

CRCL STRATEGIC PLAN 2020-2022

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Letter from the Executive Director, Board Chair & Strategic Planning Committee Chair

More now than ever, land loss threatens the future of coastal Louisiana – our communities, culture, and economy. We’re losing rich, productive wetlands, as well as the bounty and protection they provide us, with consequences that reach far beyond the Gulf Coast.

We live on a river delta that is sinking while the water around us is rising, and the climate continues to change. Modeling incorporating current sea level rise predictions no longer contemplates a point in time at which we stop losing and start gaining land on a net basis. Rather, we are now considering various loss scenarios and tough decisions about how we can most effectively put nature to work to protect us and how people, communities, and businesses can adapt to thrive in future conditions.

Fortunately, Louisiana is positioned to act in the face of this crisis. We have a comprehensive science-based plan with widespread support at federal, state, and local levels. We have funding to begin to implement this plan from the Deepwater Horizon oil spill penalties and settlement, and there is seemingly political will to take the actions that are needed. For many years, we’ve been planning. Now we are beginning in earnest to implement priority projects, including most notably large-scale sediment diversions that will reconnect the Mississippi River to its delta by allowing water and sediment to flow from the river into adjacent wetlands.

CRCL developed our 2020 Strategic Plan in the face of these circumstances and during a time of our own organizational growth and change. CRCL has evolved over the years, going from a small policy shop to a multifaceted organization with expertise in policy, science, outreach, and on-the-ground restoration. Along the way, working with many dedicated partners, we have engaged thousands of people around coastal restoration through “boots-in-the-mud” projects at which volunteers plant trees and marsh and beach grasses and help us build and deploy oyster reefs; the State of the Coast conference; and, since 2015, our Coastal Issues Forum series. Through our most recent Strategic Plan, we embraced a focus on driving action, recognizing the importance of our advocacy role, and committed to quantitatively measuring our efforts and results and developing our capacity to communicate more broadly about our work. Then, over the past year, we dramatically enhanced our internal systems to align our financial management and administrative capacities to the scale and complexity required to effectively manage our organization and developed our fundraising to sustain our work over time. At the same time, we have grappled with understanding and building upon CRCL’s history and relative strengths in a more crowded landscape.

This change over time has challenged us to mix old and new visions of, and for, CRCL. We are fortunate to have the opportunities and challenges that come from a rich mix of Board members who have been associated with the organization for 30-plus years who bring important history, Board members recruited more recently who contribute new ideas and new ways of doing things, and talented staff who bring valuable expertise and ideas of their own. Developing this plan involved a great deal of consideration of how best to honor and learn from the past even as we adapt for the future. We hope that this plan will provide a solid foundation for the next chapter of development of our organization so that we may continue to support and drive the action necessary for us all to continue to safely live, work, and play in coastal Louisiana into the future.

We look forward to that journey in partnership with all those considering this plan.

Kimberly Davis Reyher, Executive Director
Paul Davidson, Board Chair
Beaux Jones, Board Vice-Chair & Board Strategic Planning Committee Chair



Executive Summary

CRCL's 2020-2022 Strategic Plan, developed by our Board and staff through the leadership of our Board Strategic Planning Committee, builds upon our history of work in pursuit of our mission and our efforts around the two guiding pillars of Engagement and Advocacy.

Looking Back and Looking Forward

CRCL is Louisiana's oldest statewide nonprofit organization dedicated to coastal restoration. CRCL was established in 1988 by a small group of visionaries who saw the importance of the land loss issue before it was well recognized. The group included a diverse set of stakeholders including lawyers, scientists, fishermen, and members of the faith-based community. We are fortunate that some of the individuals who founded the organization are still active in it today.

CRCL has played a fundamental role in developing our collective understanding of the challenges and opportunities associated with land loss in Louisiana. CRCL identified the issue of coastal land loss in the landmark report *Here Today, Gone Tomorrow* (1989), and CRCL helped us all understand the actions we can – and must – take in *No Time to Lose* (1999). Then, CRCL, in partnership with the Lake Pontchartrain Basin Foundation, created *Comprehensive Recommendations Supporting the Use of the Multiple Lines of Defense Strategy to Sustain Coastal Louisiana* (2008). Along the way, CRCL played an active role in the development of milestone reports including *Coast 2050* and the state's Coastal Master Plan. We also launched our volunteer program in 2000, established the State of the Coast conference with partners starting in 2010, established the Oyster Shell Recycling Program in 2014, and started our Coastal Issues Forum series in 2015 and our Action Alert system in 2018. These and other milestones along the way position us as trusted experts on issues related to coastal restoration. We are proud of this history but mindful that we need to look forward, rather than simply resting on our past.

Building on Our Strengths to Build Support for Needed Action

This plan recognizes that to succeed in driving the action we need with the urgency that is required, we will need broader, deeper, and more insistent public support for action. Looking forward we need to continue to work with partners wherever we find common interests and to increase our reach – to build broader support for coastal restoration. We need to engage a more diverse set of interests, more reflective of those being directly affected by coastal land loss.

Strategic Pillars: Engagement & Advocacy

To this end, considering what outcomes we desire and recognizing our unique strengths and position, we have organized our work around the two strategic pillars of Engagement and Advocacy.

This approach to our work is not altogether different from our past approaches. But we believe that clear focus on Engagement, in addition to Advocacy, recognizes that we are uniquely positioned by virtue of our local and passionate Board, our talented and dedicated staff, our roots as a coalition, and our ability to convene. Of special note is the inclusion in our plan of a new Coastal Advisory Council (CAC) that will bring together individuals who have valuable subject-matter expertise to advise and support the organization on key topics such as science and policy and provide those interested in engaging with CRCL beyond volunteering and/or being a member an opportunity to strengthen CRCL's coalition of diverse interests and perspectives. We view the CAC as an invaluable collection of mission-critical advisers and advocates for CRCL going forward, and we expect that the CAC will be the key to success related to our Engagement strategic pillar.



Mission, Vision, and Values

Our Mission

To drive bold, science-based action to sustain a dynamic coastal Louisiana through engagement and advocacy.

Our Vision

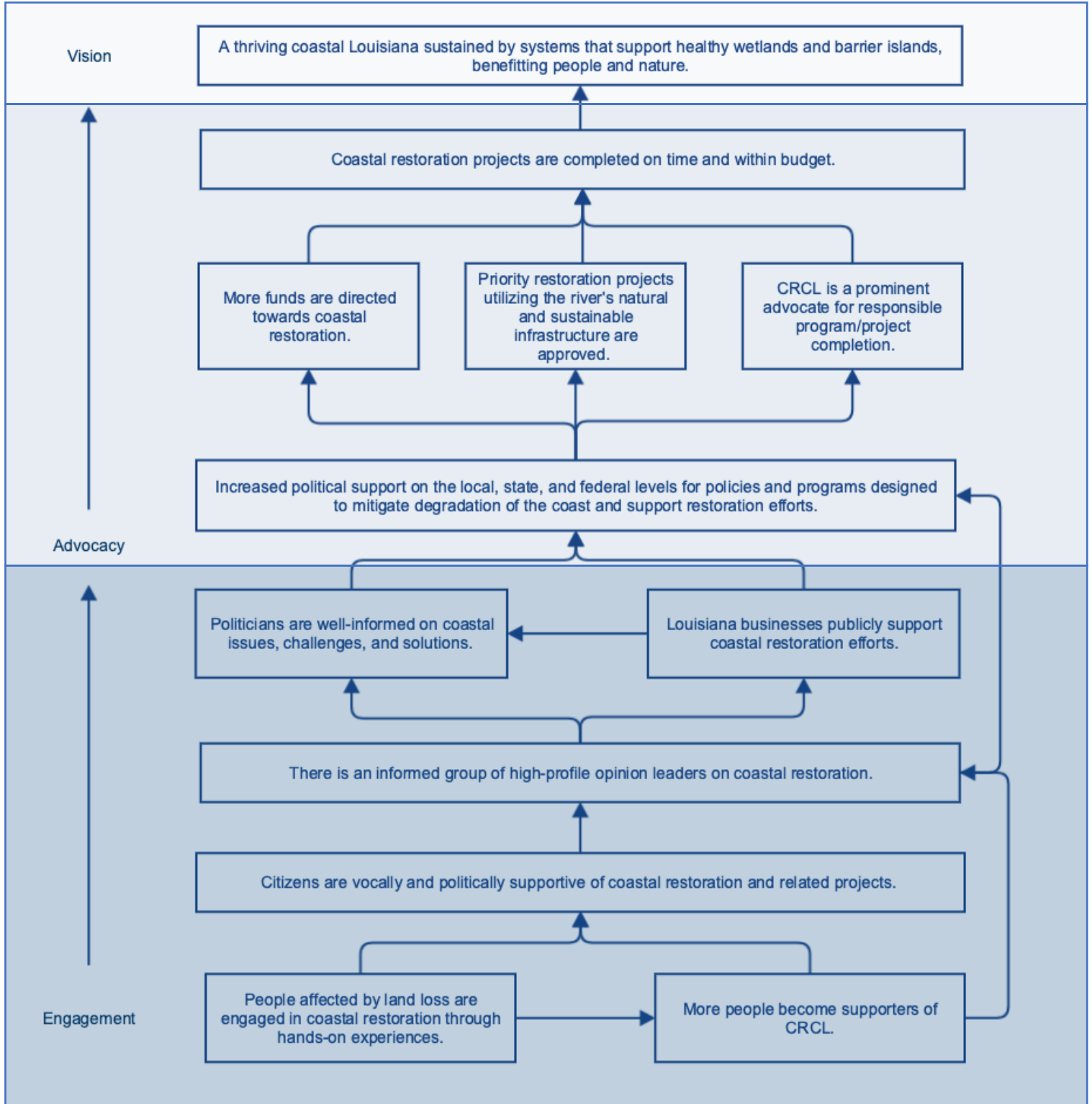
A thriving coastal Louisiana sustained by systems that support healthy wetlands and barrier islands, benefitting people and nature.

Our Values

- Be Accountable
 - To each other
 - To our partner organizations
 - To all those affected by land loss
- Adapt as Necessary
 - As an organization
 - Within our partnerships and programming
 - To changes in the political and economic environment and in public sentiment
 - In our changing environment
- Build Collaboration
 - Within our team
 - To explore new areas of expertise and leverage that of others
 - With those communities affected by land loss
 - With the MRD and other strategic partners
 - In creating and maximizing new partnerships
- Foster Transparency
 - Between our staff and Board
 - With our supporters and partners
 - With communities affected by land loss and restoration activities
- Include Everyone
 - As the core of our approach
 - Among staff and Board members
 - As a priority of our current and future strategic partners
 - In order to represent all those affected by land loss
- Empower Others
 - As a daily practice
 - To be advocates for Louisiana's coast
 - On our team and in the community
- Be Positive
 - In our everyday work
 - In all of our relationships
 - In our programming and events
- Drive Change
 - With appropriate urgency
 - By creating and implementing realistic solutions
 - That is strategic and thoughtful

Theory of Change

Our Theory of Change frames the impact CRCL aims to achieve in the context of our two strategy focus areas: Engagement and Advocacy. Our Theory of Change maps how the desired outcomes from each of our strategies come together to achieve our ultimate vision.





Strategic Pillar 1: Engagement

Desired Outcomes

- Citizens who are vocally and politically supportive of coastal restoration and related projects.
- The too-silent majority of supporters of sediment diversions and other key restoration strategies are activated to influence key decisions.
- High-profile opinion leaders are informed and active on the issue.
- A broader group of individuals, organizations, and businesses are informed, engaged and motivated to action to ensure we can live, work, and play in coastal Louisiana into the future.
- All communities affected by coastal land loss are engaged in CRCL's efforts, regardless of racial and ethnic identity, sexual orientation, gender identity, or socioeconomic class.
- Those who will be most affected by coastal land loss have access to the tools and resources necessary to make their voices heard.
- Engagement with and support for CRCL is significantly higher statewide.

Strategy: Create and share CRCL's message with broader audiences.

- Tactic 1: Document and share success stories of people adapting to environmental changes.
- Tactic 2: Create a variety of storytelling tools that highlight CRCL's work and bold, science-based solutions to Louisiana's land loss crisis. Translate tools into a variety of languages.
- Tactic 3: Target specific audiences using relevant messaging and communications channels. Audiences include but are not limited to recreational fishers, commercial fisheries, coastal businesses, opinion leaders, coastal communities, and urban communities.
 - Develop innovative outreach methods to engage each audience, including but not limited to art, music, etc.
- Tactic 4: Employ multi-modal communication channels, including television, radio, and a roadshow across the coast.
- Tactic 5: Promote CRCL events and products including restoration activities, fundraising events, reports, and apps.
- Tactic 6: Host Coastal Issues Forums and the State of the Coast conference.
- Tactic 7: Act as an information clearinghouse for other organizations' events so that CRCL becomes the go-to information source for coastal engagement opportunities.
- Tactic 8: Develop keynote speakers on the staff and Board.

Strategy: Provide opportunities for people to engage both directly and indirectly in coastal restoration.

- Tactic 1: Host events that engage individuals and groups directly in "boots-in-the mud" activities (i.e. volunteer plantings, oyster reef building and bagging events, field trips, field monitoring projects, etc.).
- Tactic 2: Develop events that engage individuals and groups in educational and promotional activities (i.e. guest lecture speaker program, social events, guided flyovers, and field trips).
- Tactic 3: Refine membership model to provide exclusive benefits to members and develop a corporate membership program.
- Tactic 4: Develop partnerships with organizations targeting children and young adults.
- Tactic 5: Refine engagement tools such as the Fish for Data app.

Strategy: Develop and equip individuals to be coastal advocates.

- Tactic 1: Leverage the State of the Coast conference and Coastal Day at the Legislature to engage new audiences including high school students, college students, people of color, and local community leaders.
- Tactic 2: Identify and unite "grass tops," i.e. local community leaders, and empower them to foster the flow of information between CRCL and their communities.
- Tactic 3: Strategically represent CRCL in communities where we have not had a presence in the past.
- Tactic 4: Recruit volunteers for CRCL events and provide them with the tools and resources to be coastal advocates.
- Tactic 5: Build capacity for local organizations.



Strategic Pillar 2: Advocacy

Desired Outcomes

- Priority projects (implemented by state, federal, and local government entities) throughout Louisiana, including southwest Louisiana, are advanced with urgency.
- Large-scale sediment diversions and other priority projects that will provide systemic benefits are advanced with urgency.
 - Projects are rapidly approved with little or no legal challenge.
 - Projects are on budget.
- Available funds are protected for coastal use and invested in projects according to the scientific priorities in the Coastal Master Plan.
- Increased local, state, and federal funds are directed toward the coast, especially to drive progress after Deepwater Horizon funding runs out.
- There is significant support for a 2023 Coastal Master plan with priorities that are science based and that engages the communities affected by land loss and restoration activities.
- Activities that further damage wetlands are minimized.
- Federal, state, and local elected officials are well-informed regarding coastal issues.
- The relationships linking Louisiana's coastal land loss crisis, sea level rise, and climate change are well understood by decisionmakers and influencers.
- Louisiana businesses get behind coastal restoration efforts.
- CRCL is a prominent advocate for responsible programs and project completion.
- CRCL is a prominent advocate for vulnerable communities that may face adverse impacts of restoration activities.

Strategy: Educate elected officials and other prominent leaders.

- Tactic 1: Recruit politicians and other prominent leaders to participate in proven events like flyovers and boat trips.
- Tactic 2: Directly engage public figures, local organizations, and politicians to provide a collective voice with shared priorities. Recruit politicians to participate in Coastal Issues Forums around select issues and races.
- Tactic 3: Maintain relationships with elected officials at local, state, and federal levels.
- Tactic 4: Poll politicians and the public to provide opinion data for priority-setting.
- Tactic 5: Develop advocacy training for local organizations and individuals.

Strategy: Activate individuals and groups around key policy areas.

- Tactic 1: Create a support pledge for businesses to publicly support coastal restoration, particularly those with a high profile. Tie this work to a corporate membership program and work already being done by different chambers of commerce, GNO Inc., and the CCRE.
- Tactic 2: Utilize the action alert system to harness public support for important policies and priority projects and consider linking it to a pledge campaign for support.

Strategy: Advocate for high-impact coastal restoration programs and projects.

- Tactic 1: Represent CRCL policy positions to local, state, and federal officials during the Louisiana legislative and the U.S. congressional sessions through formal verbal and written comments and in-person interaction.
- Tactic 2: Bring supporters to public and legislative meetings to highlight key restoration-related challenges and policy solutions.
- Tactic 3: Engage parish restoration and coastal zone managers to encourage targeted policy development.



Leadership Development Strategy

In order to complete the preceding list of tasks and goals, CRCL must streamline its leadership governing and administrative practices to reduce friction and engage people more effectively. The crisis in the face of coastal wetlands collapse, the need for acceleration in policy implementation through large-scale construction projects, the scale of funding for essential infrastructure, and the necessity for broad public prioritization for dramatic change lead us to recommend new structures for our advocacy efforts. The Board of Directors needs to become more efficient in its oversight; more experts in coastal restoration need to be engaged; our partnerships need to become stronger; our messages need to be more compelling; our engagement efforts need to reach further; and our volunteer and funding bases need to support all of our goals at a higher level.

The Coastal Advisory Council

At present, individuals who are deeply committed to CRCL's success have only three types of opportunities to engage with the organization: as volunteers, as members, and as Board members. As part of the strategic planning process, numerous conversations with the Strategic Planning Committee and CRCL staff have highlighted the need for an alternative to Board service for individuals who are passionate about CRCL's mission and have valuable subject-matter expertise to contribute. With input from the Strategic Planning Committee, Board members, and CRCL staff, the idea for a new Coastal Advisory Council (CAC) was developed. This body will be newly created and will have its own newly developed shape rather than being an update of the previously existing Advisory Board.

The CAC will represent a diversity of industries, communities, and racial and ethnic identities from coastal Louisiana. We envision a group of scientists, community organizers, officials, industry professionals, thought leaders, and coastal activists who are invested in coastal restoration and positioned to be helpful to CRCL in the advancement of our mission.

The CAC will have two objectives:

1. To bring individuals together who have valuable subject-matter expertise to advise and support the organization on key topics such as science and policy.
2. To provide those interested in engaging with CRCL beyond volunteering and/or being a member an opportunity to strengthen CRCL's coalition of diverse interests and perspectives.

Members of the CAC will meet at least twice a year, in different locations across the coast. The meetings will be reception-style and will be scheduled so that the spring meeting is linked to the State of the Coast conference in even years and the Stewardship Awards Banquet in odd years unless decided otherwise. Each CAC member will be responsible for attending at least one meeting per year and will be required to be a member of CRCL in good standing. At the meetings, the CAC will receive privileged updates on CRCL including progress against the organization's Strategic Plan and in-depth presentations on relevant science or policy topics. The CAC will also discuss one to three strategic questions at each meeting. CAC members will provide invaluable feedback to staff and Board members on CRCL's strategic direction and progress against its Strategic Plan. Members will not vote on issues but will be expected to tap into their respective areas of expertise, political connections, and their networks in order to advance CRCL's mission and inform the organization's work.

We view the CAC as an invaluable collection of mission-critical advisers and advocates. CAC members will have standing invitations to attend Board committee meetings of the Policy, Development, and Science Committees, based on members' individual availability and interests. CAC members may volunteer to serve on the Coastal Stewardship Awards committee with approval from the Board Chair. Members may also be asked to strategically support members of the Board or staff by tapping personal and professional networks or representing CRCL at events or meetings. Neither individual members nor the collective CAC are intended to remove organizational authority from the Board. Rather, the members and the CAC as a whole are meant to contribute knowledge, assistance, and credibility to CRCL's operations.



Nomination Process

The process to be used for CAC nominations and leadership will be determined as a next step from the adoption of this Strategic Plan.

Members of the CAC may be former Board members, Board members who are in between terms, or members of the public who may eventually be tapped for Board service, but the CAC may not include current CRCL Board members unless they step down from their current Board roles. Note that not all former Board members will automatically become members of the CAC. Rather, former Board members may be invited by the Board to participate based on interest and expertise. Additionally, Board members will have standing invitations to all CAC meetings. The maximum membership for the CAC will be 50 members. There will be no terms or term limits attached to CAC participation, though those who are not actively engaged may be asked to step down by the co-chairs.

About Our Board

CRCL's Board of Directors is comprised of passionate and committed individuals, many of whom have had long-term relationships with the organization. As a collective body, the Board is legally responsible for CRCL's governance, providing guidance and direction for the organization, making governance decisions, and ensuring that CRCL is compliant with federal, state, and local laws. The Board is entirely volunteer-based, and new members are nominated by the Governance Committee and then elected by a vote of the full Board. Officers are similarly voted on by the Board as a slate recommended by the Governing Committee.

Challenges

In recent years we experienced two key challenges regarding our Board of Directors: diversity and size.

1. While our Board is filled with exemplary advocates for the coast, its membership is increasingly homogenous.
2. Our Board is large, with 27 members who engage to varying degrees with CRCL's governance and programming. The size of our Board makes it difficult to coordinate logistically.

These challenges are in tension with one another. In order to effectively engage and advocate on behalf of coastal Louisiana and its residents, it is critical that we recruit more Board members who represent a diversity of industries, geographic communities, backgrounds, and racial and ethnic identities. However, increasing recruitment means that the Board must either grow in size or see increased turnover in membership.

Path Forward

Over the course of this Strategic Plan, we plan to gradually reduce the size of our Board. We have carefully considered the recommendation of term limits as a best practice for our organization. After much deliberation, we have agreed to institute term limits to Board service for future and current members.

Each member added for 2020 and thereafter will be appointed for a 2-year term, and will be eligible for renewal four times, for a maximum of 10 years of consecutive service (or five consecutive terms). After 10 years of consecutive service, Board members must roll off the board for at least one year. Once a Board member has rolled off the Board for one year, that individual will be eligible for renomination. A Board member serving as an officer may serve beyond 10 years consecutively as an exception in order to finish out their term.

Limits will be instituted for current Board members in a way that delays application to maximize their opportunity to serve into the future. The specifics of applying term limits to current members will be determined as a next step from the adoption of this Strategic Plan.

We are committed to recruiting and diversifying our Board even as we gradually decrease its size. This will be a priority in the selection of candidates for Board service going forward. We will continue to add to the Board during the implementation of this Strategic Plan. We expect that additions will be balanced by some natural attrition in the coming years.



It is of utmost importance to CRCL that we continue to engage those passionate individuals who have served on the Board and wish to continue to support the organization in a multitude of ways. Through the implementation of this Strategic Plan, we will be launching the Coastal Advisory Council (CAC) to create a new way to engage these people who are passionate about the coast. In lieu of continued Board service, a Board member may wish to spend time on the CAC.

Strategic Partnerships

To be a coalition, our organization must not only engage a wide variety of members, volunteers, and advocates, but we must also cultivate partners whose interests align with our own.

CRCL has throughout our history been eager to forge partnerships with diverse groups, ranging from energy companies to faith-based organizations to artists, and we have been committed to acting as a good and trustworthy partner. This approach has been a key element of the history and success of CRCL.

Currently, CRCL's central partnership is with Restore the Mississippi River Delta (MRD), a coalition made up of the Environmental Defense Fund, National Audubon Society, the National Wildlife Federation, the Lake Pontchartrain Basin Foundation and CRCL. Together, we are working to protect people, wildlife, and jobs by reconnecting the river with its wetlands through science, policy, economics, conservation, outreach, education, and communication, made possible by the support of the Walton Family Foundation. Currently, CRCL is working with our MRD partners to advance priority projects including large-scale sediment diversion projects, protect restoration funding, and advance effective planning for the future of the delta.

As a partner in the MRD, CRCL monitors proposed policy, provides comments on the effectiveness of restoration policy decisions and plans put forward by the federal and state agencies, solicits comments and attendance at public meetings from our supporters, and works to secure and protect funding for priority projects. We work to educate decision makers on the evolving threats to the delta and feasibility of solutions, especially through our Coastal Issues Forum series and the State of the Coast conference. CRCL represents the "boots-in-the-mud" side of the MRD, along with LPBF. We are instrumental in building a network of supporters through our on-the-ground restoration efforts; with resources and support they can become powerful coastal advocates. CRCL provides to the MRD a local foundation in our Louisiana-based Board, local connections, and trust from our longstanding history in the state. CRCL benefits from our role in the MRD in terms of funding, partner expertise, and access to a broader, national set of contacts.

We noted during our planning process that the MRD partnership is tremendously beneficial to CRCL in advancing our mission and building the long-term sustainability of our organization. We also highlighted the need to ensure that CRCL is not overshadowed by our MRD partners to the point that we are less prominent in the media and with key decisionmakers in a way that undermines our ability to build support for our work. By consistently returning to our strategies set forth above, CRCL will continue to differentiate itself in the minds of stakeholders while providing critical, state-level insight to the national coalition.

Beyond the MRD, CRCL has many different partners, spanning from popular restaurants in Orleans Parish to fishing communities in southwest Louisiana. As we consider strengthening and expanding these partnerships, CRCL must consider what we have to offer to each partnership and what we seek to gain.

- Community-Based Organizations
- Corporate and Retail Partners
- Government Officials
- Industry and Fishery Partners
- Institutional Funders
- Members and Individual Donors
- Restaurant Partners

Through our new Strategic Plan, we will recommit to advancing our work through partnerships and to seeking out partnerships that allow us to work with a set of partners that better reflects the diversity of people and organizations affected by our land loss crisis.



Communications & Marketing

The strategies set forward in this Strategic Plan place a strong emphasis on communications and messaging to a variety of audiences. Through our strategic planning process, CRCL has refined the content developed in recent years with Line 58 and Emergent Method. While CRCL's value proposition may differ for each target audience, core elements including our brand affiliation statement, brand personality statement, and brand position statement will remain the same. In order to effectively execute marketing strategies, we must be aware of our strengths, weaknesses, opportunities, and threats based on communications efforts to this point. Linked to this, we must consider the key messages that CRCL will be channeling through all our marketing and communications work. CRCL also recognizes the power of digital tools such as social media to reach new audiences and online metrics to track the effectiveness of our communications work. We must remain nimble to make effective use of new platforms as they arise and consider the effort expended on legacy platforms as they age.

Brand Affiliation Statement

A Brand Affiliation profiles the type of person using the product or service, through which the "ideal" user or supporter is defined.

People who support CRCL have a vested interest in the future of the Louisiana coast. They believe that bold action and change based on scientific evidence is the way forward, and they are willing to invest their own time and money in finding a solution.

Brand Personality Statement

The Brand Personality is a set of human characteristics associated with a brand, both distinctive and enduring. It is how the brand behaves, physically and emotionally. These traits drive supporter awareness, develop community relationships, and build long-term brand equity.

CRCL is a positive, practical, credible, and engaging leader motivated to create necessary change through measurable results. It is an expert and approachable source for information on issues related to the sustainability and stewardship of Louisiana's coast.

Brand Position Statement

The Brand Position is the expression of the benefits the brand brings to its target audiences within a competitive frame of reference, highlighting what makes the organization different from that of its competitors.

For organizations and individuals concerned about the future of coastal Louisiana, CRCL is the foremost organization combining engagement, advocacy, and hands-on projects to facilitate meaningful dialogue among diverse audiences and to drive bold solutions statewide.

Development & Membership

CRCL's capacity to properly execute this plan relies heavily on a strong and sustainable fundraising strategy. CRCL is committed to developing a more diverse and sustainable funding mix to be less grant dependent and to ensure stability going forward. We are also committed to continuing to build and safeguard savings to ensure the long-term sustainability of our organization.

To this end, we will work toward broadening our donor base by recruiting volunteers to donate and reaching new audiences. We will work to maximize donor retention by strengthening and maintaining relationships with current donors through regular communication of appreciation and impact, by seeking their feedback and input, and by delivering high-quality customer service. We will also redefine the value proposition for membership to inform comprehensive and fun membership programs for both individuals and corporations. We also plan to implement new fundraising initiatives, likely an online merchandise store, volunteer and member appreciation events, unique mailing campaigns, and corporate and individual membership initiatives. Additionally, our CAC will, by providing a new way for people to engage with CRCL, become a vehicle for additional fundraising.



All members of our team — from Board to staff to volunteers — are key to ensuring the financial sustainability of CRCL. Our Board, staff, and volunteers all have a role in our fundraising efforts, and act as stewards of CRCL to potential donors. We empower individuals at all levels within the organization to share responsibility for fundraising with collective goals, messaging, and technical skills required to build and maintain strong donor relationships.

Our increased fundraising success must be built upon the foundation of a strong and engaged Board — individuals personally committed to leading by example, setting financial goals, and leveraging relationships in order to achieve them.

To support CRCL development efforts, the CRCL Board will:

- Strive for 100% Board participation in fundraising, including committing a personal contribution to CRCL each year.
- Hold itself and its members accountable to fundraising goals and commit to building protocols for accountability.
- Directly engage with staff, as appropriate, to host networking events for donors, participate in prospect development, solicitation, and donor stewardship, and/or connecting CRCL to new funders, grant opportunities, and corporate partners.

We will develop a plan and timeline for considering and refining the value proposition for membership and comprehensive and fun membership programs for both individuals and corporations, as a next step in our planning process.

Organizational Implications

To most effectively deliver on our mission and this new Strategic Plan, CRCL will refine our internal organization to better align with our strategic focus areas of Engagement and Advocacy, including engagement with and through the CAC, and we will prioritize the continued development of our communications, marketing, development, and membership capacities. We will also prioritize the development and use of information systems to empower us to more effectively collect, analyze, and use data to build our relationship with our volunteers, members, and other supporters.

Staffing Strategy

As part of the new Strategic Plan, we are reorganizing our staff to set up a new Engagement Team, indicated in the organizational chart below, that will more closely connect our various efforts to reach key audiences and leverage our on-the-ground opportunities and serve as a nexus for building out additional engagement opportunities. As resources allow, we will increase our capacity, through outsourcing, interns or staffing, information technology systems, bookkeeping, social media and membership and donor data management.

