CRCL Strategic Plan: 2022-25
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Our 2022-25 Strategic Plan was developed in partnership with trepwise, a New Orleans-based growth consulting firm with a mission of powering organizations to maximize their potential.
Letter from Leadership

Letter from the Executive Director and Board Chair

Coastal Louisiana is a magical place. Our communities are vibrant. Our culture is rich. Our fisheries are productive. The people who live here are passionate about the Pelican State.

But for years, our coast has been washing away.

The river delta on which we live is sinking, and the climate continues to change. More than 2,000 square miles of our state have disappeared into the Gulf of Mexico. The results have been catastrophic. We’re losing rich, productive wetlands, as well as the bounty and protection they provide. Strong hurricanes batter our state year after year. Recent projections about rising sea levels underscore the urgency of this crisis.

Fortunately, we have a plan. Our state has a comprehensive, science-based blueprint with widespread support at federal, state, and local levels. Louisiana has committed well over $1 billion to coastal restoration spending for the coming fiscal year. We are beginning in earnest to implement priority projects, including large-scale sediment diversions that will reconnect the Mississippi River to adjacent wetlands, mimicking the natural processes that built this delta in the first place. These scientific and engineering marvels are paramount to our success, and their construction is looming.

CRCL developed our 2022-25 Strategic Plan with all this in mind.

We have had a prominent role in guiding our state to this moment. Our nimble nonprofit 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. We engage hundreds of people each year in our marsh grass plantings, tree plantings and oyster shell reef deployments. We host the premier conference on coastal restoration in Louisiana, State of the Coast, which will return as an in-person event in New Orleans in 2023. Among our greatest achievements is our success in bringing different people and groups together around one common goal. We have forged many fruitful partnerships, with individuals and organizations, and we know there are more to come.
And yet work remains. Everything we do as an organization must be in service of our advocacy, and we need to strengthen our voice further. We must develop future generations of leaders. Our wetlands must be recognized as essential elements of our hurricane protection systems -- and treated as such. And we must find a way to ensure that our fisheries thrive into the future as they adapt to a changing planet.

To accomplish these goals, we know that we must become stronger as an organization.

Among the values stressed by our previous strategic plan was “adapt as necessary,” a focus that served us well in the past couple of years. We also emphasized the need to be positive. That may seem like a challenge when we are faced with so many threats in coastal Louisiana. Our coastal problems are complex and not always easily solvable. Knowing where to start can be perplexing.

That is why CRCL exists. This is the place to start. This is our moment.

This strategic vision was developed through many internal discussions and with the assistance of outside experts. The new plan reflects those exercises and our three decades of work and our knowledge of what is ahead.

There will be challenges. Fighting coastal land loss and climate change are long-term commitments. But we know that we have positioned CRCL, our state, our communities, and individuals to implement solutions. It is gratifying to see them put into motion.

Sincerely,

Kimberly Davis Reyher, Executive Director
Garvin Pittman, Board Chairman
Executive Summary

The following pages articulate the strategic priorities of Coalition to Restore Coastal Louisiana, beginning in March of 2022. This plan was developed in collaboration with CRCL staff and Board, the Strategic Planning Sub-Committee, and our consulting partner, trepwise. Throughout this process, we sought to identify pathways that would maximize CRCL’s impact within the coastal restoration ecosystem. We utilize a strategic framework that outlines high-level strategic priorities and articulates near-term and long-term focus over the next three years. This plan will guide CRCL as it works to strengthen its position as a leader in regional coastal restoration.

CRCL seeks to ensure that under-engaged voices are represented, more individuals and organizations are engaged in coastal restoration efforts, and science-based solutions are widely advocated for more meaningful, positive change at the state and federal levels. Over the next three years, CRCL will continue to prioritize strengthening its relationship with the community, standing as a thought leader, and forging partnerships with ecosystem organizations, all in service to its grasstoppers and grassroots policy advocacy efforts.

These goals will be realized through optimizing internal structure and collaboration, centering opportunities to further validate and pilot new programming in the coming years. Meanwhile, the organization will focus on external priorities and center the relationship between community connection, policy advocacy, and meaningful partnership development. Through this work, CRCL will amplify and empower the community to advocate for coastal restoration efforts and act as a convener for a network of stakeholders dedicated to sustainable change.
OUR PURPOSE
Our Vision

Vibrant wetlands, with hurricane protection, bountiful ecosystems, and economic opportunities across Louisiana’s coast.
Our Mission

To unite people in action to achieve a thriving, sustainable Louisiana coast for all.
Our Web of Engagement

The Web of Engagement framework is designed to track and guide individuals as they take increasingly impactful actions moving from interest and awareness of coastal issues to becoming grasstop advocates.

1. Interested
   An individual who has **shown interest** in learning more about coastal restoration issues.
   They have engaged in **at least one low-effort activity** or action.

2. Activated
   An individual who has **shown repeated interest** in coastal restoration issues.
   They have engaged in **more than one lower-effort activity/action** or a higher-effort action.

3. Involved (Potential Grasstop)
   An activated individual who has **displayed repeated high-effort actions** of support.

4. Grasstop
   An involved individual who pursues **high effort and high influence activities/actions independently** and with CRCL.
Our Web of Engagement

CRCL tracks activities and actions completed by engaged individuals, assigning a designated number of points to each action that corresponds to its level of effort or influence. Individuals gain points as they complete actions, resulting in a total Engagement Score. Individuals’ scores dictate which engagement category they fall into, as outlined in the table below.

<table>
<thead>
<tr>
<th>Engagement Level</th>
<th>Score Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interested</td>
<td>1-5</td>
</tr>
<tr>
<td>Activated</td>
<td>6-10</td>
</tr>
<tr>
<td>Involved (Potential Grasstop)</td>
<td>11-24</td>
</tr>
<tr>
<td>Grasstop</td>
<td>25+</td>
</tr>
</tbody>
</table>
OUR STRATEGIC PRIORITIES
Our Strategic Priorities

We believe that achieving our desired outcomes requires a holistic strategy. Therefore, our 2022-25 Strategic Plan includes priorities across all dimensions of our operations.

<table>
<thead>
<tr>
<th>COMMUNITY CONNECTION &amp; THOUGHT LEADERSHIP</th>
<th>POLICY ADVOCACY</th>
<th>PARTNERSHIPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position CRCL as a thought leader and resource across Louisiana’s coast through deepened engagement with community members, particularly with historically under-engaged groups.</td>
<td>Increase political influence at the local, state, and federal levels and better advocate for science-based coastal restoration solutions while centering DEIJ principles.</td>
<td>Support our mission and increase organizational capacity through new and strengthened partnerships.</td>
</tr>
</tbody>
</table>

**STRENGTHEN OUR ORGANIZATION**

Optimize internal collaboration, communication, and organizational structure and secure the organizational capacity to achieve our mission.
Community Connection & Thought Leadership

Our Priority: Position CRCL as a thought leader and resource across Louisiana’s coast through deepened engagement with community members, particularly with historically under-engaged groups.

2022-25 Initiatives (in order of priority)

- Conduct in-depth ROI analysis of restoration and engagement activities as they relate to policy advocacy goals, staff capacity, and bringing volunteers into the web of engagement.

- Establish systems to analyze stakeholder movement through the web of engagement to strengthen current touchpoints, fill gaps in communication, and develop a deeper understanding of how restoration and engagement activities connect to policy advocacy efforts.

- Pilot new events that engage stakeholders from across a diverse set of demographics by appealing to multiple levels of accessibility, interest, and learning style.

- Develop a plan to increase outreach efforts and targeted marketing activities for under-engaged groups including but not limited to: community members in Southwest and Central Louisiana; Black communities along the coast; Indigenous communities along the coast.

- Develop a plan to act as a central resource for sharing opportunities to engage with other groups or organizations within the coastal restoration ecosystem to support grassroots and grasstops engagement.
**Policy Advocacy**

**Our Priority:** Increase political influence at the local, state, and federal levels and better advocate for science-based coastal restoration solutions while centering DEIJ principles.

**2022-25 Initiatives** (in order of priority)

- Develop and execute a plan for volunteer and/or community engagement that empowers people, to increase their influence (e.g., share public insights about issues).

- Execute policy advocacy strategy supported by building and maintaining relationships with key decision makers to increase influence at the grassroots, state, and federal levels, leveraging the Coastal Advisory Council (CAC) to deepen impact.

- Establish and/or validate future policy advocacy goals and plans for execution that center DEIJ principles and are informed by a) feedback from stakeholders and b) the potential to amplify programmatic impact (e.g., securing additional funding, supporting legislative changes).
Partnerships

Our Priority: Support our mission and increase organizational capacity through new and strengthened partnerships.

2022-25 Initiatives (in order of priority)

- Address short- and long-term gaps in the MRD partnership, including but not limited to updates to the org structure, roles and responsibilities, and key project focus.

- Develop and execute a plan to optimize the oyster shell recycling program that a) formalizes partnerships with restaurant partners to support cross-promotion efforts and b) outlines and validates a sales strategy for oyster shells.

- Clarify the relationship with Pontchartrain Conservancy and determine opportunities to scale back or increase support of specific initiatives based on overlaps or gaps within the programming of both organizations.

- Formalize partnerships with organizations and community entities that will help to expand capacity and resources for a) restoration and engagement activities b) monitoring capabilities.

- Deepen and expand partnerships with community organizations that serve under-engaged target groups (e.g. Black, Indigenous, Southwest/Central LA) in conjunction with community connection initiatives.
Strengthen Our Organization

**Our Priority:** Optimize internal collaboration, communication, and organizational structure and secure the organizational capacity to achieve our mission.

**2022-25 Initiatives** (in order of priority)

- Center DEIJ principles in all aspects of work, including marketing, partnerships, policy, community connection, staffing, and Board membership.

- Clarify staff roles and responsibilities and formalize work planning.

- Implement changes to collaboration norms and best practices focused on improving internal operations and building a strong, vibrant culture (e.g., including supporting tools/resources for piloting new programs; establishing a system to periodically revisit changes).

- Outline plan for key hires and contracted resources to support near- and long-term priorities, emphasizing policy advocacy as an initial focus.