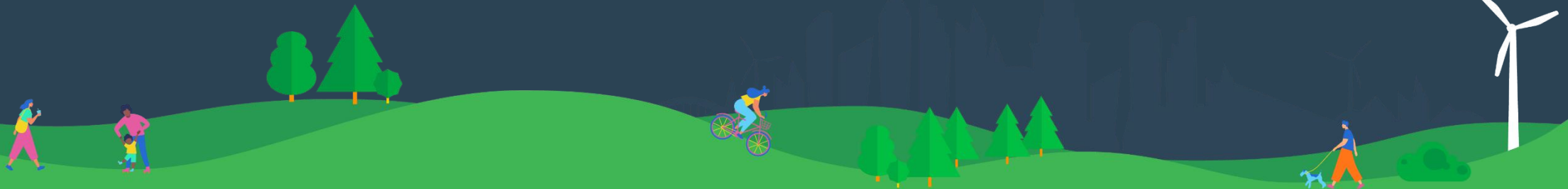




Strategic Plan

Plan Contents

- Executive Summary
- Strategic Levers
- Statement of Objective
- Statement of Strategy
- Strategy at a Glance



Executive Summary



Introduction

Environmental Health Watch is a valued asset in Cleveland. Internal and external supporters are very optimistic about the organization's trajectory to guide and influence environmental justice work, building on the track record of addressing healthy homes, climate, and the natural environment.

Environmental Health Watch is poised to be a thriving environmental justice leader shaping Cleveland, with the vision to carry its influence and methodology beyond our city. The first strategic step in achieving this objective is to grow robust leadership and generative resources to shape an environmentally just and sustainable community.



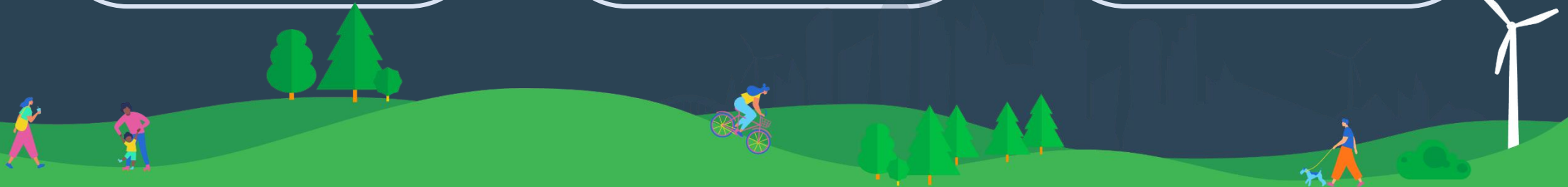
Measuring Success

Focused monitoring of organizational successes and areas for improvement is critical to achieving the objective. Measures of this three-year strategy will include:

Diversification of
the organization's
funding base

Expanded executive
leadership to ensure
program fidelity,
innovation, and
operational
expediency

Organizational culture
of philanthropy to
enable longer-term
growth



Strategic Levers



Overview

Strategic levers recognize the inherent flexibility that organizations need in volatile, uncertain, complex, or ambiguous environments.

Levers may be adjusted to degrees of emphasis and utility, enabling timely repositioning and minimizing static decision-making and work activity. EHW's levers enable the organization to be practical and nimble while responding to changing political and funding environments from a place of strength.

Due in large part to the Healthy Homes Assessment and Mitigation core program, EHW's reputation for innovation is undeniable. The Executive Director's longevity within the organization and broad engagement across Cleveland's environmental landscape expand issue reach beyond lead safety. By focusing on a broad range of issues, the organization will find opportunities to develop new supporters, programs, and collaborations.

As such, using organizing principles at the institutional level strongly positions the organization as a convener within the environmental justice arena.

In-Demand Core Program

*Leverage program successes
for scale and innovation*

EHW's core Healthy Homes program and technical expertise is nationally recognized and remains in demand throughout the city of Cleveland.

The program's effectiveness provides the basis for new revenue sources and further program innovation.



Convene Intersectional Environmental Justice

Embrace local adjacent environmental justice work

Recent history as a developer of community initiatives and organizers builds on EHW's founding of assembling advocates.

As environmental justice work grows and intersects, EHW can leverage its track record of standing up initiatives and major programs (i.e., the Lead Resource Center and Region 5 Thriving Communities Technical Assistance Center) as a convening leader.



Leadership Continuity

Expand and sustain executive talent for growth and innovation

EHW must expand its executive team in the areas of program operations and external affairs.

The immediate outputs will include new, stronger programs and fundraising. The longer-term strategic impact will come in the form of mission acceleration and succession planning.



Partnership Support

*Engage and convert supporters
for financial growth*

EHW is actively working toward diversifying its funding base beyond foundation support. Converting the social support of organizations and residents into a nascent fundraising program will foster new organizational agility.



Statement of Objective



Be a Thriving Environmental Justice Leader Shaping Cleveland

In 1980, EHW established a legacy as a responsive and inclusive organization. The unspoken mission of keeping watch grew into a singular focus on technical expertise specializing in healthy homes education, asthma, safety and lead hazard low-to-moderate mitigation strategies, and the development of our healthy home philosophy underscoring the values of equity, people and place.



Being a thriving organization means not only having financial stability, but financial footing that supports growth and innovation



Being an environmental justice leader goes beyond a single issue



Shaping Cleveland is a pathway to regional and/or national influence and future scale

Statement of Strategy



Environmental Health Watch is growing robust leadership and generative resources to shape an environmentally just and sustainable Cleveland.

Our expanded executive team generates resources through fee-based programs and philanthropic gifts that will decrease foundation dependency by 10% by 2025 and fund innovative programs addressing environmental justice issues.



Strategy at a Glance



Be a Thriving Environmental Justice Leader

Shaping Cleveland

Strengthen Governance
and Leadership

Financial and Program
Innovation Growth

Healthy, Just, and
Regenerative Communities

Shaping Healthy Cleveland

Healthy Homes

Current Programs

- Healthy Homes Assessment Service and Mitigation
- Lead Safe Resource Center - Outreach
- Lead Safe Resource Center - Call Center
- Lead Safe Resource Center - Workforce Development
- Lead Safe Cuyahoga
- Lead Safe Glenville

Future Programs

- Healthy Homes (Buckeye)
- Green and Healthy Homes Project
- MCO Reimbursement Projects



Healthy People

Current Programs

- Policy, Advocacy and Civic Engagement
- Central/Kinsman Food Cooperative Steering Committee
- Lead Safe Resource Center - Training Curriculum
- EHW and LSCC Education Toolkit, Training, & Resources
- Community Leader Sponsorship & Mentorship

Future Programs

- Neighborhood Leadership for Environmental Health 2.0
- Environmental Stewardship/Education
- Climate Justice Advocacy and Education
- BUILD Health Challenge Food Coop Development
- Race Food & Justice 2.0



Healthy Communities

Current Programs

- Fresh Fest Cleveland Annual Festival
- EPA Region 5 Thriving Communities Technical Assistance Center

Future Programs

- Central/Kinsman Community Owned Food Cooperative
- Cleveland Sustainable Communities Conference





Thank You



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