



STRATEGIC PLAN

2022-2024

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SWIM GUIDE PROGRAM



GOALS AND INTENDED OUTCOMES	2021 (benchmark)	2022	2023	2024
Improve sustainability and efficiency for analytical sampling and laboratory practices by investing in equipment and improved laboratory space to provide a cleaner, safer, healthier work environment.	using a Macbook for field and lab data entry, hand washing bottles	create a how-to document for bulk uploads, add extra sheet to lab bench sheets for easier analysis purchase a larger water bath lid to increase lab efficiency.	purchase a new mini fridge, install a double sink, and purchase a new black light add a dishwasher to the lab to increase sustainability and allow bottles to be reused	depending on office space, potentially rebuilding out the lab and reflooring the lab
Adjust sampling sites to meet the needs of the community or known pollution issues.	use the polluter map and community feedback	update polluter map to include a layer for Swim Guide sites and use frequency of complaints to inform new potential sites	adjust the number of sites as needed and as funding allows.	adjust the number of sites to 50 (as needed and as funding allows.)
Expand the number of weeks we collect, process, and analyze Swim Guide samples	Current # of weeks: 15	extend Swim Guide to fall equinox (adding 2 weeks -- September 22) Weeks: 17	extend Swim Guide to start to Earth Day (adding 5 weeks- starting April 22- reduce the number of sites to focus on paddling/fishing season)	extend Swim Guide to Earth Day to fall equinox depending on what the data reflects in 2022 and 2023 Weeks: 22

			Weeks: 20	
Increase the number of water quality parameters or indicators collected during the Swim Guide season	Current parameters: E. coli, total coliform, water temperature, pH, specific conductance, dissolved oxygen, total dissolved solids, turbidity	add cyanobacteria monitoring and outsource phosphorus, nitrates, nitrites, and chlorophyll A monitoring as needed	secchi disks on the reservoir	add long-term trends to the website for the tenth anniversary of Swim Guide
Understand and learn nutrient patterns on the Coosa and how it impacts recreation/public health	Program staff go through NOAA training	monitor each of the reservoir sites weekly during Swim Guide (May-September) and send problematic samples to Auburn for further analysis, issue advisories when needed to protect the public	monitor each of the reservoir sites weekly during Swim Guide (April-September) and send problematic samples to Auburn for further analysis, issue advisories when needed to protect the public	monitor each of the reservoir sites weekly during Swim Guide (April-September) and send problematic samples to Auburn for further analysis, issue advisories when needed to protect the public

<div> <div>FISH GUIDE PROGRAM</div>  </div>				
GOALS AND INTENDED OUTCOMES	2021 (benchmark)	2022	2023	2024

launch statewide campaign in support of passing Fishermen's Right to Know legislation with support from organizations such as: Waterkeepers Alabama, Alabama Rivers Alliance, Conservation Alabama, and other organization stakeholders	Build relationships with potential partner groups and build awareness	finalize proposed bill and focus on grassroots organizing	powermap elected officials and begin building relationships introduce bill to elected officials and begin lobbying as needed	Goals this year will depend on advocate support and prior year outcomes. If legislation does not pass, continue building advocacy. If does pass, maintain involvement to educate public.
engage the community to participate in citizen science that supports healthy fisheries and people on the Coosa	recalibrated Citizen Science program and collected 108 samples in 2021	create a dedicated volunteer list & video series that educates people about pollution and how to report pollution. complete training & receive certification	start pilot program to add fishing line recycling at marinas or DCNR ramps	working with homeowners, marinas, and DCNR to install passive sampling equipment
educate the public about the specific contaminants that impact their ability to eat fish from the Coosa	print out Savannah Riverkeeper's information for Free Fishing Clinic	town hall meetings in affected areas (Anniston) host free fishing clinics that focus on educating youth / targeting EJ communities look at Bass Pro, Mark's Outdoors, and Cabelas for grants	town hall meetings in affected areas (Shelby/Talladega Co) host free fishing clinics that focus on educating youth / targeting EJ communities	town hall meetings in affected areas (Gadsden) host free fishing clinics that focus on educating youth / targeting EJ communities
conduct the creel survey to better understand fishing and eating habits of anglers on the Coosa	surveyed during the spring and fall published the first two year report	create mini-report to analyze a different aspect focus on creel survey in Winter 2022 goal: 125 online surveys and 75 in person	create mini-report to analyze a different aspect focus on creel survey in Summer 2023 goal: 125 online surveys and 75 in person	create new creel survey report incorporating new data

RIVERKEEPER PATROL PROGRAM

GOALS AND INTENDED OUTCOMES	2021 (benchmark)	2022	2023	2024
Conduct regular river patrols by boat, plane, and truck. Patrols are defined as an investigative look at the river by boat, truck, drone, or plane.They can be focused on education, developing a relationship, exploring a citizen complaint, or Swim Guide.		conduct patrols as necessary, based on citizen complaints *I full river SouthWings flight *patrol the lake focus dam to dam, and travel major tributaries # of guests on patrol # of patrols # of facilities patrolled # of river/truck miles	conduct patrols as necessary, based on citizen complaints *patrol the lake focus dam to dam, and travel major tributaries # of guests on patrol # of patrols # of facilities patrolled # of river/truck miles	conduct patrols as necessary, based on citizen complaints *patrol below the dam, and travel major tributaries # of guests on patrol # of patrols # of facilities patrolled # of river/truck miles
Compliance assessments to identify and monitor sources of pollution, advocate for strong and protective pollution permits, and ensure existing laws and policies are implemented and enforced		focus on permit holders on Lake Mitchell & tributaries	focus on permit holders on Lake Jordan & tributaries	focus on the river below Jordan as a system and major permit holders
Initiate litigation when necessary to enforce existing environmental laws and regulations.		litigation and advocacy efforts as necessary	litigation and advocacy efforts as necessary	litigation and advocacy efforts as necessary

Provide citizens with a vehicle for sharing and addressing pollution complaints on how to report pollution and responding to all complaints in a timely manner		respond to citizen complaints in a timely manner AirTable?	respond to citizen complaints in a timely manner	respond to citizen complaints in a timely manner
Address industrial pollution (e.g. coal ash, PCBs, mercury, PFOS, Toxic Release Inventory, sod farms, rendering plants, CAFOs, legacy pollution) issues and educate the public about the threats to the river and their health.	polluter map coal ash monitoring maps	add Industrial Pollution Tab to website education and advocacy to the public about specific pollutants, sampling efforts will depend on the facility TRI data on the website for 2017-present Graphite & Coal Ash	education and advocacy to the public about specific pollutants, sampling efforts will depend on the facility PCBs, PFAS, & Mercury TRI data on our website	education and advocacy to the public about specific pollutants, sampling efforts will depend on the facility Agricultural Pollution TRI data on our website
Address waste (e.g. biosolids, sewage, septage, septic, agriculture runoff (CAFOS)) issues through collecting samples and investigations along tributaries with bacteriological issues.		add a Waste section on the website create educational content about septic tanks installation and maintenance and why keeping cattle out the creek is important Coosa River Assessment Program (CRAP) - mini bacteriological intensives to determine the source of the waste Creek: Hatchet	create educational content about biosolids and wastewater treatment plant education Creek: Weoka	create educational content about litter, landfills, and composting Waterway: Coosa River below Jordan

Address water quality and habitat impacts of erosion/sedimentation from development and recreational activities by educating the public to identify and report activities lacking BMPs.		Lake Mitchell: focus on shoreline issues from boats and construction stormwater issues, and logging through education and restoration projects (and graphite mine)	Lake Jordan: logging, timber industry, and construction stormwater issues	Coosa River below Jordan Dam: recreational flow and bank collapse
Advocate for protective local policies and ordinances to protect water quality and public health	Septage, local amendment #2	conduct an assessment of local policies that can be influenced through our data collection and developing relationships find websites for county, city, and local laws/ordinances make relationship spreadsheet for elected officials and their districts	follow up on local policies as necessary based on field notes and relationship building start with cataloguing ordinances/laws for Gadsden, Pell City, Wetumpka	follow up on local policies as necessary based on field notes and relationship building
Submit comment letters on appropriate regulatory opportunities to result in regulatory change or modification		submit comment letters that are appropriate as necessary in early 2022, determine which permits we need to prepare comments for	submit comment letters that are appropriate as necessary in early 2023, determine which permits we need to prepare comments for	submit comment letters that are appropriate as necessary in early 2024, determine which permits we need to prepare comments for

COMMUNITY OUTREACH, EDUCATION & ENGAGEMENT



PROGRAM CORE STRATEGIES	GOALS AND INTENDED OUTCOMES	2021 (benchmark)	2022	2023	2024
Community Outreach, Education & Engagement	Increase geographic reach in watershed communities with high potential for membership growth, through public presentations, educational videos, and participation in local events.	FB: 14,545 likes 15,387 followers Insta: 5,011 followers Twitter: 2,970 followers	Lake Mitchell produce 12 educational videos increase 10% of participants/views of presentations per year	Lake Jordan produce 12 educational videos increase 10% of participants/views of presentations per year	Coosa River produce 12 educational videos increase 10% of participants/views of presentations per year
	Increase dues-paying membership	current members as of 12/14/21: 2,795	increase by 10%	increase by 10%	increase by 10%
	Inspire member engagement throughout the watershed by creating targeted social media content, blogs, and email communications		Lake Mitchell # of blogs: # events (sponsored, attended):	Lake Jordan & Tailwaters # of blogs: # events (sponsored, attended):	Coosa River # of blogs: # events (sponsored, attended): # social media reach on

			# social media reach on our page and in groups: # of direct mail:	# social media reach on our page and in groups: # of direct mail:	our page and in groups: # of direct mail:
	Establish a “Save the Skinny Water” paddle series with at least one group paddling event each year, in partnership with a restoration project, local outfitters or partner organizations		Hatchet Creek during the lily bloom	Weoka	Wetumpka
	Create an educational campaign about drinking water sources (e.g. well water, public drinking water supply), public health, and potential pollution issues	created social media content related to watershed mapping and drinking water issue related to the coal ash issue	create a coloring book/workbook for Windy Van Hooten that explains drinking water create a social media post once a month educating people about where drinking water comes from and water conservation (partner with three rivers to reach a broader audience)	mapping and photographing all drinking water intakes make a use classification map Include a drinking water learning aspect of a Camp in a Box	groundwater contamination series Continued education about water resources
	Build maps that support our programs and engage the public with resources about the river	polluter map	create layers for wastewater treatment and lagoon layer work on mega map	create layer for fish consumption advisories create layer for stream gauges create layer for dam generation schedule create layer for ramps/access points	complaint map and dashboard?

				create Swim Guide site layer create gas station/restaurant layer create weather station layer create outfitters map or marina maps	
	Create educational content to encourage safe and accessible boating/paddling on the Coosa	post randomly about paddling	Paddle Guide -create webpage -create physical media -create social media posts -post by Q4 2022	Partner with Boat Dealership -reach out to marinas about boater safety when they sell boats -identify dealers to partner with for cause-related marketing - partnering with outfitters for water/paddling safety marketing	Non-traditional boating ideas: -sailing -tubing/skiing -paddling -SUP -fishing line recycling campaign
PROGRAM Outreach, Education & Engagement	SWIM GUIDE: increase outreach on social media, text message alerts and emails accordingly.	Social Media Reach: 794,848 Number of Alert: 170 Text Alerts: 9,122 Website Traffic: 151,299 Email: 11,155	increase views to 1 MILLION! increase outreach by 10%	increase outreach by 10%	increase outreach by 10%
	SWIM GUIDE: increase dissemination of Swim Guide results and public reach of the data by highlighting a specific lake each year in partnership with local	Site Sponsors Equipment Sponsors Lake Sponsors- \$5k?	Lake Mitchell (look at businesses on the way to the water)	Lake Jordan & Tailwaters identify and meet with all tourism boards in the watershed	Coosa River

	businesses and establish an ongoing presence at community gatherings.		create a passive advertisement opportunity for specific Swim Guide sites (e.g. Cedar Creek marina)		
	FISH GUIDE: increase outreach on social media, text message alerts and emails accordingly.	Social Media Reach: 655,218 Hotline Calls: 390 Website Traffic: 151,299 Videos & Views: 5, reached 5,486	increase outreach by 10% find marinas to sponsor Fish Guide for each reservoir	increase outreach by 10% work with local chefs to create a Fish Guide cookbook to educate the public about fish advisories	increase outreach by 10%
	FISH GUIDE: focus on a specific demographic of angler to increase engagement and create resources/experiences tailored to that angler group.		high school fishing teams- send videos or presentations on pollution, invasives, etc. blog series of kayak fishing including resources on what to pack, etc.	beginning anglers women fishers	species based anglers: -bass (large mouth & stripe) -crappie -catfish noodlers
	FISH GUIDE: create content that promotes inclusivity among anglers and their families so they can get on the water and enjoy fishing safely		record .mp4 version of the statewide hotline in Spanish add publicly available data to the Fish Guide page (e.g. USGS, dam generation schedule, Weather Underground)	begin a fishing equipment loaner program so we can provide what is physically needed much of the time to get fishing get a partner to create a BIPOC angler group	trash buckets and monofilament recycling
	PATROL: educate the public about priority issues impacting the quality and		invest in video/photo equipment to	Priority Issue: TBD	Priority Issue: TBD

	health of the Coosa River with focus on the problems of nutrients, erosion/sedimentation from poor development practices, coal ash, dams and invasive species. Develop content in off-season to provide educational content as appropriate by season.		produce high quality content that elevates our work and the issues (e.g. ring light)	# of blogs # of videos/presentations	# of blogs # of videos/presentations
			Priority Issue: Graphite/Poultry and Most Endangered Rivers/Coal Ash	goal to increase growth by 10%	goal to increase growth by 10%
			10 blogs TBD of videos/presentations		
			goal to increase growth by 10%		

<div> <div>GOVERNANCE CORE STRATEGIES</div>  </div>					
GOVERNANCE CORE STRATEGIES	GOALS AND INTENDED OUTCOMES	2021 (benchmark)	2022	2023	2024

Strong, effective and representative Board of Directors	Increase number of board members to better support all geographies, expanded programs and increased impact of the organization.		13-15 begin floating board meetings	Standards for Excellence	
	Recruit new board members, focusing on additional variety of skills along with gender and racial diversity.		Recruitment priorities: Women in the Watershed	Recruitment priorities: Human Resources, PR	Recruitment priorities: Tourism/Recreation, Real Estate
	Prioritize recruitment of board members from key areas of the watershed not currently represented as well.		Recruitment priorities: Hatchet Creek Talent-Time-Treasure	Recruitment priorities: LM/Anniston/Pell City (Choccolocco Creek)	Recruitment priorities: Jordan/Wetumpka
	Develop board member leadership opportunities to act as ambassadors for the organization.		Work with staff to establish materials, talking points and training which clearly articulates the Coosa Riverkeeper mission, value and programs.	Board members to each present at a minimum of one outside event during the year.	Each board member is responsible for organizing at least one public presentation within their networks.
	Engage existing Advisory Council and prioritize recruitment for new skill sets. Add social components to further increase engagement.		Create get-togethers OR social events for the AC (throughout watershed?) Asking AC “do you know anyone who does ABC” Advisory council member is HOBO lead/ lake representative	Board “adopt” 2 or 3 AC Members to keep in contact with Create a point of contact either on Board or “head of AC” that attends board members	Advisory council member is HOBO lead/ lake representative
Advisory Council					

	Develop a tributary board to support the staff and develop outreach.	Tributary Board Invitees have applied for the board.	Get this Board off the ground and focus on fundraising events like Kellypalooza, Fly Fishing Film Tour 12-15 people	Create Community Nights at watershed specific eateries and bars	SUP Kayak Fishing Hiking Climbing Outdoor Olympics– talk to Alabama Beta Outdoor Oddities
Effective and Efficient BOD Committees	Utilize more clearly defined board committees to support the Coosa Riverkeeper mission. Develop and maintain a leadership succession plan for each committee.	<u>Standing Committees:</u> Executive Committee Governance Committee Outreach Committee Legal & Advocacy Committee	Streamline support by assigning a staff liaison for each committee. Create spreadsheet for Board, combine committee calls Move all documents to Dropbox and handle permissions issues	Recruit additional committee members from outside the board of directors and advisory council.	Establish regional committees throughout the watershed, including participation in primary committees to support improved regional representation.
	Committee leadership will work with staff and committee chairs to draft annual work plans, meeting on a consistent basis throughout the year.		Create a governance committee schedule for board members and ensure all board members are actively engaged on a committee	Committees will work as needed.	Committees will work as needed.
Develop staff capacity and increase satisfaction	promote efficient use of CRK staff time and resources as the organization grows to optimize communication among board and staff		review Employee Handbook to include information on part-time and AmeriCorps employees. migrate emails to Gmail	Organize all organizational online documents into a organization wide filing system add a calendar to Group Me for paddles, patrols, and committee meetings.	TBD

Efficient Internal Operational Systems	plan and budget for updated operational infrastructure, staffing and outside contractor support		write up an operations manual and succession plan for each job, a business continuity plan, and succession plans for each position	add part-time administrative support staff to handle overall office management, basic bookkeeping, and reporting, etc.	
	The Executive Committee will review internal Coosa Riverkeeper policies and bylaws on an annual basis (to coincide with fiscal year) and update as needed		review and update internal policies to ensure consistency with updated strategic plan	review and update internal policies with external review by a third party as required by Standards for Excellence™.	ensure internal policies and documents incorporate updated program and infrastructure needs.