieves environmental protection through developing and ensuring the implementation of forward-thinking, science-based solutions.
- The Ohio Environmental Council is accurate, strategic, and persistent in its policy advocacy, communications, and litigation activities.
- The Ohio Environmental Council is inclusive by bringing diverse people together for a shared purpose, and forging strategic partnerships to strengthen Ohio's environmental movement.
- The Ohio Environmental Council is a bi-partisan, pragmatic leader focused on results.
- The Ohio Environmental Council is transparent, principled and truthful in our policy stances, communications, and operations.
- The Ohio Environmental Council hires hard-working, top talent who are passionate about the environment, and who are cultivated through deliberate mentoring, training, and evaluation.

Our Role as a Council

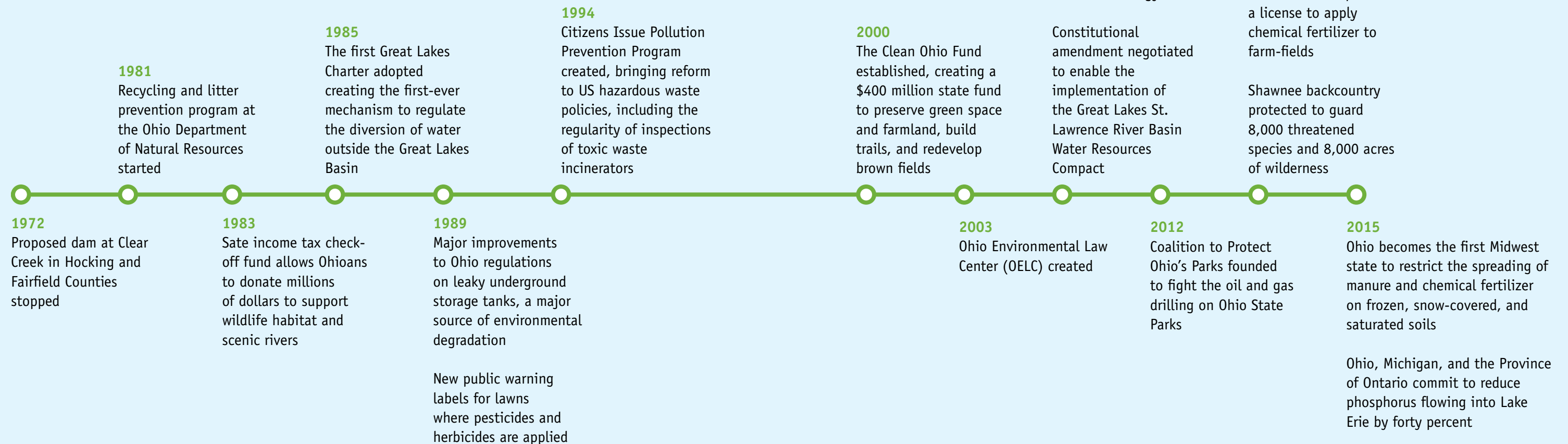
The Ohio Environmental Council takes the initiative to bring people together for a shared purpose with an objective to accomplish something measurable.

- The Ohio Environmental Council provides tools to help our partners, influencers and grassroots be more effective and efficient in their advocacy such as media outreach support, policy and legal analysis, and development of targets when resources are available and goals align.
- The Ohio Environmental Council shares reliable information in a timely manner through publications, and one-one-one conversations, as a means to engage our partners, influencers and grassroots.
- The Ohio Environmental Council acts as a sounding board to our partners, influencers and grassroots to help hone campaign strategy, specialize on particular issues, develop savvy communications, legal actions or policy advocacy.
- The Ohio Environmental Council connects our diverse partners, influencers, and grassroots with a network of allies, and decision-makers.
- The Ohio Environmental Council provides services for our members, and partners, influencers and grassroots, such as trainings, admission to events, assistance with meeting facilitation, promotion of events, and guidance on accessing information useful in their advocacy efforts.
- The Ohio Environmental Council gives our best advice as requested to our partners, influencers and grassroots on how they might get active on an environmental issue, and where their efforts will be most impactful.

[HISTORICAL WINS SUMMARY]

The Ohio Environmental Council works in partnership with a diverse group of national, state, and local organizations. Although the OEC played a major leadership role in listed wins, these successes are often shared with many partners.

A more comprehensive history of the OEC wins is available upon request.



Today, the OEC stands with the support of thousands of individual members and member organizations and a \$1.6-million-dollar budget, having grown from an organization with roughly a dozen volunteer staff. Building on these past successes, the OEC will continue our forward momentum towards progress in the coming decades.

[POLICY GOALS AND OBJECTIVES]

ENERGY

In less than a decade, the term “fracking” became a household word, Ohioans endured the two hottest years on record, seven of our cities ranked in the top 100 cities struggling with asthma, and the state of Ohio slid from leader to follower in the clean energy era. Energy policy is affecting the lives of all Ohioans - impacting our land, air and water - in an unprecedented way. Potential new and continued subsidies funneled to coal-fired power plants could cost as much as \$1,040 per household. Ohio’s addiction to old dirty energy is worsening our health and directly costing Ohio families and businesses money.

The OEC’s comprehensive set of tools - from strategic, cutting-edge communications tactics, to deep policy expertise, and adept legal action - means the organization has the ability to improve energy policy on Ohio at multiple fronts. Because we have a credible voice, we aim to bring a large statewide coalition together to push for solutions.

GOAL 1: PERSUADE DECISION-MAKERS TO PLAN FOR PROGRESS

In 2015, the U.S. Environmental Protection Agency established the first-ever national limits on carbon pollution from power plants—the biggest source of climate change emissions in the country. At the time of this plan’s writing, the timeline for the Clean Power Plan is unknown, yet the eventuality of carbon pollution regulations is certain. Despite this, the OEC will work to ensure some of the strongest state carbon reduction strategies in the Midwest, by advocating efficiency and renewable energy be cornerstones of Ohio’s energy policy.

The OEC will tap our policy and legal expertise to put in place methane pollution standards for oil and gas drilling sites, and bring the message to our statewide partners and the public to explain the backyard implications of inaction. The OEC will work to restore the foundation of Ohio’s transition to clean energy—the energy efficiency and renewable energy standards — through campaign and communications to present evidence for reinstatement. When decision-makers are presented with the smart case for change and understand the OEC will hold them accountable before the public, they will be compelled to make progress or face the response of a constituency in support of transitioning to clean energy.

GOAL 2: MOTIVATE BUSINESSES TO BE BETTER NEIGHBORS

More than fifty Fortune 1000 businesses are headquartered in Ohio and these businesses are buying and building renewable power because less polluting options save money and are the best hedge against an increasingly carbon conscious economy. As large energy buyers, their leadership pressures utilities to modernize. The OEC will take advantage of this trend to open new lines of communication with businesses and utilities about how to innovate, support customers’ self-reliance on small renewable systems, and take steps away from fossil fuels. The OEC will stress the community perspective of risks to water supplies, breathable air, and toxic chemical exposure due to fracking, and initiate conversation with decision-makers and the oil and gas industry about

“If energy companies start acting like good neighbors, local and state leaders put in place plans for progress, and consumers make clean choices, Ohio will be a leader in the energy market and our people will be healthier. The OEC will be at the center of building that future.”

— Heather Taylor-Miesle,
Executive Director,
Ohio Environmental Council

how to protect people and the environment. The OEC will utilize accountability methods when necessary to gain bipartisan support for stronger environmental protections and to keep first responders to well-site disasters and local neighbors safe.

GOAL 3: EMPOWER CONSUMERS AND LOCALITIES TO MAKE CLEAN ENERGY CHOICES

The OEC will accelerate Ohio’s transition away from fossil fuels through policy advocacy, campaigns, and legal actions. The OEC also will empower individuals and businesses to make cleaner choices. This will drive demand for more technologies that increase resiliency and efficiency of the grid. The OEC will highlight smart incentives available to consumers and translate our state and Midwestern policy focus into practical tools for cities to use locally. These tools will include ordinances encouraging renewable energy development, climate resilient policies and investments in infrastructure and zoning to better control fracking and waste disposal.



DEFINING SUCCESS

Ohio families and businesses will better understand the connection between their utility bills, their health, and climate change, and they will choose cleaner options. Electric utilities in Ohio will embrace renewable energy and energy efficiency as a core of their business strategy, and have better alignment between their business interests and environmental protection. The oil and gas industry will operate safely and responsibly, and citizens’ right-to-know will be in full effect.

MEASURING OUR PROGRESS

- An increase in new collaborating allies by one-third; from firefighters and first responders, to Fortune 1000 companies headquartered in Ohio, to health professionals, and renewable energy project developers;
- Ohio adopts and begins to implement strong methane pollution standards on oil and gas wells;
- An Ohio state implementation plan of the Clean Power Plan that relies heavily on energy efficiency and renewable resources, while creating new economic opportunities for minority and low income communities; and
- The creation of bipartisan traction on legislative proposals for stronger fracking standards, and the restoration of Ohio’s clean energy standards.

NATURAL RESOURCES

Ohio is facing new threats to our natural systems, from toxic algae infiltrating almost every major water body in the state to invasive species taking root in every forest and waterway. Alterations to the natural landscape, and crumbling infrastructure is allowing pollution, and public health threats like lead, to seep into our drinking water supplies. And our pristine public lands, and wildlife habitats have suffered neglect and abuse.

Yet despite these challenges, Ohioans regularly get outside and enjoy the natural world. At least 53 percent of Ohio's residents participate in camping, hiking, boating, water sports and other outdoor recreation each year. Our state also has strong environmental laws on the books to protect these natural resources—they just need to be better implemented and enforced. The OEC will bring together, train, and mobilize local leaders to speak and take action for the health and vitality of their communities, focusing our attention on stemming farm-field runoff, stopping ecologically damaging practices in the Toledo and Cleveland harbors, and preserving and rebuilding precious landscapes in places like the Hocking State Forest.

GOAL 1: INCREASE THE ACREAGE OF PROTECTED STATE FOREST LAND BY 50 PERCENT

Ohio's State Forests cover more than 200,000 acres, but only about eight percent, or 16,000 acres, is protected in the long-term from commercial development, clear cutting, mining and oil and gas drilling. Using special administrative and legislative land-use designations, such as State Wilderness Areas or High Conservation Value Forests, the OEC will work to increase the amount of protected state forest acreage by fifty percent. The OEC will start achieving this goal by focusing our advocacy on the ecologically significant area that is Hocking State Forest. Building on recent victories to protect certain areas within this forest from commercial logging, the OEC will continue building champions and strong allies such as elected leaders, caring and connected neighbors of the forest, ecology experts, and local travel and tourism businesses. The establishment and activation of a broad coalition, outreach to decision-makers, and a public campaign around a specific, beautiful place will make a compelling case that pristine lands generate higher economic and social value than commercial or industrial development. As the OEC's capacity grows, we will advance protections in other state forests, such as the Shawnee and Mohican, so that more of Ohio's natural heritage will be enjoyed by future generations.

GOAL 2: FREE OHIO WATER BODIES OF TOXIC ALGAE BY 2025

Toxic algae has made water too dangerous to touch in some modern American cities, crippled local economies, and endangered our health and environment. From polluted water flowing off big farms to antiquated and improperly working sewage systems, the OEC will tackle the crisis of toxic algal blooms by addressing the problem at its source. The OEC will decrease algae-causing runoff from farms by advancing requirements on fertilizer application and manure management. The OEC also will work to ensure non-agricultural

Launching a Land Project
The OEC has advocated for the protection of public land since the inception of the organization in 1969. This work has been largely done in response to partners or local communities fighting an imminent threat. Yet as pressures mount from logging, fracking, and other industrial development, the time has come to take a proactive approach to preserving Ohio's natural heritage. The OEC will launch a land project to protect public lands and bring attention to special wild places. The OEC will work closely with our partners, like The Nature Conservancy and land trusts, to ensure the OEC's unique advocacy and legal tools help encourage Ohioans to reconnect and protect the many natural treasures in the Buckeye State.

polluting sources, like home septic systems and municipal wastewater treatment plants, adopt more protective standards in permits and have access to the resources to make upgrades. The OEC will call on decision-makers to adequately fund public water infrastructure improvements and protect and revitalize waterways and wetlands surrounding Lake Erie.

Water quantity, just as much as quality, dictates the health and resiliency of water bodies. The OEC will urge Ohio's leaders to recommit their promise to protect the Great Lakes from damaging diversions, by compelling state regulators to use the best, most accurate science-based tools to measure and monitor withdrawals. Additionally, the OEC will keep a discerning and ever-watchful eye on proposals pending in other states that would divert water out of the region.

GOAL 3: BOOST PROTECTION FOR THE OHIO RIVER

Fighting for clean water must span the watershed and begin upstream. As one of the largest tributaries to the Mississippi River and a source of drinking water and recreation for millions of Ohioans, the Ohio River warrants strong protections. But there is a disconnect with the public to this waterway, partially because the river has lacked more high-profile champions to stand up for its protection. The OEC will begin building a coalition of Ohio River advocates to elevate the issues plaguing this mighty river, and will use research and storytelling to make an urgent case for greater Ohio River protection. Reestablishing a connection between the people and the Ohio River as a natural treasure will take more than five years, but the time to rebuild that relationship starts now.



DEFINING SUCCESS

More Ohioans will feel connected to the state's pristine forest lands, and visits to the state's ecological jewels will increase. Water quality improves as fewer algal blooms will plague Lake Erie and other water bodies and confidence soars in the safety of Ohio's drinking water supply. Ohio businesses will attract talented people drawn to the state's outdoor recreational options and rebounding fisheries, and new economic opportunities will emerge because Ohio manages its natural resources sustainably.

MEASURING OUR PROGRESS

- Legislative and executive actions to prevent toxic algal blooms, and reduce nutrient pollution from farm-field runoff
- A new program in place by 2017 for the beneficial reuse of dredged sediments, ending the need for open-lake disposal
- An increase or hold steady funding levels of key public initiatives such as the conservation incentive programs for farmers, Clean Ohio Fund, the Great Lakes Restoration Initiative, and the Healthy Lake Erie Fund
- Increase the acreage of state forest land protected, in the long-term, from commercial and industrial development by fifty percent by 2021

[CORE STRATEGIES AND TACTICS]

The OEC will utilize three fundamental tools to make progress: advocacy, communications and campaign outreach, and law. By focusing not only on specific issues, but on a narrow set of tools, the organization will develop expert talent to advance policy objectives and work with partners, especially those with complementary strengths.

GOAL 1: BECOME A NON-PARTISAN RESOURCE IN THE STATEHOUSE AND AGENCIES THROUGH ADVOCACY

The politics in Ohio have changed since the OEC was founded over forty years ago. Clean air and water, a stable climate and protected natural heritage are, in fact, valued by people of both parties. Yet many leaders have allowed divisions to grow where there once was common ground. The OEC wants to rebuild the bridges. One of the most ambitious goals of the strategic plan is to become a non-partisan resource to decision-makers so our staff experts are at the table when choices are made about our priorities.

The OEC recognizes that establishing a dialogue with leaders of both parties will mean considering some new advocacy strategies, such as working on smaller issues with certain constituencies to develop trust or aggressive accountability in select circumstances. The OEC will work with internal and external advocacy experts to develop a plan for relationship-building with decision-makers. The plan will center on consistent communications about the issues, and trainings and toolkits for officials and their staff to learn the on-the-ground impacts of proposed laws and regulations. To show our connection to all areas of the state, we will bring more diverse voices to the table, and look for opportunities to build good will. The OEC will also consider strategic, high profile accountability when anti-environmental decisions are made, demonstrating strong opposition so leaders understand the ramifications not siding with the public interest. This approach, communicating both appreciation and disapproval of decisions, is necessary in a more polarized environment.

GOAL 2: DEVELOP A GUILD OF 50 ATTORNEYS WORKING TO PROTECT PEOPLE AND THE ENVIRONMENT THROUGH THE LAW

In the next five years, the OEC Law Center will bring more polluters to justice through filing precedent-setting litigation, by being a resource to decision-makers considering legislation on priority issues, by supporting whistleblowers identifying bad actions of government or for-profit businesses, and investing in the future of the movement by organizing and training a network of 50 lawyers through recruitment of pro-

Key Performance Indicators for Advocacy Goals

- A robust block of Republicans willing to champion environmental issues
- Strong Clean Power Plan from Ohio Environmental Protection Agency
- Defeat of legislative attempts to stall the Clean Power Plan
- Strong public goals from Ohio's administration addressing toxic algal blooms
- Fifty new organizational partners, twenty of whom are nontraditional partners
- Fifty rising influencers actively speaking about environmental priorities
- One million Ohioans taking part in the environmental movement



bono attorneys, growing a fellowship program through university partnerships, and by mentoring high-achieving legal interns.

Everything from climate change to harmful algal blooms will be fought first by small communities. The Law Center will work with our partners to ensure the front line has the knowledge and legal tools needed to protect residents and the ecosystem.

The Law Center will embolden citizens and other stakeholders to demand polluters follow the law by advancing important cases to protect the environment, supporting good decision-making and cultivating new talent. This will result in companies understanding bad decision-making could result in court and fines, ultimately creating an unsustainable business model.

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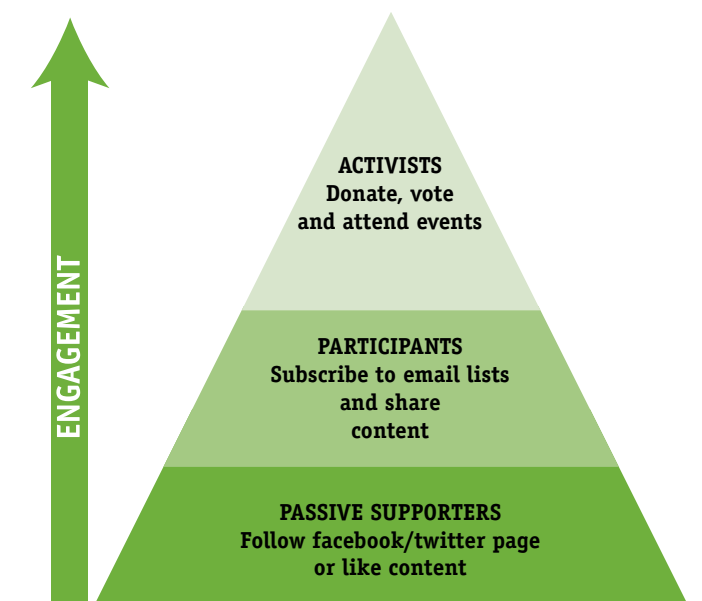
GOAL 3: BRINGING A MILLION OHIOANS INTO THE ENVIRONMENTAL MOVEMENT THROUGH EFFECTIVE COMMUNICATIONS AND CAMPAIGNS

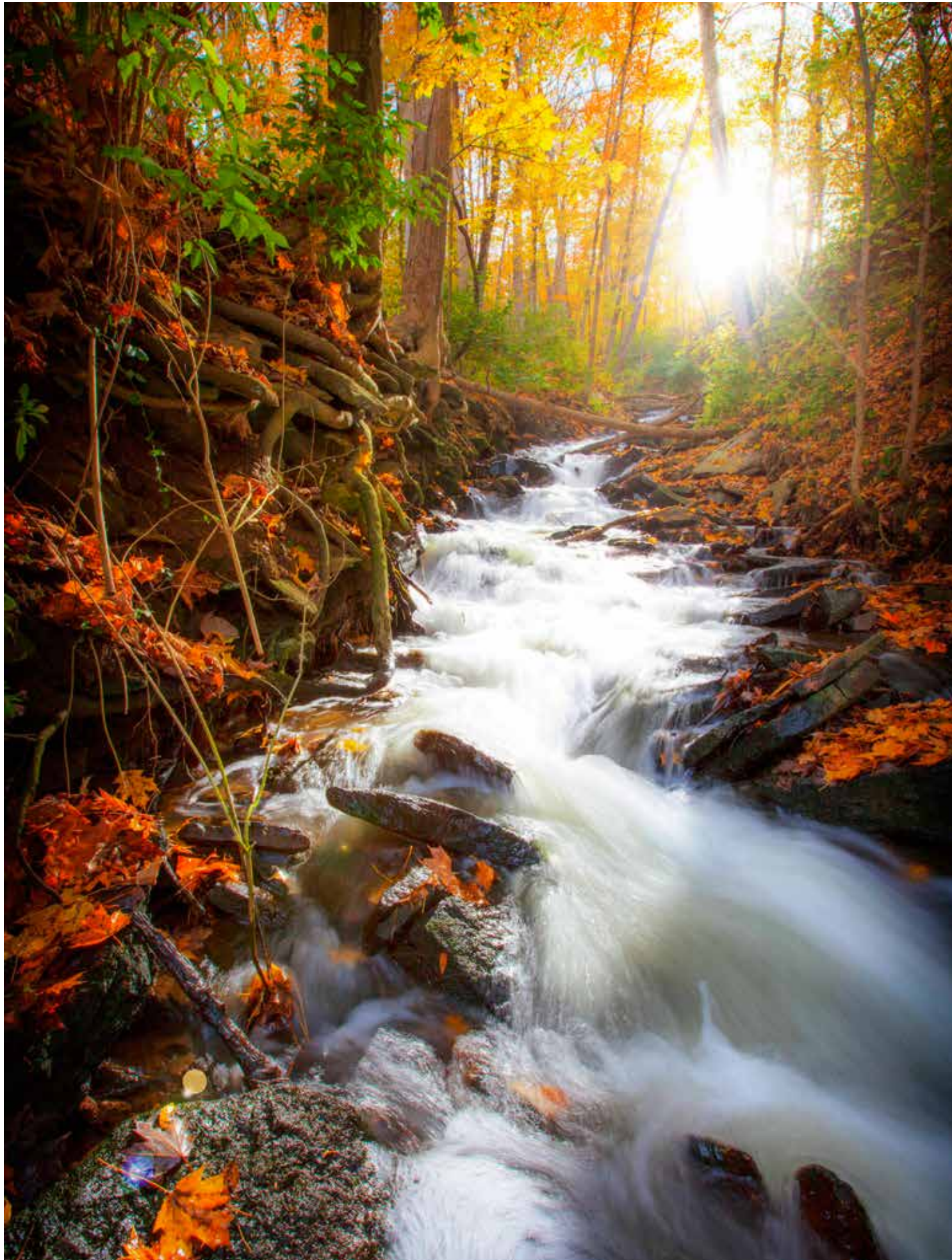
When more Ohioans, from all walks of life and all corners of the state, raise their voices and call for environmental protections, the OEC and our partners can build the political will for real change. To create this groundswell, the OEC is recommitting to developing a larger, stronger, more nimble and more diverse movement.

Getting one million Ohioans to express support for our environment sounds like a monumental task, but the OEC will accomplish it through proven tactics and creative experimentation. The OEC will find these Ohio voices using the most cutting-edge targeting tools, and deliver compelling stories to them on multiple platforms, whether it be online, through mail, public meetings or over the airwaves. The OEC will cultivate these million voices by going to them where they live and socialize and by bringing them into urgent issues we must act on quickly. By starting with a large contingent of passive supporters, we will consistently encourage them to take more meaningful actions. And by getting to know our supporters better by systematically learning their interests and understanding their engagements with us, the OEC will create interactive tools so people can plug into ongoing activities.

The OEC will start building momentum right away in the region between Toledo and Lorain where there are nearly one million registered voters. Looking statewide, there are over 6.7 million registered, active voters, with over 4 million in the major urban centers. Each year, our reach will grow because people will have multiple opportunities to get more involved, and because the OEC will have a strong core of volunteer leaders acting as ambassadors for our common values to protect the environment.

WHAT MAKES UP THE MILLION VOICES?





[FINANCES AND GOVERNANCE]

FINANCES

The OEC enjoys stable financial health. Revenue is steady and funders have continued to be supportive, including during times of transition. Unfortunately, the OEC revenue has not kept pace with need as the political landscape has shifted and the environment has come under regular attack. Funding for the OEC is approximately evenly divided between donors and foundations, which demonstrates the health of the organization. However, the organization is at risk because foundation funding largely comes from three funders.

Achievement of the audacious goals in the strategic plan will require steady growth including better funding. The OEC will aim to raise enough money for a \$3 million operating budget by 2020. In order to increase revenue and diversify our funding, the OEC will broaden our foundation support to foster our public education and legal efforts to protect the environment. By growing our foundation revenue, the OEC can help jumpstart programs, like our new public lands project, and create a more stable funding network to better withstand economic changes. We also will significantly grow our membership base and major donor support through prospecting and by learning new tools to reach a broader audience. Raising more funds from individuals, which will largely be unrestricted, will allow us to achieve long-term goals regarding stability and flexibility in our operating budget.

The OEC will work with our new Communications and Campaign Center to grow our supporters, especially online, into contributors to the organization by becoming more interactive and better connecting the organization with individuals' priorities. The OEC also will explore whether accepting select corporate donations under very strict guidelines may also be an appropriate option. Finally, the entire staff will be trained and supported as fundraisers for program activities and a larger portion of senior staff time will be spent on bringing new revenue into the organization.

GOVERNANCE

Board Governance

The OEC Board of Directors is deeply committed to the health of the organization. To support more deliberate engagement and to take advantage of the breadth of expertise on the board, the strategic plan creates a specific job description for board directors and empowers directors through the committee structure to support the mission of the organization. The OEC board and staff aim to bring all talents to bear to build the organization to greater effectiveness.

Staff Structure

The OEC has reorganized the staffing structure to establish organizational management systems and bring greater attention to our capacity centers (i.e., law, communications and campaigns). This structure recognizes the politicization of the environment requires more focus on execution of actions that will advance our objectives, versus policy development. The new organizational structure diversifies our tools to win and grows existing capacities in a way to better engage our partners, decision makers and the public.

Personnel and Organizational Policies

The OEC is committed to creating a fair, transparent workplace where staff feel valued and are empowered to do quality work. As part of the strategic planning process, the OEC has done a full review of personnel and organizational policies to update legal and best practices to ensure the OEC stays competitive with the nonprofit sector in Ohio. The OEC will continue to adhere to best practices in the industry and strive to remain a generous leader in staff support and development.

[CONCLUSION]

Polluting industries have ruled Ohio, with few considerations for health or the environment, for far too long. It is time to transition to clean energy, clean up our waterways, and protect our natural treasures. The OEC is ready to help lead the way through meaningful partnerships, by growing our support by one million voices, and by holding decision-makers accountable for positive and negative decisions. Turning the tide here will demonstrate that Ohio, an industrial state, can make environmental progress while maintaining a vibrant economy. This example is exportable to anywhere. That timeline to show change starts now.

[APPENDIX]

Action Planning: Logic Models

ENERGY				
Project	Goals	Measures of Success (12-18 months)	Measures of Success (2-4 years)	Long-Term Outcomes (5 years)
Mitigate Climate Change	Reduce carbon dioxide pollution coming from the electric power sector in Ohio	<p>Local, economic and non-profit leaders are encouraging federal action to reduce carbon pollution, a strong state implementation plan for the Clean Power Plan, and discouraging further legal challenges to federal action on climate</p> <p>Localities identify ways to reduce reliance on fossil fuels through policies and actions</p>	<p>Localities, and the state are preparing for climate change impacts and have implemented carbon reduction strategies</p> <p>Ohio's submitted state implementation plan creates new opportunities for energy efficiency, new demand for renewable energy, and new economic benefits to all of Ohio's electric customers</p> <p>Strong and creative recommendations are received by Ohio EPA and the Public Utilities Commission of Ohio for how Ohio can maximize energy efficiency, clean energy and industrial efficiency in the state's carbon reduction strategy</p>	<p>Several major cities in Ohio have acted to both cut carbon pollution and make their communities more resilient to the impacts of climate change</p> <p>Ohio is cutting carbon pollution at a rate that is meeting or exceeding federal carbon reduction targets because of widespread renewable energy and energy efficiency deployments, resulting in a substantial beginning to a statewide transition away from fossil fuels</p>
Electric Utility Transformation	Improve regulation of electric utilities to create a better environment for pollution-free power	<p>Decision makers and media are regularly using the OEC as a resource</p> <p>Case selection, planning and goal setting for PUCO intervention maximizing opportunity and leverage in litigation</p> <p>Utilities receive feedback and guidance on efficiency programs and renewable energy project proposals before they are implemented/deployed</p> <p>Resolution on utility-scale wind turbine setbacks so Ohio is once again attracting large wind energy investments</p> <p>Restoration of Ohio's clean energy standards, or similar requirement meaningfully driving utility investment in clean energy and energy efficiency</p> <p>Developers of clean, efficient distributed generation systems (for example, combined heat and power, waste heat to power, and solar) view OEC as a reliable resource for information on opportunities to reduce barriers and create incentives through regulatory actions, rulemakings and policy advocacy</p>	<p>Two-thirds of the major business and consumer group stakeholders, and at least two major utilities, consider OEC a partner with shared objectives</p> <p>Utilities are moving towards rate designs and business models that do not put energy efficiency, renewable energy and distributed generation at a disadvantage to coal and natural gas</p> <p>At least two of the four major utilities offer energy efficiency programs causing the utility to achieve savings above and beyond the minimum requirement, particularly from the industrial sector</p>	<p>Ohio's air quality improves, resulting in fewer air pollution advisory days, asthma attacks and other health impacts, and lost work and school days</p> <p>Ohio's electric portfolio has significantly more renewable energy and coal-fired power has a steadily diminishing share.</p> <p>Ohio's electric utility regulatory and ratemaking structure is more favorable towards clean and efficient generation resources, in harmony with the state's plan to reduce carbon pollution</p>
Business champions for a clean environment	Help companies located in Ohio become leaders in clean energy investment, and resource sustainability	<p>Double the number of top companies urging for reinstatement of Ohio's renewable portfolio standard and energy efficiency resource standard</p> <p>The OEC is working closely with several of Ohio's largest companies to identify and advance shared policy priorities in resource conservation and protection and carbon pollution reduction</p>	<p>A significant number of Ohio's largest companies make significant investments in Ohio-based clean energy projects and reduce their consumptive use of natural resources</p> <p>The OEC works closely with business leaders and our environmental partners to advance and implement our shared priorities</p> <p>Businesses and their representatives trust the OEC to be thoughtful, solutions-oriented partners with the business community</p>	<p>Ohio ranks among the top 10 states nationally for corporate sustainability and clean energy investments</p> <p>Ohio's business community is playing a lead role in Ohio in the fight against global warming</p>
Clean Choices for Consumers	Empower and enable customers to make sustainable energy choices	Development of tools, guidance and recommendations that electric customers can use to reduce their carbon footprint, and push utilities to increase their investments in clean, efficient power	<p>Assist at least two electric utilities better enable, support, or promote clean choices for customers through better access to their energy usage data, better clean choice offerings, and rate mechanisms that encourage more informed customers</p> <p>OEC is a regular resource for how residential, and business customers of electric utilities can self-generate, go off-grid, or work with neighbors and local decision-makers to support clean energy options</p> <p>OEC is the premier resource for customers researching their electric and transportation choices options through the creation of an online dashboard objectively assessing retail electric generation offerings</p>	<p>Achieve the support of several local communities for policies and regulations enabling customer demand to drive investment in local clean energy</p> <p>All Ohio customers have access to useful, easily understood information about how their choice, behavior and personal investments in clean energy can impact the causes of climate change and public health</p>

ENERGY

Project	Goals	Measures of Success (12-18 months)	Measures of Success (2-4 years)	Long-Term Outcomes (5 years)
Oil and Natural Gas Development	Secure aggressive fracking standards on chemical disclosure and setbacks	Build greater bipartisan support in the Ohio General Assembly, and broader public support for identified legislative priorities	Credible messengers (firefighters, emergency management directors, toxicologists, and health professionals) encourage chemical disclosure and safer setback distances	Regulators within the Ohio Department of Natural Resources begin sharing trade secret chemical information in case of emergencies
		Build support among credible messengers (i.e. firefighters, emergency management directors, toxicologists, and health professionals) for legislative reforms on chemical disclosure and safer setback distances	Lawmakers close Ohio's loophole on public right-to-know about chemicals used in fracking	First responders, drinking water suppliers and state and federal agencies have immediate access to all chemical information
			Develop model language and recommendations for specific setback distances in oil and gas law	Safer distances are secured in law, separating oil and gas facilities including fracking wells and houses, waterways, and ecologically sensitive areas
	Local communities have greater control over where oil and gas development can occur through zoning, setting a national precedent	Educate key localities on local zoning ordinances as a tool for limiting oil and gas development	Localities promote the enactment of local zoning ordinances	Limit where oil and gas development can occur through the passage of one or more local zoning ordinances
	Curb harmful air pollution coming from oil and gas operations	Prominent members of Ohio's congressional delegation publicly support the US EPA methane standards for oil and gas Final US EPA standards on methane/VOC emissions are implemented from new and modified sources from oil and gas facilities	Ohio EPA agrees to monitor a subset of fracking sites across Ohio for air pollution The US EPA has enacted strong standards for methane and volatile organic compounds (VOCs) emissions from existing oil and gas facilities	Significant reduction in air pollution from oil/gas operations, fracking including methane, VOCs and air toxics leading to better protection of public and oil/gas industry worker health

NATURAL RESOURCES

Project	Goals	Measures of Success (12-18 months)	Measures of Success (2-4 years)	Long-Term Outcomes (5 years)
Forest Protection	Increase the amount of state forest acreage protected from commercial and industrial development by 50%	Significant support from localities and the public to increase protection of Hocking State Forest	Ohio Governor's office supports interim protection of certain areas within the State Forest System	Long-term protection secured for the Hocking State Forest (state wilderness or equivalent designation), ensuring this forest is protected from commercial logging, mineral development, and other ecologically damaging practices
		Bipartisan support for changes to land management practices by the Governor/Ohio Department of Natural Resources and the General Assembly to protect specified state forest areas		Hocking Hills region is recognized as a world-class hub for eco-tourism
		Build a network of advocates to increase the amount and quality of protected land	Strengthened network of grassroots and influencers, including tourism, hunters and anglers, conservation organizations, and local elected officials, working together to secure greater protections for public and private land	Substantial progress made on changing administrative policy and, if necessary, legislation to update Ohio Division of Forestry land management practices
		Identify tools, tactics and opportunities for land preservation that can be used by partners and land stakeholders	Scientists and influencers are working with the OEC and our network of advocates to identify high quality areas that are worthy of stronger protections	More private landowners are becoming sound managers of their land and choosing to put their land under long-term protection
	Stop ecologically damaging projects in key areas of the Wayne National Forest and state forests	OEC is the most reliable resource for evaluating environmental impact of extractive impacts, including commercial logging and mineral leasing in state and federal forest lands in Ohio	Ecologically damaging projects stopped on the Wayne National Forest and state forest to preserve scarce habitats	Wayne National Forest and State Forests are less impacted by fragmentation, invasive species, and habitat loss

NATURAL RESOURCES				
Project	Goals	Measures of Success (12-18 months)	Measures of Success (2-4 years)	Long-Term Outcomes (5 years)
Toxic Algae Reduction	Reduce farm-field runoff that is a major nutrient source for toxic algae	More decision makers, stakeholders and the public support requirements to prevent pollution from running off farm fields	Establishment of new requirements to prevent agricultural pollution, and increased rates of compliance	Significant reduction in algae-causing pollution from agricultural and other sources leading to cleaner water in key areas of Ohio's waters Fewer toxic algae blooms
	Reduce toxic algae-fueling pollution from wastewater and sewage systems	Identify wastewater treatment plants within pollution hot-spots that compel the need for lower phosphorous limits in discharge permits Increased bipartisan support for legislation to adequately fund localities to address non-agricultural sources of nutrient pollution	Ohio EPA cracks down on wastewater treatment plant discharge permits More resources for inspections of and corrective actions on failing home septic systems Secure at least 15% of state revolving loan funds for green infrastructure projects	
Ohio River Revitalization	Reestablish protections for streams and wetlands no longer covered by the Clean Water Act	Greater support from the Ohio Governor for stronger protections of the Ohio River watershed	Established rules to protect headwater streams Development of water quality standards, including numeric nutrient water quality standards	Decision makers at the federal and state level prioritize protection and restoration of the Ohio River and its waterways, leading to a cleaner and more resilient Ohio River watershed
	Generate support for a restoration and protection plan for the Ohio River watershed	A more robust network of partners and influencers championing the importance of the Ohio River watershed	Increased lawmaker and public support for an Ohio River restoration and protection plan Stop the backsliding on Clean Water Act protections	
Lake Erie Restoration & Protection	Secure consistent and substantial funding and protections for the waterways that feed Lake Erie	Build support for the Great Lakes Restoration Initiative (GLRI) and state funding amongst Ohio's congressional delegation, state lawmakers and OEC's partners Proposals that seek to weaken existing state level wetland and stream protections are regularly opposed	Funding at \$300 million annually for the GLRI for Fiscal Years 2016 through 2020 GLRI Act of 2015 enacted into law and renewed in 2020 State funding at \$3 million annually for Lake Erie restoration and protection Attempts at rollbacks of existing wetland and stream protections decrease	A healthier Lake Erie providing a good return on investment, safer drinking water and better habitat for wildlife Wetland and stream mitigation violations are regularly enforced, thereby securing more restoration of vital wetlands
	End ecologically damaging disposal of dredged materials Ensure the creation of a beneficial sediment reuse program for all areas of the state	Ohio rejects the U.S. Army Corps of Engineers' open-lake disposal certification for 2016 Better understanding of the risk of contaminated sediments through more complete sampling and testing Creation of a pilot project for beneficial reuse of sediments dredged from the Toledo Harbor	Ohio EPA prevails over the US Army Corps of Engineers, making the practice of open-lake disposal less viable More identified projects potentially utilizing beneficial dredged sediments, particularly within the Toledo Harbor area	The practice of open-lake disposal in Lake Erie has ended, leading to a healthier lake and greater protection of wildlife Ohio's beneficial reuse program is established, generating funds to offset the cost of responsible disposal
	Protect Lake Erie, rivers, and groundwater from damaging water withdrawals	The Ohio Department of Natural Resources understands the value of using a water withdrawal tool for determining impacts from massive water withdrawals Increased understanding among decision makers of the impacts massive water withdrawals can have on waterways, which leads to the introduction of legislation	Broad coalition compelling the Ohio Department of Natural Resources to utilize a water withdrawal tool to understand how massive water withdrawals will impact streams and groundwater Bipartisan support for legislation protecting waterways from massive water withdrawals	Ohio protects waterways from damaging water withdrawals
	Prevent Asian carp from invading the Great Lakes	Three of four areas where the Ohio River and Lake Erie watersheds intersect are separated, and Congress begins to see the importance of watershed separation	Watershed intersections are deemed unviable for Asian carp migration, and influential voices from Ohio are calling for permanent separation of the Great Lakes and Mississippi River watersheds	Asian carp have no way of entering and causing harm in the Great Lakes through Ohio waterways

LAW CENTER				
Project	Goals	Measures of Success (12-18 months)	Measures of Success (2-4 years)	Long-Term Outcomes (5 years)
Polluter Justice	Achieve precedent-setting victories protecting Ohio's environment and preserve its public lands	Begin at least 1-3 legal actions to further OEC's most significant environmental policy goals Greater understanding of the impact of important environmental cases through routine #OneOhio Blog posts	The OEC is recognized as a beacon for public and private whistleblowers on account of the Law Center's investigations, lawsuits, and rapid response legal actions	A significant number of legal victories protecting Ohio's natural resources Industries violating environmental law are routinely held accountable
Hub for Ohio Environmental Legal Analysis	Make the OEC Law Center the most trusted source for legal analysis for decision-makers, the public and our supporters Develop the infrastructure so Ohio's environmental community has better access to legal assistance	Production of at least 5 annual external publications and and/or friend of the court briefs filed in Ohio courts bolstering OEC's participation in legal debates happening in the public	Citizens are emboldened to use the courts and other legal processes to protect the environment Law Center analysis is utilized by decision makers in all branches of government to make policies and regulations that better protect the environment	Legal victories protecting Ohio's air, land, and water, due in part to a coordinated pro bono network of 50 attorneys around the state to assist OEC, OEC members, member groups, and public interest community to help solve/confront environmental issues
Green Lawyer Training and Deployment	Provide the training ground for Ohio's next generation of public interest environmental lawyers	Strengthened partnerships with Ohio law schools beyond internships so that environmental public interest law is a key part of the law school portfolio	A diverse guild of 10-20 attorneys come together on quarterly basis to brainstorm legal strategies, and to help mentor young lawyers to build expertise Significant environmental protection wins by OEC members/member groups in Ohio courts achieved through partnership between Law Center and its guild of pro bono attorneys	The Law Center's intern program and new lawyer fellowship program are highly competitive and sought after, with self-sustaining funding coming from outside sources

CAMPAIGNS AND COMMUNICATION CENTER				
Project	Goals	Measures of Success (12-18 months)	Measures of Success (2-4 years)	Long-Term Outcomes (5 years)
Campaigns	Build modern and effective campaigns that develop long-term capacity	Capacity and infrastructure in two targeted regions of Ohio	Elected and appointed officials through all levels of government, from municipal, to state, to quasi-governmental entities throughout the state are willing to engage and work with the OEC	Extensive campaign capacity and permanent, dynamic infrastructure statewide
	Create a network of influencers that will help drive the debate in our backyards and across the state	High profile grasstops leaders in targeted communities and deep relationships with partners and affinity groups	Grasstops, partners, and affinity groups are actively engaging decision makers through all levels of government	The OEC possesses one of the most powerful campaign apparatuses with grasstop leaders, communities, and decision makers statewide
	Create best practices and new tactics to move our agenda and expand into new audiences	Identify key, undecided constituencies to target and influence on our issues	Campaigns and grassroots leaders begin building a network of environmental citizens in targeted regions	Statewide efforts move on-the-fence constituencies to supporters The OEC possesses one of the most effective, engaged networks of environmental citizens in Ohio
Public Relations	Advance our priorities through traditional media	Environmental issues in the media are shaping the debate through regular engagement, including more frequent OEC appearances on TV news reports	The OEC is recognized to have the best state-based, non-profit public relations shop in the state as demonstrated by being the go-to source on environmental issues for local, state, and national media outlets	To be the premier state-based environmental public relations shop in the country Drastically increase awareness and emotional connection to our issues among the public
	Fully leverage new, digital, and emerging media opportunities and expand our visual communications expertise and capacity	The OEC is experimenting with and developing the capacity to generate new and traditional media assets, to create compelling visuals and dynamic, informative, and engaging content	The OEC is fully leveraging new content delivery models to reach our audiences more effectively	The OEC is publishing transformative content that reaches non-traditional audiences Innovative media partnerships are expanding the reach of OEC
	Systematically engage influencers to advance our priorities	Tracking and cultivating our influencers, partners, business relationships, and staff	Engaged network of influencers actively working with us on priorities Have all major editorial boards in the state asking statewide policy makers where they stand on environmental issues	Influencers are actively leading and advancing our priorities as their own

CAMPAIGNS AND COMMUNICATION CENTER

Project	Goals	Measures of Success (12-18 months)	Measures of Success (2-4 years)	Long-Term Outcomes (5 years)
Marketing and Communications	Consistent messaging across the OEC	<p>Scientific and data-driven approach to messaging and polling</p> <p>Utilize existing research to develop compelling, consistent, and proven messages</p>	<p>Consistently collect and promote citizen stories to make environmental issues personal and compelling</p> <p>Increased name recognition through media/market saturation</p>	<p>OEC is a trusted, credible voice on environmental issues</p> <p>OEC is the go-to expert on Ohio-specific environmental messages for state, regional and national partners</p>
	Move the OEC's target audiences from passive observers to active participants	<p>Regular use of cutting-edge print and digital design</p> <p>As part of standard practice, develop audience-specific messages and delivery strategies for highly segmented audiences</p> <p>Effective recruitment of citizens into a highly-engaged network of digital activists regularly taking action</p> <p>Increased number of monthly donors and their giving</p>	<p>Engaged teams of issue activists on Twitter and Facebook</p> <p>Sustainable funding through direct fundraising both on- and off-line</p>	<p>As compared to similar organizations, one of the highest conversion rates of moving supporters into activists, and activists into leaders and donors</p> <p>Established advocacy and fundraising best practices for use internally and for collaboration with partners for emerging communications technologies</p>
	Lead and shape the online conversation about Ohio's environment	<p>Largest, most engaged social networks of any environmental group in the state</p> <p>More frequent blog posts and collaboration with guest bloggers including grasstop leaders, experts, and other influencers</p> <p>Double email list size through strategic partnerships and targeted digital tactics</p>	<p>New website that supports innovative distribution of new and transformative media</p> <p>Most popular Ohio environmental blog</p>	<p>Supporters, partners and the public engage in discussions regularly about environmental issues using our talking points and message frames</p> <p>More diversity in the pool of supporters of OEC's work</p> <p>OEC website is the most visited Ohio environmental non-profit website in the state</p>
Government Relations	Build an unmatched government relations program that is effective, nimble, respected and well connected to Capitol Square and local governments	<p>Well-designed, and professionally-informed plan for a lobbying strategy that leads to more strategic engagement of local governments, state agencies and state lawmakers</p> <p>OEC speaks with one voice in testimony and communications with decision makers</p>	<p>On-boarding program for elected and appointed officials that introduces the OEC and our policy agenda</p> <p>Developed and implemented plan to track and nurture rising stars in local and state elected office</p>	<p>Unrivaled connections to governing bodies across the state and at all levels (municipal, county, state, and commissioned/appointed entities)</p>
	Develop true champions for environmental protection in both political parties	<p>Identify and begin recruiting potential champions within targeted regions that align with our campaigns</p> <p>Universally-adopted tracking system for engagement of influencers we want to develop into champions</p>	<p>Have elected official champions in each major metropolitan area across the state</p>	<p>Powerful and influential champions for OEC priority issues in both parties and in all levels of elected government</p>
	Unite partners to help carry a shared agenda	<p>A shared policy platform expresses forward-thinking ideas on how to improve environmental protection in state law</p>	<p>Influencers and partner organizations take action to implement shared agenda</p>	<p>Environmental leaders throughout the state are unified in the advancement of a shared platform at all levels of government</p>



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