



# Fighting for Good Jobs and Strong Communities

2013-2014 Strategy Report





*OOC stands out as one of the top state based organizations in the country. Our partnership has been about advancing the field of organizing, trying new models of movement building and worker organizing, and developing a model of state based power that can be replicated. This is an incredibly valuable relationship to the Center and one that we look forward to continuing for years to come.*

**Deepak Bhargarva**  
Executive Director  
Center for Community Change

## OOC Mission and Summary

Formed in 2007, the Ohio Organizing Collaborative (OOC) is an innovative statewide organization that unites community organizing groups, labor unions, faith organizations, and policy institutes across Ohio. OOC currently consists of 15 member organizations with members in every major metropolitan area across the state, and also houses one of the nation's largest movement building projects.

The vision of OOC is to organize everyday Ohioans to build a transformative base of power for the purpose of achieving social, racial and economic justice in Ohio. We carry out this mission by investing in a diverse portfolio of organizing methods, experimental strategies, non-partisan 501c3 electoral programs, leadership training, and integration with policy organizations.

In just six years, OOC has become a significant force in shaping Ohio public policy. It has brought together tens of thousands of people across faith, labor, and neighborhood lines to collaborate on campaigns including criminal justice reform, workers' rights, bank accountability, student debt, vacant properties, social determinants of health and access to care.

### Why an Ohio Organizing Collaborative?

OOC was formed around three basic ideas. First, that community, faith, labor and policy organizations must commit to a long-term permanent alliance rather than coming together sporadically around the latest campaign, contract fight, or election. Second, that there is a need for innovation in the field of community organizing that addresses issues of scale, nimbleness, layered strategies, electoral capacity, and breadth of leadership development. And third, that we cannot build a progressive movement in this country without the Midwest. In order to be successful, it is imperative that we develop an economic and organizing agenda to address deindustrialization and the decades-long decline of urban cores in places like Ohio.

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## OOC Highlights: 2012-2013

◆ Following years of OOC organizing and policy work, collateral sanction reform was enacted in June 2012, enabling nearly two million Ohioans with criminal records to rebuild their lives through increased access to opportunity.

This change in policy will improve the ability of those with criminal records to find employment by removing statutes that prevent returning citizens from holding occupational and professional licenses, creating a process to obtain a certificate of qualification for employment, and providing for the option to seal old and irrelevant criminal records. In addition to this, OOC passed Ohio's first fair hiring policy in Cincinnati in 2010; eight other cities and counties across the state have since passed similar "Band the Box" legislation with OOC assistance.

◆ In 2012, OOC developed a large-scale civic engagement program to align long-term organizing strategies and mass mobilization with electoral work. Our program had four areas of focus: senior citizens, the Rising American Electorate, students, and the faith community. OOC operated in six geographic regions, covering 12 counties. All programs were integrated and linked to OOC's Jobs and Economy campaign.

At the campaign's peak, OOC employed 180 on-the-ground staff who registered 40,891 individuals to vote and made 93,010 attempts at the door that resulted in 20,287 contacts, 16,934 vote pledges, and 19,175 issue identifications. OOC's phone bank team made 340,075 calls that led to 51,362 contacts and 25,718 completed conversations. In addition, 183,454 pieces of direct mail were targeted toward voters preceding the election. Overall, OOC's direct voter contacts (conversations either by phone or on the doors) comprised 1.3 percent of the total 2012 vote share in Ohio.



*In the past two years, OOC has been a key part of the Caring Across Generations campaign. Together we ran a successful voter program, led the fight for Medicaid expansion in Ohio, and secured BIPP expansion that will mean \$169 million for home care across the state. OOC is one of the most dynamic state partners that we've worked with.*

### Ai-Jen Poo

Executive Director  
Domestic Workers Alliance

◆ In 2011, OOC and Stand Up for Ohio played a critical role in the defeat of SB5 (the attack on collective bargaining in Ohio). Together, the organizations hired a team of 12 staff to coordinate outreach to churches, veterans, students, community groups, and other non-labor allies across the state; OOC's political director also served on the We Are Ohio unified campaign's senior staff team. Concurrently, Stand Up launched with a social media strategy to capture the momentum of those angry about the assault on public workers and Ohio's draconian state budget.

The Stand Up Facebook page quickly produced over 127,000 likes and the project also organized a series of events, including collaborative rallies in fourteen cities attracting 10,000 people. In 2012, Stand Up continued to develop its outreach strategy by creating 64 small circles that held 139 house meetings with 1,247 attendees and carried out 18 events on local issues in five different cities.

◆ In May of 2012, OOC officially launched Ohio Prophetic Voices (OPV) with 150 clergy and faith leaders from across the state participating in a two-day event to create a statewide organization uniting local organizing with statewide issues and civic engagement in Ohio's congregations. The launch event included 50 evangelical clergy and faith leaders who are usually removed from community organizing and was featured in the Sunday Los Angeles Times.

OPV now leads the Campaign for Citizenship in Ohio. In 2013, OOC has involved thousands of people in citizenship organizing, highlighted by a 700-person kick-off event in February, a meeting with 300 residents at one of Ohio's largest evangelical churches, a 500-person action at the office of Speaker of the House John Boehner, and a march with 1,000 activists on May Day. Currently, OOC is focusing on a follow-up rally at Boehner's office with 1,000 Ohioans, and building on the 32,240 calls that OOC and OPV made to generate patch-through calls to members of U.S. Congress.

◆ Building off our senior voter program, OOC and Caring Across Generations have led the effort to expand Medicaid in Ohio this year. Medicaid expansion would create 50,000 new jobs, provide coverage for 670,000 residents, and pump \$17 billion of revenue into the state.

In the first six months of 2013, OOC leaders made 128,866 calls, generating thousands of patch-through calls to legislators regarding the need to expand Medicaid. OOC conducted numerous lobby days and held a die-in during testimony on the bill.



*The OOC has emerged as an important element for moving critical issues around Ohio. Our alliance has created meaningful collaboration that is paving the way for a smart on crime approach and ending mass incarceration in Ohio and in local communities across the state.*

**David Singleton**  
 Executive Director  
 Ohio Justice and Policy Center

### Getting to Scale: Leadership Training 2012 Leadership Development Summary

- 321**  
 People who attended movement building trainings
- 589**  
 Number of grassroots leaders trained on electoral program
- 1,227**  
 Number of people attending community organizing trainings
- 2,137**  
 Total Leaders Trained in 2012

While Medicaid expansion was initially included in the budget, the legislature stripped it out, forcing the Governor to utilize his line-item veto in its favor. The fight to expand Medicaid continues in Ohio, and OOC is one of the key players in a potential ballot initiative.

◆ Also in 2013, OOC and CAG secured \$169 million for Ohio through the Balancing Incentive Payment Program (BIPP). As part of ACA implementation aimed at strengthening home care, this financial incentive will stimulate access to non-institutionally based long-term services and supports. Funding will be released over the next 18 months and will support the home care industry and its workers. OOC and key partner Policy Matters Ohio were the only organizations in the state to advocate for this program.

◆ Mahoning Valley Organizing Collaborative (MVOC), one of OOC's anchor affiliates, is leading the effort to stem foreclosure-based blight across the Midwest. Because of MVOC's work, Youngstown is the only city in the nation to pass and effectively enforce an ordinance requiring banks and lenders to pay a \$10,000 bond for maintaining and securing abandoned and foreclosed properties. \$700,000 has been collected in six months, releasing pressure on local government to spend valuable resources on the maintenance of vacant properties: allowing them to better serve communities. Organizers have passed or are working to pass similar ordinances in Canton, Warren, Dayton, East Liverpool, and Cleveland Heights.

◆ OOC played a defining role in fighting voter suppression efforts in 2012. Nationally, we partnered with the Advancement Project and Color of Change, and with Ohio Voice in the state. By integrating OOC's online organizing, grassroots organizing, legal strategies, and including a strong education component by mail, at the doors, and over the phones, we were able to successfully prevent voter suppression. Together with the Advancement Project, OOC sued Secretary of State Jon Husted to ensure the count of provisional ballots, launched a joint public education project to challenge voter suppression, and built a base of individuals committed to protecting the vote beyond the 2012 election.

◆ Simultaneously, OPV organized 35 top clergy from across the state to meet with Husted, demanding that he preserve early voting on the weekends: a critical opportunity for low-income families and people of faith to cast their votes. Husted refused. OOC's online team joined the Color of Change in September to step-up the pressure by collecting and delivering 80,000 signatures (including 16,000 online supporters) demanding reinstatement of weekend voting. Following this effort, Federal Court ruled in our favor and forced Husted to comply. OOC also organized 22 Souls to the Polls events that educated voters, encouraged early voting, and brought hundreds of voters to the polls.

◆ The Ohio Student Association (OSA), the student organizing project at OOC, defeated a student voter suppression bill in the 2013 legislative session that would have forced universities to charge in-state tuition to any student requesting proof of address for voting purposes. The bill would have cost universities more than \$350 million and was a blatant attempt to suppress student voting in Ohio. OSA testified before multiple committees and generated constant earned media on the issue, its impact on students, and how it undermined democracy. The amendment was defeated during the budget process on a day in which OSA leaders gave testimony.

### OOc Key Assets

Community organizers locally based in nine Ohio cities: Akron, Canton, Cincinnati, Cleveland, Columbus, Dayton, Toledo, Warren, and Youngstown

Powerful canvass operations and neighborhood organizing in four regions

A network of 178 congregations across Ohio

Largest 501c3 electoral program in the state

Extensive portfolio of leadership training, including a weeklong training that draws 100 people each year

Strong partnerships with key progressive policy groups

Ability to mobilize actions with hundreds of people in multiple cities

35 organizing and related staff, including dedicated communications and online staff





*The Ohio Baptist State Convention was a founding member of OOC because we knew that we needed to be in partnership with others to protect voting rights and advance the concerns of our members. We've stayed a member because OOC is the most powerful statewide organizing effort in Ohio and it gets things done.*

**Rev. Michael Harrison**

President  
Ohio State Baptist Convention

## The Story of Ohio

*At the Crossroads: For a New Economy and a New Politics in America*

Ohio is a key battleground: not just for presidential elections, but for the future of America's economy and democracy.

For much of the twentieth century, Ohio was a state where people migrated for good-paying jobs in steel production, the auto industry, and an expanding manufacturing base. Today, Ohio is ground zero for the restructuring of the American economy, an economy in which good-paying jobs have been replaced by low-wage jobs, where the population in core cities is rapidly declining while poverty rates soar, and where most children will have less opportunity than was available to their parents.

We are a central character in a national story about the disappearing middle class, growing racial inequality, growing poverty, anxiety of the white working class, and increased economic insecurity that is polarizing the nation.

Ohio is headed in one of two directions: it can continue to collapse, cultivating an increasingly reactionary electorate, deeper poverty and racial inequity, and a stagnant economy based on low-wage employment; or Ohio can reinvent itself as an engine for the new economy, playing a leading role in re-igniting the labor movement, rebuild its once-thriving cities, and lead the Midwest to a sustainable future.

Recent demographics illustrate the erosion of opportunity in Ohio. The U.S. Census studied population trends from 2010-2012; it found that of 729 cities with population greater than 50,000 people, 90 percent had experienced growth. Of the 73 cities that declined in population, 14 - one in five - are in Ohio. Indeed, nine of the ten fastest dying cities in America are located in Ohio and Michigan, with Youngstown the only city to lose more than two percent of its population.

Ohio's eight core cities are continuing to experience the fallout from a 40-year tailspin, with average poverty rates growing from 14 percent in 1970 to 32 percent in 2011. Right now, one of every three residents in Ohio in Ohio's major cities is poor. The recent recession further exacerbated economic restructuring, with devastating results for Ohio's most vulnerable.

The U.S. Conference of Mayors conducted a study on how U.S. metro areas are faring in jobs recovery, telling the story of two Americas. One set of cities, like Minneapolis/St. Paul and New York, have already recovered the total jobs lost. Ohio cities including Dayton, Lima, Mansfield, Sandusky, Springfield, Steubenville, Toledo, and Youngstown are not expected to replace jobs lost in the recession until after 2023.

Ohio's policy agenda has increased inequality, gutted public investment, and rewarded corporations and wealthy individuals. The 2005 tax cuts stripped the state budget of \$2 billion in revenue: money that was evenly divided between additional tax cuts for corporations and Ohioans making more than \$300,000.

In 2010, the state legislature cut \$2 billion from public education and slashed local government funding by 50 percent, rather than reversing the tax cuts that never produced promised jobs. Last year, the legislature passed a budget that will again cut taxes, costing the state another billion dollars. Not only does this most recent set of tax cuts exclusively benefit the wealthiest 15 percent of Ohioans, it actually increases taxes on the bottom 20 percent of earners.

At the same time, the state legislature has systemically defunded government, privatized the Department of Economic Development, and added additional tax loopholes to the existing 129 exemptions totaling \$7.7 billion of lost revenue per two-year budget cycle.

The probability for Ohio to turn around is not likely, unless we dramatically re-imagine our economy, undertake a complete reversal in public investment, and organize a mass movement of community members and workers demanding social and economic justice.

## State of Working Ohio

Policy Matters Ohio September 2013 Report

Ohio's current job creation and recovery rates are some of the worst in the nation

Following both the 1981 and 1990 recessions, Ohio fully recovered jobs lost in under 3.5 years - but we have not yet recovered jobs lost in either the 2001 or 2007 recessions: more than 12 and five years after their immediate effect

As a result of 2005 tax cuts, Ohio has lost 3.8 percent of our job base (while the nation has added 1.8 percent); only three states have lost more jobs than Ohio since 2005

Ohio's median wage nudged up only \$0.02 between 2011 and 2012, lagging \$0.75 behind the nation as a whole; when adjusted for inflation, median wages are lower than they have been since 1996

In 2012, Ohio women earned three dollars less per hour than men, and the black-white wage gap grew to more than \$3.50 per hour

At 14.6 percent, unemployment in the black community is twice as high as in the white community, and one of three of those without a job has been out of work for longer than six months

2012 income group	Lowest 20%	Second 20%	Middle 20%	Fourth 20%	Next 15%	Next 4%	Top 1%
Income range	Less than \$18,000	\$18,000 - \$33,000	\$33,000 - \$51,000	\$51,000 - \$78,000	\$78,000 - \$143,000	\$143,000 - \$335,000	\$335,000 or more
Average income	\$11,000	\$25,000	\$42,000	\$63,000	\$100,000	\$203,000	\$897,000
Tax change as percent of income	+0.1%	0.0%	0.0%	-0.1%	-0.2%	-0.5%	-0.7%
Average tax change	+\$12	-\$5	-\$9	-\$34	-\$176	-\$983	-\$6,083

Source: Institute on Taxation and Economic Policy, June 2013 Covers total 2012 income and includes Ohio residents only. Percentages are rounded. See note on data for further description.

## OOC's Theory of Change

*Organizing power, catalyzing movement*

For the past six years, OOC has been working to build the kind of power that can respond to Ohio's challenges. Initially, our work was based on three basic ideas: that community, faith, labor, and policy organizations must commit to a long-term permanent alliance; that the field of community organizing should be innovative and get to scale, and we must develop an economic and organizing agenda that addresses deindustrialization and the long decades-long decline of the Midwest.

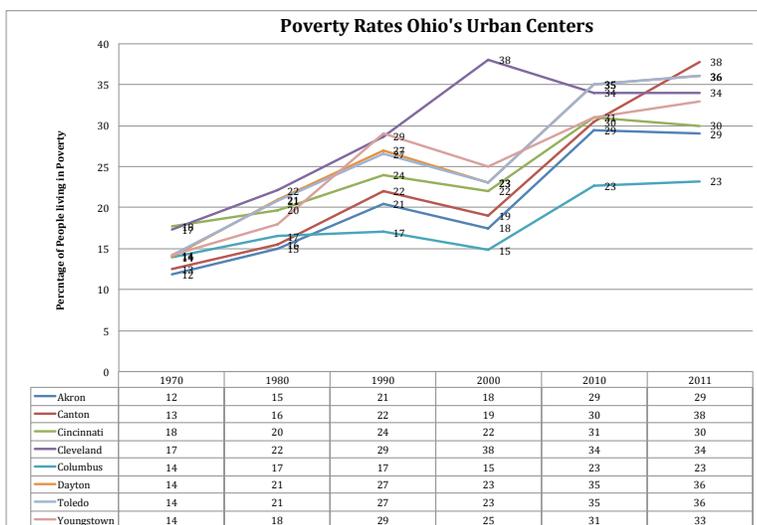
Over that time, the work in Ohio has been dynamic. We've built from scratch one of the largest state based organizations in the country with 35 full time staff, an electoral program that made over 700,000 voter contacts in 2012 and organizing that has engaged thousands of people and won significant victories.

Despite our success and the level of scale that OOC has achieved, we know that this is not enough. We are years away from shaping Ohio's economic drivers; we are years away from restoring democracy in Ohio; we are years away from building an organization of tens of thousands of unorganized workers across the state.

But we do know that Ohio has the potential for what we envision. The SB5 fight was a pivotal moment for our state and nation: we delivered a 23-point margin of victory with residents in 82 of 88 counties voting to repeal the anti-collective bargaining legislation. To put this margin in perspective, the President won a majority of voters in only 22 of 88 counties in 2008 and only 15 of 88 counties in 2012 on his path to winning Ohio. Tens of thousands of Ohioans were mobilized during SB5 with 10,000 volunteers collecting one million signatures to put the issue on the ballot. A total of 1.3 million signatures were delivered to the Secretary of State as part of a 5,000 person parade. There were so many boxes of signatures that the building engineer was called in to ensure that their weight would not collapse the floor.

That fight helped to define how we think about what we are building in Ohio.

OOC's Theory of Change is that by building deep, disciplined, long term organization while simultaneously undertaking fluid, opportunistic organizing with the potential to catalyze movement we can change the course of Ohio.



### Poverty in Ohio

Between 2010-2012, population declined in 73 U.S. cities with over 50,000 people; of those cities, one in five are in Ohio

Average poverty rates in Ohio's eight core cities have grown from 14 percent in 1970 to 32 percent in 2011

Currently, one of every three residents living in Ohio's eight core cities is living in poverty

These two approaches, combined with large scale electoral programs and the best of economic and social policy work, have the potential to drive and achieve a racial and economic justice agenda at scale and over time. We see our model as four streams of work, as shown to the right.

This is a long-term project that requires us to think in terms of decades, rather than years. OOC has built the framework for the kind of organization that can be a defining force in policy, elections, and the climate in which we operate.

It is our goal to lead the body politic in Ohio, as opposed to winning victories that may be substantial but are often either defensive or rest on the margins of fundamental economic justice. The OOC has developed multiple organizing strategies to aimed at getting us there.



## OOC Organizing Campaigns

### Organizing For Economic Justice

*Building power for low wage workers and imagining a new kind of economy*

In 2011, OOC emerged as leader in organizing around economic issues. That year, our organization was a critical component in SB5's defeat, launched OPV and OSA, and partnered with the Communications Workers of America (CWA) and the Center for Community Change (CCC) to create "Stand Up for Ohio", a movement building project aimed at building a new kind of community and worker organization. Over the last two years, OOC has built a multi-layered strategy around jobs and the economy.

There are four components to this strategy:

- ◆ Low-Wage Worker Organizing and Workers Rights
- ◆ Returning Citizens, Fair Hiring, and Mass Incarceration
- ◆ Student Debt and Organizing a New Student Movement
- ◆ State Budget and Revenue Work

#### Low-Wage Worker Organizing and Workers Rights

Despite the sound defeat of SB5 and political setback for its backers, the threat of Right to Work legislation and dismantling of collective bargaining remains present in Ohio politics.

## Key Facts: Stand Up for Ohio

Over 15,000 people have attended Stand Up for Ohio events in the past two years

Stand Up's maintains a Facebook page with 131,000 followers, an 20,000 person email list, and is building a state-of-the-art online organizing program

Stand Up has trained 432 community leaders in organizing skills and campaign strategy

Stand Up created 64 small circles in five Ohio communities; each circle involves between eight to 15 people that engage in local organizing on a monthly basis



*As part of the OOC, we're able to partner with groups who can make a difference in the lives of working people in our communities. We come from different backgrounds and different parts of the state, but together, we have the power to affect real change.*

### Bill Dudley

Director of Legislative and Strategic Campaigns, UFCW Local 75

OOC continues its central role in organizing a diverse base of allies around this fight, but we cannot focus on defense alone. In partnership with United Food and Commercial Workers (UFCW) Local 75 and CWA District 4, OOC expanded our focus to include low-wage worker organizing.

This work is being accomplished on two fronts: organizing Wal-Mart and fast food workers in Southwest Ohio, and building Stand Up - a companion c4 organization whose goal is to recruit tens of thousands of unorganized workers into a membership organization. Organizing in Southwest Ohio has initially focused on direct actions, worker strikes, and building broad-based public support for higher wages.

The premise of creating Stand Up for Ohio rests on three basic assumptions: we cannot move forward with ambitious state and national progressive policy goals and expand collective bargaining without a movement to restore democracy; without collective bargaining, we will see continued wealth inequality, growing poverty, and the dream of working class and middle class families in Ohio erode; and the existing structures of labor and community organizing are not currently construed in a way that encourages experimentation and building new models.

### Returning Citizens, Fair Hiring, and Mass Incarceration

Nearly two million Ohioans have a criminal record (felony and/or misdemeanor convictions). Issues surrounding mass incarceration, including the school to prison pipeline, the conditions of those incarcerated and struggles facing returning citizens, are devastating Ohio's communities, its families, and its state infrastructure. OOC is organizing locally and across the state to drive a significant decrease in incarceration while increasing the opportunities for Ohio's returning citizens to succeed.

In 2009, OOC and the AMOS Project built a voter program around returning citizens that mobilized thousands of people to turn out at the polls and expanded OOC's constituency base. That work was a springboard for our statewide campaign around collateral sanction reform and local fights around fair hiring. In 2010, AMOS passed Ohio's first "Ban the Box" fair hiring policy in Cincinnati; eight other cities and counties in Ohio have since passed similar policies.

After years of organizing and policy work, collateral sanction reform was enacted in June 2012, providing returning citizens with increased opportunity and a chance to rebuild their lives. These policy changes remove statutes preventing

those with convictions from obtaining occupational and professional licenses, provide certificates of qualification for employment (CQEs), and enable irrelevant criminal records to be sealed.

In April 2013, OOC launched the initial phase of a statewide returning citizen network. With over 60 leaders from seven cities, returning citizens joined in an intensive visioning and training session, followed by lobby visits for a statewide Fair Hiring policy that reached 60 legislators. Following this, OOC and our policy partner the Ohio Justice and Policy Center convened a legislative forum that included the Governor's staff, top Republican leadership, and 75 statehouse representatives and senators, including their staff.

OOC is also planning a statewide Day of Action this October to oppose pending Stand Your Ground legislation in Ohio. This follows local OOC actions with more than 1,500 people in the wake of this summer's decision in the Trayvon Martin case.

Over the course of the next few years, OOC will build a significant voting block of returning citizens in Ohio, oversee implementation of the CQE program, and change local and state policies to reduce incarceration and provide opportunity for all Ohioans.



*As a returning citizen, no organization has been more impactful to me than OOC. They trained me how to build power for myself, to organize, and fight for the opportunities that we as returning citizens deserve.*

**Richard Cook**  
Grassroots Leader  
Newark, Ohio

## Student Debt and a New Student Movement

During the SB5 fight, OOC launched a robust statewide student organizing effort. Following the election, 120 student leaders from 14 universities gathered in Columbus to discuss building long-term, permanent student power. At that meeting, the Ohio Student Association (OSA) was formally launched with the goal of educating and mobilizing peers to fight against privatization, address the crisis of student loan debt, and increase democratic participation by students.



Most young Ohioans are not organized. Instead of having access to equitable and affordable education from kindergarten through college, many of Ohio's young people (especially those of color) are criminalized and subjected to the school-to-prison pipeline.

From a 2,000 person teach-in at The Ohio State University in Columbus, to a march with 300 students at Ohio University in Athens, to registering hundreds of student voters - OSA has emerged as a dynamic organizing force over the past 18 months.

OSA's vision is to organize, advocate for, and train young people across Ohio: building and wielding local and statewide power to advocate for the collective social, and economic well-being of students.



To realize these goals, OSA employs four key strategies: the development and use of an innovative movement-building model that weaves together existing student networks; the construction of permanent infrastructure to exercise student power; the creation of a continuous cycle of engagement for Ohio's young people, combining electoral and issue organizing to continuously expand its base; and deep personal and professional leadership development with a focus on building cadre rather than isolated individual leaders.

Over the past year, OSA has built leadership circles at The Ohio State University, Ohio University, Kent State University, University of Akron, Cleveland State University, University of Toledo, Bowling Green State University, Wright State University, University of Cincinnati, and Wilberforce University. Circles across the state are working on local campaigns, including school-to-prison pipeline, enrollment/retention of minority students, tuition and student debt, reproductive rights, local K-12 budget cuts, and a K-12 corporate takeover.

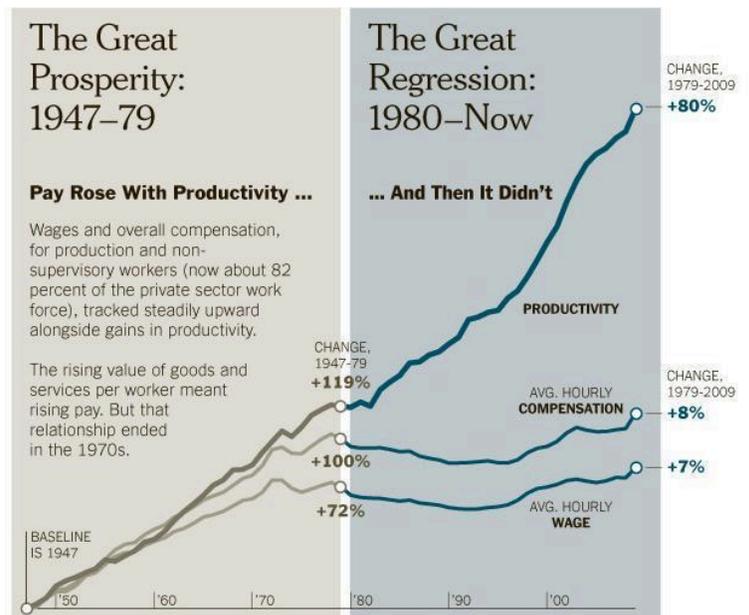
### State Budget and Revenue Work

OOC has placed a primary focus on producing meaningful impact on state and national fiscal policy, in particular reversing declining revenue streams that provide vital resources to support education, public services, and the social safety net. Economic challenges in Ohio have been made worse by cutting taxes and creating corporate tax loopholes that make it impossible for the state to invest fully in those things that once made us strong.

Massive tax cuts in 2005 for corporations and wealthy Ohioans made our economy much worse, failed to create jobs, and led to a \$7 billion budget deficit in 2011. Ohio's bi-annual budget is a roadmap for the state's success or failure - yet most Ohioans know little about it or its impact on their local community, and how they can get involved in its process. OOC is working to change the narrative on revenue and the economy in Ohio, reshaping the way we view economic development, fiscal policy, and job creation in our state.

Since OOC began working on fiscal policy, we have engaged thousands of grassroots leaders in state and national budget issues.

Fundamental to this strategy is connecting local organizing work to fiscal policy. We have catalyzed efforts to save vital public services and push back on cuts to local government, held events explaining the impact of the state budget on communities, and have targeted Ohio corporations not paying their fair share and the corresponding costs to public education. Local issues provide entry points for leaders to organize on fiscal policy, stop some of the worst cuts, and engage in the long-term restructuring of Ohio's economy. The OOC continues to see budget work at the core of all of its organizing.



## Healthy Communities

### *Confronting Structural Inequity*

For many Ohioans, good health is simply beyond their reach. The Healthy Communities campaign is rooted in the lack of access to opportunity in low-income neighborhoods and communities of color, how lack of opportunity results in social determinants of health (the conditions in which people are born, grow, live, work, and play), and addressing the disparities in health that follow. While good health results from a set of interconnected social conditions ill-health results from related barriers that distance people from the opportunity to thrive.

OOC is working with our partners to define the interrelationship between poverty, race, and health. We will build, strengthen, and sustain the necessary infrastructure across Ohio to support healthy communities through campaigns that will initially address:

- ◆ Food Policy and Access
- ◆ Environmental Justice
- ◆ Retirement Security and Access to Care

#### Food Policy and Access

Nationwide, 23.5 million Americans, many of whom live in low-income neighborhoods, communities of color and rural areas, have no access to healthy and affordable food. This lack of access is associated with higher risks of obesity, cardiovascular disease and diabetes. OOC is building on successful local health equity campaigns to establish regional and statewide power to advocate for innovative policy solutions that will shift racial, economic, and environmental inequities tied to food access across Ohio.

#### Environmental Justice

The fracking and horizontal drilling boom has been unfolding in Ohio with broad reaching impact on local communities. To date, over 800 horizontal wells have been permitted in Ohio, with more than 460 have been drilled. Ohio's Department of Natural Resources issued 80 new drilling permits in July 2013 alone.



The oil and gas industry's looming presence is an inescapable fact of life in eastern Ohio, but the economic benefits promised to Ohioans have not manifested. According to Mark Partridge, professor of economics at The Ohio State University, Ohio has gained only 1,200 jobs in any energy extracting industry. At the same time, the fracking boom is significantly impacting local communities, threatening quality of life and risking air and water quality.

The introduction of horizontal and vertical fracking in Ohio is a defining issue for the environmental movement, rural communities, the debate around energy and jobs, and the long term potential of building new organizing infrastructure around environmental issues.

This issue has created both opportunities and challenges in a politically divided and heavily contested state; OOC's Communities United for Responsible Energy (CURE) campaign aims to develop a framework and broad-based organizing strategy for this issue with two specific long-term goals:

To harness the dozens of small citizen groups and activists and develop their leadership capacity to address fracking's immediate and long-term effects, and to connect that base to the larger environmental and progressive movement

To expand OOC’s grassroots base to include farmers, rural communities and first responders, and address fracking concerns in the faith community, with labor unions, and now, as fracking is increasing in the densely populated Mahoning Valley, with urban communities of color

CURE is using pragmatic tactics to address the immediate impacts of fracking and to build long-term momentum. Strategies include building the capacity of grassroots groups through training, mentorship and a fellowship program; collaborating with other organizations to advance smart regulations and policies; finding common ground with organized labor, emergency responders, farmers and health professionals; and organizing communities in the heart of the boom, but where residents have not yet formed any sort of resistance.

**Retirement Security and Access to Care**

Over the next ten years, the senior vote share in Ohio will increase significantly. In 2000, only three of Ohio’s 88 Counties had a 25 to 35 percent population density of senior citizens (those aged 60 and over). By 2020, that number will increase to 35 counties. Today, 14 counties count between 22 to 26 percent of their residents as seniors. By 2020, there will be 43 counties in that range. Taken together, 78 of 88 Ohio counties will have

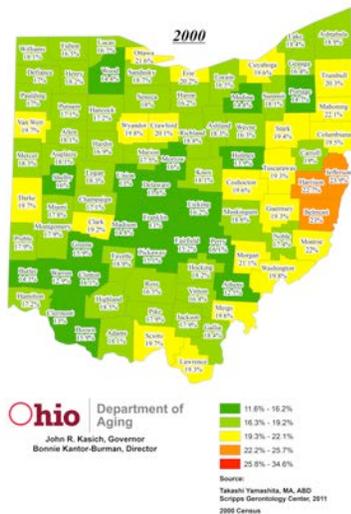
more than 22 percent senior population in 2020, compared to only 17 counties today.

If we do not have an organizing strategy to engage and build power among seniors, OOC will fail to move progressive policy in Ohio. We believe that care issues are the defining issue to move this base.

In 2012, OOC joined the national Caring Across Generations (CAG) campaign, which created the opportunity to build a senior constituency base in five counties. We developed a senior voter program targeting 51,000 seniors in six counties. OOC hosted two Care Congress events that assembled 700 seniors to discuss retirement security and care jobs. We also participated in national days of action with CAG, made visits to congressional offices in Ohio and on the Hill, staffed call-in days, and published letters to the editor in newspapers across the state. In August 2012, OOC organized a tele-town hall with U.S. Senator Sherrod Brown with 9,000 senior Ohioans.

Over the past year, OOC and CAG conducted a campaign for Medicaid expansion that built on our successful 2012 electoral program. In 2012, leaders made 246,028 calls to registered senior voters and low-income infrequent voters, held 20,497 phone conversations about Medicaid, and seniors in five counties received 174,355 pieces of mail.

60 years and older population by county



60 years and older population by county



60 years and older population by county



In 2013, OOC made 120,866 calls to Ohio residents, generating 3,581 patch-through calls to the Governor and legislators demanding that Medicaid expansion be put in the budget. Though Governor Kasich included it, the House and Senate failed to do so. Instead, they included a provision to ban Medicaid expansion in Ohio. During the last days of the budget process, OOC had 934 registered voters call the Governor demanding that he line item veto the provision, which he did.

Also this year, OOC/CAG Grassroots Ambassadors joined with the Contact Center to conduct 88 state legislative visits and 26 federal visits on Medicaid, including participation in a statewide lobby day where leaders educated 50 legislators regarding Medicaid expansion and the Balance Incentive Payment Plan (BIPP). OOC leaders were amazed that the majority of the representatives contacted were not familiar with the BIPP, so we partnered with Policy Matters Ohio to publicly educate legislators on the BIPP. As a direct result of this advocacy, Ohio was awarded \$169 million in BIPP resources to provide home health care for seniors and Ohioans with disabilities. Policy Matters Ohio is currently compiling additional research to help shape our strategy around using the BIPP to elevate the value of care jobs and promote worker's rights. OOC will examine ways to ensure that home health care workers receive a living wage and benefits, and that these resources are used to reduce the institutionalization of seniors and people with disabilities.



## Key Facts: Caring Across Generations

CAG brings together seniors, people with disabilities, workers, and families to protect every Ohioan's right to choose the care and support they need to live with dignity.

Every eight seconds, another American turns 65. Changing the way we offer care provides an opportunity to reinvigorate our economy, strengthen our communities, and uphold our values.

This year, OOC made 120,886 calls to Ohioans, generating 3,581 patch-through calls to the Governor and state legislators in support of Medicaid expansion, and an additional 934 calls to the Governor in the last days of the budget process, successfully demanding a line item veto.

Also this year, OOC educated 50 legislators, advocating for the Balanced Incentive Payment Program (BIPP), resulting in an award of \$169 million for Ohio to provide home health care for seniors and Ohioans with disabilities.

## Ohio Prophetic Voices

### *Leading the Way on a Path to Citizenship*

Ohio Prophetic Voices (OPV) is a statewide network of local congregations, clergy and faith leaders organized around economic and racial justice. OPV clergy leaders are helping to shape statewide issues while increasing civic engagement in congregations.

OPV is innovative in several key ways:

- ◆ Over 50 evangelical clergy and faith leaders who are usually absent from community organizing efforts are an integral part of OPV
- ◆ OPV is catalytic, not competitive, and includes members of local organizing efforts from multiple networks as it aims to unite the best of local faith organizing while re-imagining how to grow statewide influence and get to scale



- ◆ OPV is led by an effective mix of clergy and talented organizers from Catholic, Evangelical, and Baptist traditions. OPV organizing staff intentionally thinks about spiritual formation and theological reflection as foundational to their work

This year, OPV has led OOC's work on immigration, engaging an evangelical mega church congregation in Columbus to host a forum on immigration that drew over 300 people, assisting in a Cincinnati May Day event that mobilized nearly 1000 Ohioans, and joining UFCW and other allies for a recent immigration action in Speaker of the House John Boehner's district, with over 175 media hits nationwide.

In the years to come, OPV will galvanize hundreds of powerful faith leaders and clergy to be at the heart of an effective movement for racial and economic justice in Ohio.

The roadmap to 2017 includes important objectives including a robust listening campaign that will engage 2000 parishioners in over 40 congregations, public meetings with candidates for Governor, Attorney General and Secretary of State in 2014, and engagement in the 2016 general election.

OPV will also work with other key allies to protect the voting rights of returning citizens and people of color and to dismantle mass incarceration.

## Fighting Disinvestment

### *Vacant Properties and Bank Accountability*

Ohio is facing serious problems associated with blight, poverty, crime, and unemployment. These problems are the result of decades of housing, economic, and infrastructure policy that have furthered racial and economic segregation, wreaked havoc on middle-class and working families, and destroyed the tax base in urban neighborhoods: making it nearly impossible for older industrial cities across the state to solve the profound challenges they face with the resources available to them.

The scale of physical disinvestment in Ohio's core cities is shocking. For example, in the city of Youngstown - a once thriving industrial center - over 31 percent of the city (23,861 parcels or 5,600 acres) is vacant: more than double the national average of 15.4 percent. Of the 3,246 vacant structures in the city, fully 57 percent present a rapidly deteriorating hazard to community health and safety, leaving them suitable only for demolition and removal. And according to the most recent U.S. Census, the city's population has dropped below 67,000 residents, resulting in 48.4 vacant structures per 1,000 people: a figure that is nearly 20 times greater than the national average of 2.63. The story of Youngstown's decline could be told by most older industrial cities across Ohio and the Midwest.

Since its inception, OOC has played a leading role in addressing vacant property: the clearest manifestation of long-term disinvestment in our communities.

In 2010, OOC led an effort to pass statewide policy allowing for the creation of multifaceted high-capacity land banks as a key tool in assembling and repurposing vacant properties. OOC and MVOC have met repeatedly with Shaun Donovan, U.S. Secretary of Housing and Urban Development, to discuss the strategic implementation of federal funds and programs targeting older industrial cities. Most recently, OOC passed ordinances in Youngstown, Warren, and Canton that require banks and

lenders to post a \$10,000 bond for maintaining and securing abandoned and foreclosed properties. In Youngstown, \$700,000 has been collected to date, releasing pressure on local government to spend limited resources on maintenance of vacant properties, allowing them to better serve their communities. Organizers are working to pass similar ordinances in Cleveland Heights, Dayton, and East Liverpool.

In the next two years, OOC will continue to organizing around local foreclosure ordinances and bond enforcement, demolition funding for low-income communities, housing court expansion, strategic investment, implementation of land bank legislation, and partnerships for neighborhood stability. Over the long-term, this campaign will result in increased quality of life; the construction of powerful relationships that result in increased collaboration between local grassroots, faith, community, and public groups; and the successful management of vacant properties, blight, and disinvestment in our cities.

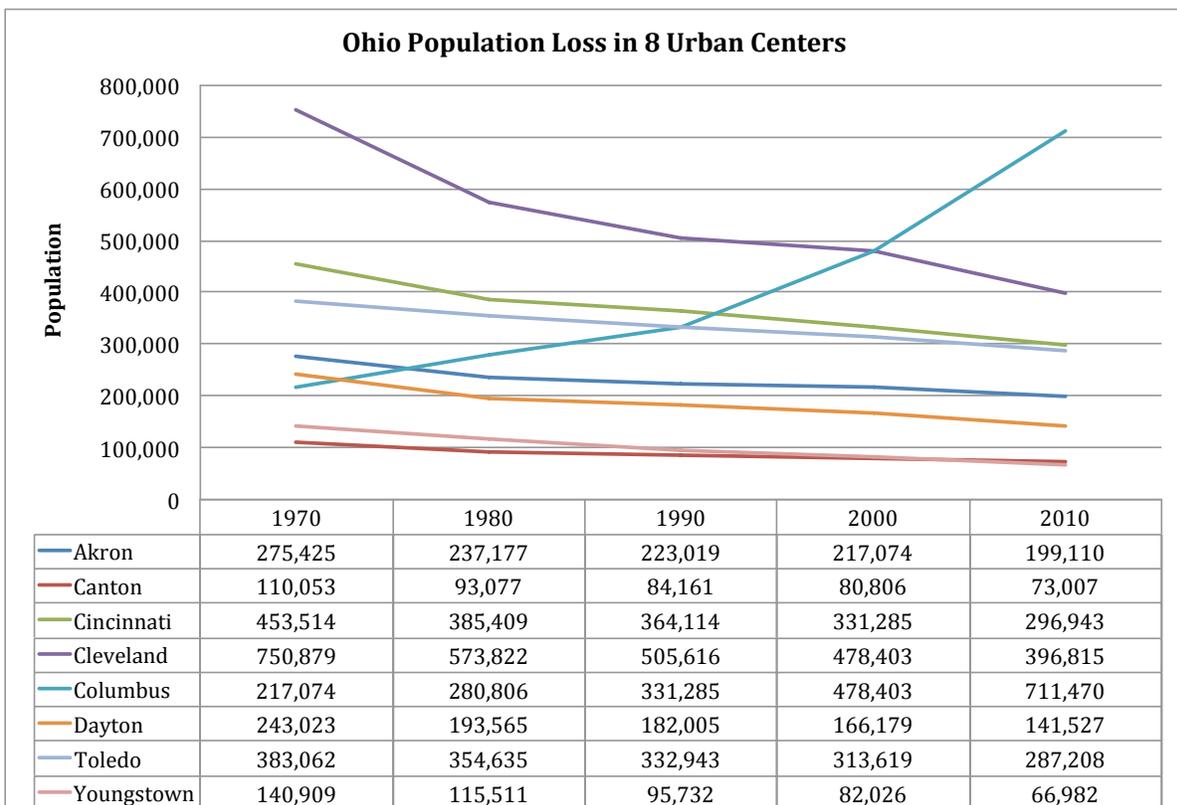
### Key Facts: Vacant Properties Organizing

OOC leads a statewide/national grassroots effort to shape policy around the challenges facing older industrial cities regarding vacant properties and disinvestment.

Member groups convened 1,000 person meetings with Ohio's Lieutenant Governor, met repeatedly with HUD Secretary Shaun Donovan, hosted briefings on Capitol Hill, and organized tours of neighborhoods for top ODOD officials to discuss community and economic development strategies.

In 2010, OOC spearheaded the fight for land bank reform - a critical tool in the war against blight - signed into law after two years of organizing and policy advocacy.

In 2012, OOC led Ohio's campaign for a fair settlement in the 50 state AG lawsuit against big banks. The settlement resulted in \$335 million for neighborhoods with \$75 million earmarked for demolition.



## Key Facts: OOC Civic Engagement

OOC employed 180 on-the-ground staff at the peak of the campaign

OOC registered 40,891 individuals to vote in 2012

Canvassers made 93,010 attempts at the door that led to 20,287 contacts, 16,934 vote pledges, and 19,175 issue identifications

Phone bankers made 340,075 calls that led to 51,362 contacts and 25,718 completed conversations, and 183,454 pieces of direct mail were targeted toward voters preceding the election

Overall, OOC's direct voter contacts (conversations either by phone or on the doors) equalled 1.3 percent of the total 2012 vote share in Ohio



*In 2012, SEIU International made key investments in community-based groups across the country to bolster voter registration and voter contact efforts. OOC engaged our local members, reached key communities, and ran an efficient and model program collecting half of all c3 voter registrations in Ohio.*

**Erin Kramer**

Former VP, SEIU Local 1  
Director of Ohio and Indiana

## Civic Engagement

### *Large scale voter engagement*

In 2012, OOC developed a large-scale civic engagement program with the goal of aligning long term organizing strategies with mass mobilization through electoral work. Our program had four areas of focus: seniors, the Rising American Electorate (RAE), students, and the faith community.

OOC operated in six geographic regions that covered 12 counties. Each OOC program was designed to incorporate cross-program integration and was linked to ongoing organizing strategies across the state. Key to the success of this strategy was anchoring the work in our statewide jobs campaign using every voter contact to talk about jobs, the economy, and the impact of unemployment in our communities.



### Voter Registration and GOTV

Beginning in June 2012, OOC rolled out a small but thorough program of voter registration in six urban areas: Akron, Canton, Youngstown, Toledo, Dayton and Cincinnati. In late August, after an evaluation of our program, SEIU International made a significant investment which allowed us to triple our program size, expanding into Cleveland and Columbus and collecting nearly 35,000 registrations in the four weeks before the deadline.

In total, OOC averaged 2.8 cards per hour while collecting 40,891 voter registration cards: half of the total voter registration cards collected by in-state c3 organizations. OOC had a 60 percent rate of collecting phone numbers with registration cards.

For more information on the OOC voter program, you can access the full post-election report and analysis of preliminary results online at:

<http://www.ohorganizing.org/index.php/resources/publishedreports>

## Leadership Development

### *Organizing Tools and Transformative Practice*

In the past six years, OOC has done an enormous amount of leadership training, primarily aimed at community, faith, and labor leaders across the state. In that time, thousands of Ohioans have attended one-day, two-day, and weeklong training workshops.

The vast majority of these trainings have been focused on organizing skills, concepts, and strategy – most from the traditional community organizing handbook. Over the past two years, however, OOC has begun to expand its training by updating traditional designs, bringing in new content from organizations like Rockwood and the New Organizing Institute (NOI), and cross-pollinating trainings from each of the three national organizing networks who have worked together with us in Ohio. In 2012, a total of 2,137 people went through a formal training session (many of those being multiple days).

#### Leadership Training

There are two core components of our leadership training. First and foremost is OOC's weeklong organizing training, which has drawn over 400 leaders from Ohio and across the Midwest since 2009. This celebrated training has three aims:

- ◆ To strengthen participants' community organizing skills: creating organizations with leaders who understand organizing basics and how to campaign in new ways, including how to craft a clear race analysis, how to better link with policy work, and how to creatively integrate organizing models
- ◆ To build a deeper collaboration between community, faith, and union organizing groups in the state of Ohio, creating the space to build relationships at every level
- ◆ To cross-train leaders on fundamental issues that impact our respective constituencies



*Together OOC and ISAIAH have pioneered a new model of weeklong organizing training, collaborate on staff development, and are leading a Midwestern cohort on health equity. The organizers and leaders at the OOC are dynamic, fun, and have helped us to grow in new ways.*

#### **Doran Schrantz**

Executive Director  
ISAIAH

#### **Key Elements of OOC's Leadership Training**

Organizing Skills and Tactics  
The Role of Race and Class  
in America  
The Story of Self, Us, and Now  
Building Transformational Alliances  
Neighborhood, Faith,  
and Labor Organizing Models  
Long Term Strategy and Campaigns  
Leadership Development and  
Practices



*The work that we do would be pointless without a partnership that allows us to affect change on a statewide and national level, a partnership like the OOC that shares our values and vision.*

**Trevelle Harp**  
Executive Director  
NOAH



Our primary partner in weeklong leadership training has been ISAIAH, one of the country's other leading state based power organizations. Together, OOC and ISAIAH have done joint training of trainers, pioneered new designs, and are now working on an advanced training program.

The second anchor of OOC's leadership training has been the development of our movement building training program as developed by CCC, NOI, and from lessons learned on the 2008 Obama Campaign. The movement building model is focused on five practices:

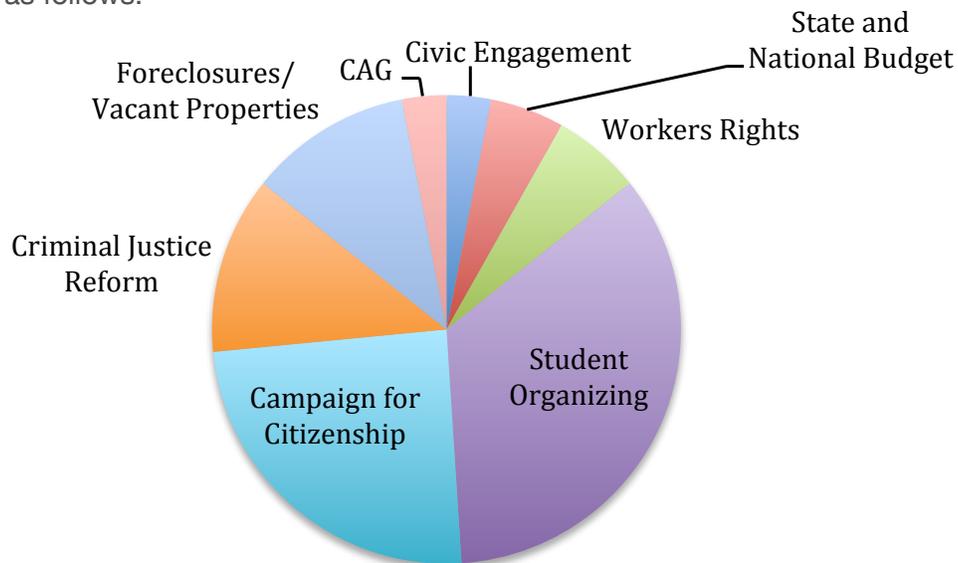
- ◆ Public Narrative: equipping people to turn their values into sources of motivation as a story of self, story of us, and story of now
- ◆ Relationship Building: building relationships through which people can commit to work together to achieve common purposes
- ◆ Structuring: developing leadership by creating interdependent teams designed to collaborate across multiple levels of coordination (we call these teams 'small circles')
- ◆ Strategizing: devising tactics to creatively translate resources into the power to achieve clear goals at each level of organization
- ◆ Acting: producing specific, observable, and measurable results to evaluate progress, exercise accountability, and adapt strategy based on experience

Last year was the first year that OOC moved the Movement Building program at scale, and we are still evaluating its training and design. At the heart of our work, we are continually experimenting with new models of education.

Finally, OOC places high value on focused staff development. As a result, we began working with Jose Acevedo and Pamela Chiang in May 2012 to build an internal core leadership team, develop a system of statewide staff meetings and trainings, and facilitate the organization's annual staff retreat. This important work has enabled OOC to focus on organizational development and bring truly transformational practices into the heart of our work.

## OOC Earned Media: 2012- 2013

In 2012 and 2013, OOC received 202 pieces of earned media in local, state and national outlets. A breakdown is as follows:



OOC's 202 pieces of earned media were delivered by 75 separate news outlets:

10TV	Dayton ABC 22 WKEF	The Cleveland Plain Dealer
ABC- 22	Dayton Fox 45 WRGT	The Lantern (OSU)
Akron Beacon Journal	East Liverpool Review	The Nation
Athens Ohio Today	El Tiempo Latino	The News Record
Business Journal	Examiner.com	The Post
Buzzfeed	Fairborn Paper	The Westside Story
Canton Repository	Fox28/ABC6	ThinkProgress
Catholic Telegraph	Free Speech Radio	Toledo Blade
Christian Standard	Gongwer	USA Today
Chronicle of Higher Ed	Houston Chronicle	Warren Tribune Chronicle
Cincinnati Enquirer	Huffington Post	Washington Post
Cincinnati Morning Journal	KY Post	WCMH
Cincinnati Fox 19	LA Times	WDTN
CityBeat.com	MediaITE	WFMJ Youngstown
Cleveland News Channel 5	MSNBC Hardball	WHIOTV.com
Cleveland NPR 90.3	NBC 4	WKBN-27 Youngstown
Colorlines	National NPR	WKRC Local 12
Columbus Dispatch	National Examiner	WLWT
Columbus NPR 89.8	Newark Advocate	World News
Columbus Capital Blog	Sojourners Blog	WYTV-33
CNN	Springfield News-Sun	Youngstown Business Journal
Daily Mail	The Athens News	YSU Jambar
Dayton Daily News	The Cauldron	Youngstown Vindicator

For a full list of OOC's 2012 and 2013 earned media, visit [www.ohorganizing.org](http://www.ohorganizing.org).

## OOC Member Organizations

### THE AMOS PROJECT

[The AMOS Project](#) is a coalition of congregations in Greater Cincinnati dedicated to advancing justice and improving the quality of life for all residents. AMOS develops the leadership skills of low-income and working families to participate in public life. Through direct actions, rallies and public meetings, AMOS leaders engage elected, business and community leaders to work together on critical community issues. Campaigns include removing barriers for returning citizens to find employment, the creation of Ohio's largest Community Benefits Agreement and advocating for voting rights. AMOS leaders are impelled by the prophet Amos who urged “see that justice is done.”



[The Mahoning Valley Organizing Collaborative \(MVOC\)](#) is a community organization partnering with over 80 neighborhood groups, faith-based institutions, labor unions, and nonprofit agencies in Northeastern Ohio's Trumbull, Mahoning, and Columbiana counties to build the capacity necessary to create sustainable change in our community. MVOC is dedicated to improving regional quality of life through the establishment and support of healthy neighborhoods. We believe that true change only occurs when individuals are actively engaged in the political, economic, and social decisions that affect their daily lives, and that capacity to create sustainable, progressive change is built one block at a time.



[United Food and Commercial Workers \(UFCW\) Local 75](#) represents those working in supermarkets, drug stores, slaughterhouses, packing and food processing plants and more in over 500 locations in Ohio, Indiana and Kentucky. Nearly 30,000 members strong, Local 75 is one of the largest private sector unions in the country and is a community-based union dedicated to the economic and social well-being of its members, the growth and advancement of the labor movement and developing partnerships with community and faith partners. UFCW Local 75 works to attain contracts with livable wages, affordable benefits, and job security providing a high standard of living, good quality of life, and economic security for members and their families.



[The Ohio Baptist State Convention \(OBSC\)](#) has grown to more than 70 congregations across eleven cities in Ohio, under the leadership of Pastor Michael Harrison. OBSC runs an extensive voter engagement program and has been actively involved in organizing campaigns across the state. OBSC has churches in Toledo, Cleveland, Youngstown, Warren, Alliance, Canton, Massillon, Akron, Cincinnati and Columbus.

The Northeast Ohio Alliance for Hope (NOAH) is a neighborhood based, non-profit organization in Cuyahoga County that seeks to empower residents by using community organizing to improve the quality of their lives. NOAH serves as an umbrella organization for other non-profits, faith-based institutions, and community groups working together to create systemic changes to inequitable practices in local and regional communities. Over the past few years, NOAH has worked on issues impacting East Cleveland such as food equity, vacant properties and land banking, the shutdown of its local post office, and the closing and relocation of its local trauma center.

UNITY~FAITH~DIVERSITY~POWER



Northeast Ohio Alliance for Hope

Service Employees International Union (SEIU) Local 1 unites more than 50,000 property service workers throughout mid-America. Its members include janitors, security officers, residential doormen and maintenance workers, window cleaners, industrial workers, and theater and stadium workers. Together, members are winning livable wages as well as working with community leaders to advocate for the quality services the public deserves and the good jobs our communities need. Recent Ohio campaigns include working for livable wages and benefits for Sodexo and Securitas employees.



Communication Workers of America (CWA) District 4 includes over 200 local unions that represent workers in telecommunications, informational technology, publishing, print and electronic media, manufacturing, higher education, local government and health care. CWA in Ohio has long been a leader in community labor partnerships helping to form all of the Jobs With Justice groups in the state, leading the Stand Up for Ohio in 2011, being on the forefront of the repeal of SB5, and defending voting rights for all Ohioans. CWA has nearly 40,000 members in Ohio.



Ohio Prophetic Voices (OPV) is a statewide network of clergy and congregations committed to moving a powerful prophetic narrative around racial and economic justice in their congregations and the larger public sphere. As the dominant narrative of individualism, scarcity and fear underpins a public agenda to limit government, increase the amount of private wealth for the few and sow division through racism and exclusion, OPV puts forth a bold vision grounded in our deepest faith values. More than 150 clergy and congregations have been involved in OPV to date including many evangelical churches across Ohio.





Ohio Student Association (OSA) is a statewide youth organization that organizes and trains young people across Ohio to build and wield local and statewide power. OSA provides students with the tools and infrastructure necessary to be advocates for our own collective social, and economic well-being - through the development of an innovative movement building model and building permanent infrastructure to exercise student power at the local and state level.



Akron-Canton Organizing Collaborative (ACOC) is a broad-based organizing effort in Ohio's Summit and Stark counties. To date, ACOC has fought for fair hiring policies in Akron and is working with issues of foreclosures and vacant properties in Canton. ACOC is composed of neighborhood circles, civic groups, churches, social service agencies, and other community organizations.



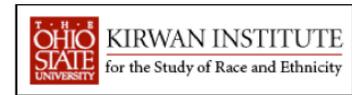
The Maumee Valley Organizing Collaborative (MVOC) is a broad-based organizing effort in Northwest Ohio's greater Toledo region. MVOC's vision is to bring together labor unions, faith groups, and neighborhood organizations across the region to address systemic social and economic justice issues. Initial work has included running a 2012 civic engagement program to boost voter turnout in Toledo and working to defeat SB5 in 2011. Currently, MVOC is organizing around community benefit agreements and defeating Stand Your Ground legislation. MVOC members include UFCW 75, Ironworkers, Ohio Baptist Convention, United North, and SEIU Local 1.



The Miami Valley Organizing Collaborative (MVOC) is a diverse alliance of neighborhood circles, churches, and labor unions working together to protect workers rights and to improve the quality of life of people living in Montgomery County in Southwestern Ohio. MVOC has organized hundreds of people to challenge the unfunded mandate of the Third Grade Reading Guarantee, supported the effort to organize Wal-Mart workers, called for the passage of immigration reform, and is fighting to end violence in low-income communities of color.

## OOO Policy Partners

The Kirwan Institute for the Study of Race and Ethnicity at The Ohio State University has a mission to contribute meaningfully to the field of research and scholarship on race, ethnicity and social justice, to assist in reframing the way that we talk about, think about and act on race and ethnicity, and to deepen the understanding of the causes and consequences of and solutions to racial and ethnic hierarchy and disparity so that we can envision and realize a society that is fair and just for all people, where opportunity is not limited by race, ethnicity, gender, or class, where democratic ideals inform social policy, and where all people recognize and embrace the universal responsibility that each person has for the welfare of every other person. All of our research and scholarship is intended to have an implicit or explicit impact on policies in the real world. By creating a research-based structural lens to look at racism, we are shifting not only the way that racism is conceptualized, but also the way we conceive of strategies to counteract its impact. In shifting the way we talk about, think about and act on race, we hope to give new meaning to the proposition that human destinies are intertwined.



Policy Matters Ohio is a non-profit policy research organization founded in January 2000 to broaden the debate about economic policy in Ohio. In 2008, the Nation magazine named Policy Matters the most valuable state or regional organization in the country. Our mission is to create a more fair, prosperous, sustainable and inclusive Ohio, through research, media work and policy advocacy. Ohio faces enormous challenges from the global recession, three decades of deindustrialization, rising inequality, and global warming. We also see tremendous opportunity to reinvest in Ohio's workers, children, cities and infrastructure, to forge an economy that works better for all.



The Ohio Justice & Policy Center (OJPC) is a non-profit law office that works for productive reform of Ohio's criminal justice system. Through collaboration, research, community education and litigation, OJPC advocates for a smart-on-crime, evidence-based approach to criminal justice. Currently OJPC is promoting the rehabilitation of formerly incarcerated individuals, enabling them to successfully integrate into the community, and eliminating racial disparities in the criminal justice system.



## OOO Organizers and Staff



Barb Allen	Stand Up Membership Coordinator
Danielle Cariglio	OOO Organizer, Healthy Communities
Donna Carver	OOO Intern, Communities United for a Responsible Environment
Andrew Cone	OOO Organizer, Low Wage Work
DaMareo Cooper	OOO Senior Organizer/Stand Up Lead Organizer
Gary Davenport	MVOC Organizer
Richard Clay Dixon	OOO Organizer/Stand Up Movement Builder
Mark Gavin	MVOC Organizer
Paul Graham	AMOS Executive Director
Trevelle Harp	NOAH Executive Director
James Hayes	OSA Organizer
Allan Irizarry-Graves	MVOC Organizer
Troy Jackson	OPV Lead Organizer
Caitlin Johnson	OOO Organizer, Communities United for Responsible Environment
Stuart McIntyre	OSA Organizer
Heather McMahon	MVOC Executive Director/OOO Managing Director
Michelle Miller	AMOS Administrator
Janice Milleson	OOO Financial Administrator
Norma Mills	OOO Organizer/Stand Up Movement Builder
Kirk Noden	OOO Executive Director
Nelson Pierce	AMOS Lead Organizer
Jennifer Sconyers	OOO Political Director
Molly Shack	OSA Organizer
Angela Shute-Woodson	OPV Organizer
Amanda Signor	OOO Operations Manager
Rebecca Soldan	MVOC Organizer
Joel Solow	OSA Organizer
Tammy Thomas Miles	OOO Senior Organizer, Caring Across Generations
Jennifer Toles	OOO Organizer/Stand Up Movement Builder
Watesa Ware	MVOC Administrator
Judy Wright	OOO Development Coordinator
Thomas Young	OOO Organizer, Low Wage Work

## OOO Statewide Offices

Ohio Organizing Collaborative, Main Office  
Mahoning Valley Organizing Collaborative, Youngstown Office  
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Mahoning Valley Organizing Collaborative, Warren Office  
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Ohio Organizing Collaborative, Columbus Office  
Ohio Student Association  
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