

Healthy Ocean Coalition



3-year Strategic Plan Report



Prepared by:



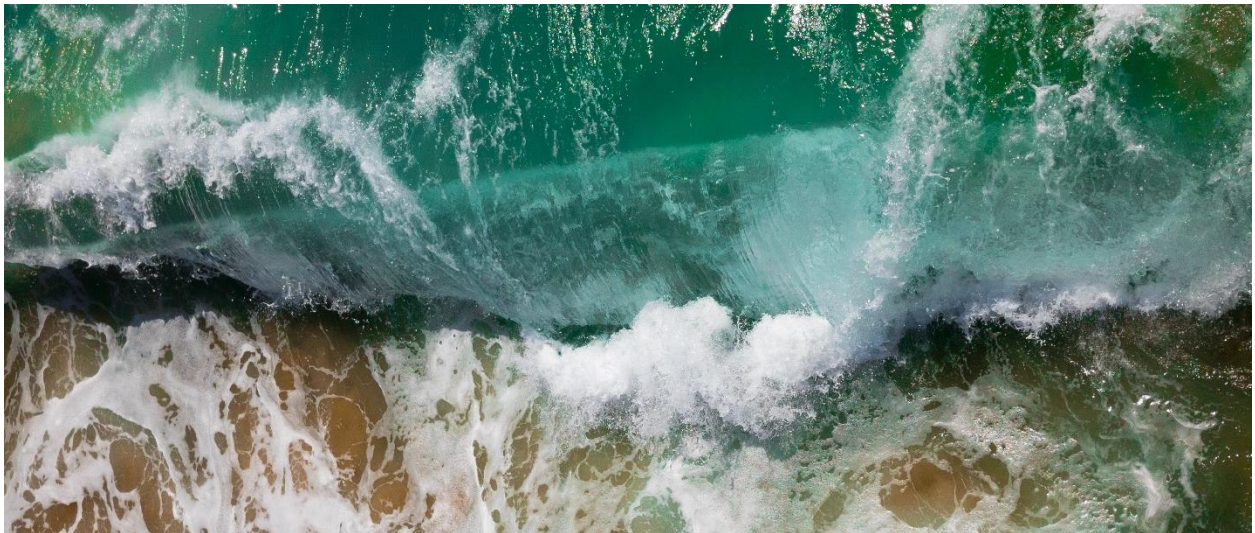
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Vision

We envision a world with a healthy and resilient ocean.

Mission

The Healthy Ocean Coalition is building a network of ocean lovers who work together to advance ocean conservation that centers the ocean and people.

Executive Summary

Ocean biodiversity and habitat are in crisis. Two-thirds of the ocean is experiencing significant impacts, which are getting worse each year due to the cumulative effects of climate change and human activities (IPBES 2019). The ocean's biodiversity is also at high risk for mass extinction due to climate change, creating an increased sense of urgency to support improved ocean governance immediately (Penn and Deutsch 2022).

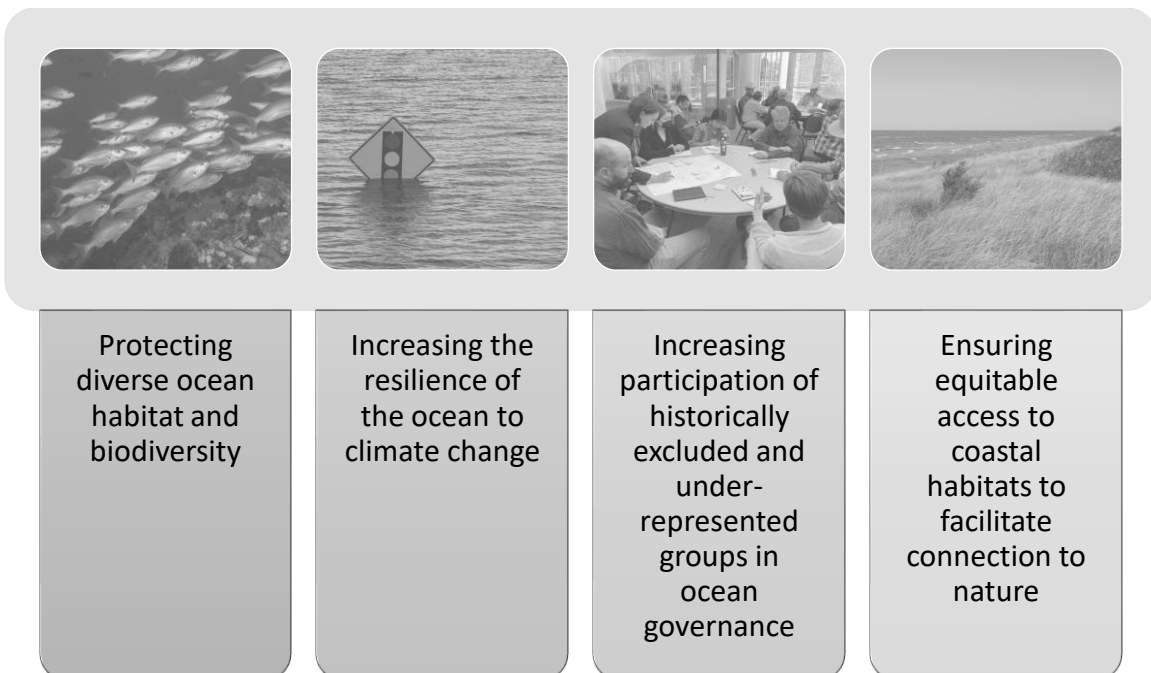
The increased urgency around climate change also stems from the disproportionate impact it has on marginalized communities. These communities are more vulnerable to climate change and often depend on ocean health and coastal resilience for their livelihood and safety. Collaboration is more crucial than ever to truly have impact on ecological and human well-being goals from improved ocean governance.

Since their start in 2009, Healthy Ocean Coalition (HOC) has grown from a small, grassroots group to a strong coalition of 264 members. HOC believes that:

- We are stronger and more influential together in advocating for the necessary immediate change needed to mitigate the harm to the health of the ocean.
- We can develop equitable and just ocean conservation policy to dismantle the existing harms of climate change on the ocean and people.
- People care about the ocean, but many need access to information, opportunities for advocacy, and a network of support.

To successfully usher forward inclusive, participatory ocean governance, the HOC created this strategic plan with shared goals for improved ocean health and the most effective strategies for achieving those goals. This plan outlines 10-year and 3-year goals, as well as target strategies, serving as a framework for HOC to continue to scale up the collective impact of their network.

The strategic planning process identified priorities around four strategic pillars:



Background on declining ocean health

Declining ocean health is a crucial issue facing society. Not only is ocean habitat and biodiversity being lost at an alarming rate, but communities are also losing the cultural, economic, food security, and coastal resilience benefits that come with healthy coasts and oceans. Recreation and tourism are huge drivers for coastal economies, and in 2016 recreational fishing brought \$38.7 billion in spending to the US economy (NRDC 2020).

Globally, the Food and Agriculture Organization estimates that fishing supports jobs for around 60 million people (World Bank 2022). However, while seafood could be an important protein source for households, nearly 94 percent of fish populations are overfished or fished to their maximum capacity (FAO 2020), and nearly half of the seafood supply in the United States is wasted every year (Chandra 2021).

Further, the frequency of coastal storms is increasing, and built infrastructure alone is not keeping communities safe. Coastal habitats also have the potential to support communities in the form of natural infrastructure, where nature is used as a tool to reduce their risk of flooding. Yet natural climate solutions are being overlooked (Pearce 2022). Supporting coastal habitat protection and restoration for risk reduction is a missed opportunity to support communities and ecosystems, as recent analysis has shown investing in coral reefs and mangroves has a strong return on investment (Beck et al. 2022).

Add to the complexity is the fact that the ocean is a busy place, suffering from a multitude of activities and human disruption that impacts habitat and individual species. All these challenges related to ocean and coastal ecosystem health are exacerbated by climate change. The warming climate increases ocean temperatures, which leads to a loss of oxygen. Plus, ocean acidification is caused by the increased carbon dioxide levels in the atmosphere. Ocean acidification impacts the pH of the ocean, which is 30 percent lower than it was since the industrial revolution and a huge threat to life in the ocean (IPBES 2019). These combined factors put oceans at risk of mass extinctions and loss of biodiversity (Penn and Deutsch 2022).

To further highlight how connected ocean health is to climate change, the ocean is the most valuable tool we have available to absorb and store carbon, also known as a carbon sink. To date, they have absorbed 93 percent of the heat trapped by greenhouse gasses (NRDC 2020). Ocean acidification and warming ocean temperature leads to lower ability for oceans to sequester carbon and absorb heat,



further impeding society's ability to slow warming and adapt to a changing climate. Thus, mitigating climate change is a requirement to improve ocean health, resilience and biodiversity. Reversing trends in greenhouse gas emissions could reduce extinction risk by 70 percent (Penn and Deutsch 2022).

“Ocean acidification makes it more difficult for some creatures, like oysters, clams, crabs, mussels, and the tiny plankton that form the base of the ocean food chain, to build and maintain the strong shells and skeletons they need to survive.” (NRDC 2020).



The ocean is managed by a complex governance structure, created intentionally to exclude many constituents over the years, including Black communities, Indigenous communities, Latinx communities, and low-income communities, which are most impacted by a changing climate and pollution. A lack of ocean literacy, combined with low diversity in ocean governance has furthered harm and hampered progress toward improving ocean health and resilience.

While climate change is recognized by scientists as the single top threat to ocean health, in the shorter-term, other threats need to be addressed as well. Below is a summary of the main challenges impacting the health of our ocean ecosystems:

- Climate change, including rising ocean temperatures and ocean acidification
- Loss of habitat and biodiversity
- Human behaviors and knowledge
- Lack of funding
- Lack of equitable, participatory ocean governance
- Fossil fuel extraction and use
- Ocean habitat destruction from industrial fishing
- Ocean habitat destruction from offshore energy development
- Ocean habitat destruction from offshore dredging
- Human activity and disturbance (e.g. boating, anchoring, tourism)
- Overfishing
- Ports
- Off-shore oil drilling and oil spills
- Coastal Development and hardening of coastal shoreline
- Plastic production and pollution
- Ghost fishing gear and marine debris
- Hypoxia; harmful algal blooms

Then, HOC members were surveyed and asked to prioritize the top 5 challenges to ocean health. Those top five challenges are shown in Figure 1.

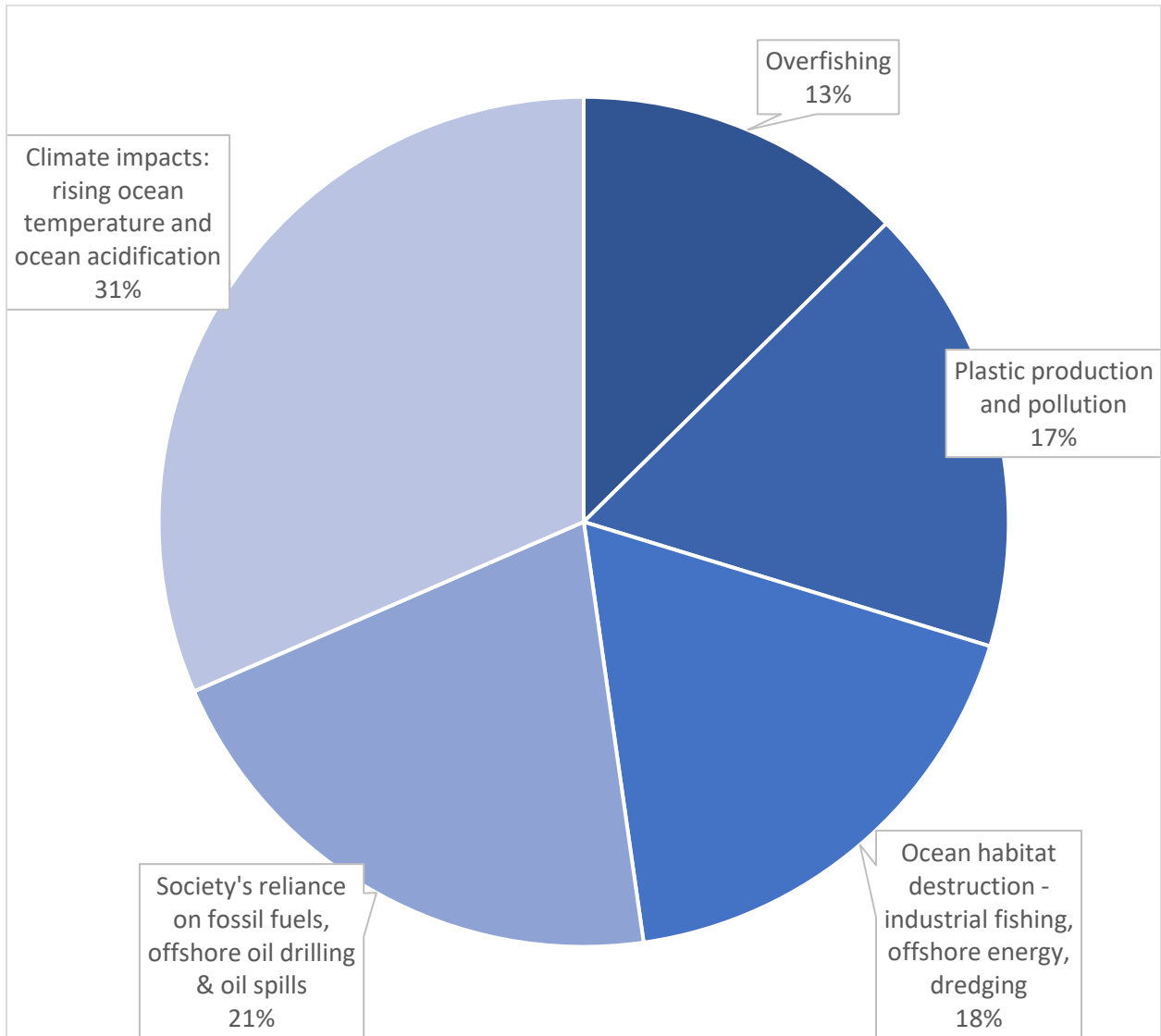


Figure 1. Top 5 challenges to ocean health, as ranked by HOC members

Without more urgency around a collaborative approach and systemic change, improved ocean health will not be possible.



Overview of the Healthy Ocean Coalition

The HOC's work started in 2009 as a small, unnamed group of regional grassroots groups collaborating around the idea that a national stewardship policy would better guide the federal government in its important role as steward for a large part of our country's marine resources and beautiful places.

In the last 12 years, that group then solidified into the HOC under the stewardship of the American Littoral Society (Society) and Conservation Law Foundation (CLF). During the Obama Administration, the HOC advocated for and secured the National Ocean Policy. HOC advocated for regional ocean and coastal management and coordination, and then defended that work against the Trump Administration's efforts to roll back environmental protections and implement regulations prioritizing extraction over conservation.

HOC has continued to grow and exceed expectations at every step. This is partly because of their expertise and staff, and partly due to their emphasis on empowering their members. Empowering their members and elevating the voices of other organizations has consistently led to collective impact around improved ocean governance.

In April 2021, the HOC officially became an independent organization, housed within a mission-aligned 501c(3) fiscal sponsor assisting them in their financial management.

HOC is committed to investing in their top values and strengths, which include:

- Building a strong network
- Truly having a collaborative approach
- Going the extra mile to be inclusive
- Exemplifying trustworthiness
- Having a foundation of justice and equity

HOC has achieved many successes over the years, with a few key examples highlighted below:

- Hosted nine in person advocacy training retreats across the Northeast, Mid-Atlantic, Southeast, Mid-west, Colorado, southern and central California, and Florida – educating and activating almost two hundred healthy ocean advocates.
- Hosted three virtual Healthy Ocean Advocacy trainings and mini trainings for seventy advocates across the United States.
- The Healthy Ocean Coalition hosted its inaugural Healthy Ocean Advocacy Academy in Spring 2022, which educated and activated 20 healthy ocean advocates who held meetings with members of Congress, the Biden Administration, and led to two published opinion pieces.
- In 2021, the Healthy Ocean Coalition helped develop twenty-five traditional pieces of media with twenty-five member groups and one hundred and twenty pieces of social media.

Moving forward, HOC will continue to offer trainings on ocean policy and advocacy and coalition services, while taking the organization to a new level as they expand and focus on priority outcomes for ocean health and equity.



Photo: Marginalized communities are often most vulnerable to the impacts of climate change (Photo credit, Meghan Wren, Money Island, New Jersey)

Integration of Justice, Equity, Diversity and Inclusion into Strategic Planning

This section explores the need for better integration of JEDI into strategic planning and specifically how HOC, Lacy Consulting Services (LCS) and Sustainable Economies Consulting (SEC) have integrated JEDI into this process.

Historically, conservation groups have been exclusive and primarily made up of wealthy, white, straight, men and women. This means that conservation planning as we know it today originated devoid of consideration of diverse voices. Further, history has shown an active silencing of Black, Indigenous, Latinx, and low-income communities. There is a need to make reparations for these past traumas and transform the very fabric of conservation towards equitable conservation. One place this can happen is in strategic planning.

HOC, LCS, and SEC worked together to integrate JEDI into this strategic planning process. It began with two workshops held by LCS on Building and Sustaining Trust with Diverse Communities and Approaches to Integrating JEDI into Conservation Planning. HOC staff had the opportunity to brainstorm actions and strategies, steeped in JEDI, in a safe learning and expression environment. Starting with these workshops before diving deep into strategic planning primed staff to be hyper focused on their contribution to repair past traumas and exclusions of communities that have been marginalized in the ocean conservation space.



Photo: Many marginalized communities along urbanized coastlines in the United States are at risk of flooding.

This led to critical verbiage in the strategic plan that directly contributes to the efforts of doing better ocean conservation. HOC is also working with LCS to determine actions and strategies for governance at HOC. This process will explore power dynamics and internal systems to help ensure every voice has an

opportunity to be heard in the advocacy of our oceans. Additional findings and recommendations will be included in a separate report.

A note on communities: The term “communities” has many definitions with respect to ocean conservation and governance. Community might refer to the HOC network itself. Communities can refer to networks of practitioners working together on ocean conservation, across multiple organizations and governmental entities. Communities can be based upon location – whether they live on the coast, near the coast, or further away from the coast. And then, within the groupings of marginalized and previously excluded communities, there is considerable diversity and a variety of identities.

In HOC’s 10-year goals, “coastal communities” are referenced in goal 3. While this was a deliberate effort to be more specific and actionable in HOC’s goals, this does not mean that other types of communities are outside of the strategic plan. Through HOC’s networks and collaborations, a broader diversity of communities will still be supported and included in ocean governance.

Strategic Plan Process

An effective strategic planning process for conservation considers the linkages between human well-being and nature and how human communities benefit from and interact with ecological systems (The Nature Conservancy 2016). This makes sense because human beings are part of the ecosystem and benefit from the services provided by healthy ocean habitat (refer to Figure 2).



Figure 2. Conservation planning for nature and people

A recent review of more than 2,000 studies found strong evidence that as habitat is lost, the quality of life for communities gets worse. While the researchers found that environmental decline impacts everyone, they noted that the impacts can be more severe for lower-income people and those in the Global South (Brauman et al. 2020).

Many coastal communities rely upon ocean health for their well-being and quality of life. These direct benefits to communities provided by the ocean cannot be sustained if the ocean health is not improved:

- Adequate household income and job opportunities
- Access to nutrition from seafood

- Maintaining of culturally significant resources, traditions, and places
- The multiple health and quality of life benefits that come from connection with nature
- Reduction of coastal flooding and increasing community resilience
- Access to nature-based recreational opportunities along the coast (non-extractive)
- Access to recreational fishing opportunities

The HOC strategic planning process was designed to embed outcomes that improve ocean health and resilience while benefiting communities, with an emphasis on historically marginalized communities. This process aligned with HOC’s existing approach:

- We believe collaboration is key to ensuring ocean conservation policies in the United States are informed by and reflective of the people, regions, and wildlife they should serve.
- We work to remove barriers that keep people from becoming ocean advocates by providing relevant and timely information, building capacity to speak out for the ocean, and highlighting opportunities to engage with policymakers.
- We lift the work and voices of our network members to those in power and make advocacy for change more effective and efficient.

The strategic planning process resulted in a framework that ensures the investment of time and resources goes towards priority strategies most likely to be impactful. Figure 3 shows a visual of the strategic plan.



Figure 3. Visual of the elements of the strategic planning process

Facilitated by SEC and LCS, the strategic planning process was based upon a mix of published information and data, as well as stakeholder input when possible. What this process looked like:

1. Background research (desktop analysis and key informant interviews)
2. Trust Building and Listen, Empower and Transform one day, in-person workshop
3. Goal setting workshop, including creation of Theory of Change (shown in Appendix A)
4. Member Survey (full results are shown in Appendix C)
5. A series of virtual planning sessions to solidify goals, develop strategies, and select metrics



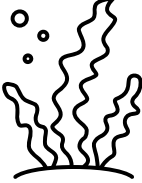
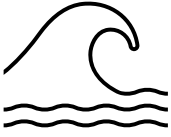

Photo: Goal setting workshop, including creation of Theory of Change, March 2022

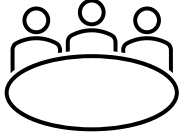

The Plan: Goals, Strategies, and Metrics

10-year goals

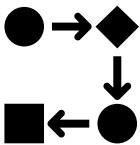
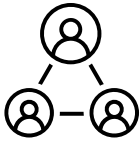
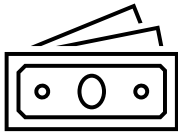
1. Protect diverse coastal and marine habitats to enhance species and ecosystem biodiversity.
2. Increase the resilience of the ocean to climate change by slowing the rate of ocean acidification and warming.
3. Increase participation of historically excluded and underrepresented groups and empower coastal communities to influence ocean policy.
4. Ensure equitable access to coastal habitats to facilitate connection to nature and equitable ocean literacy is embedded in ocean policy.

3-year goals

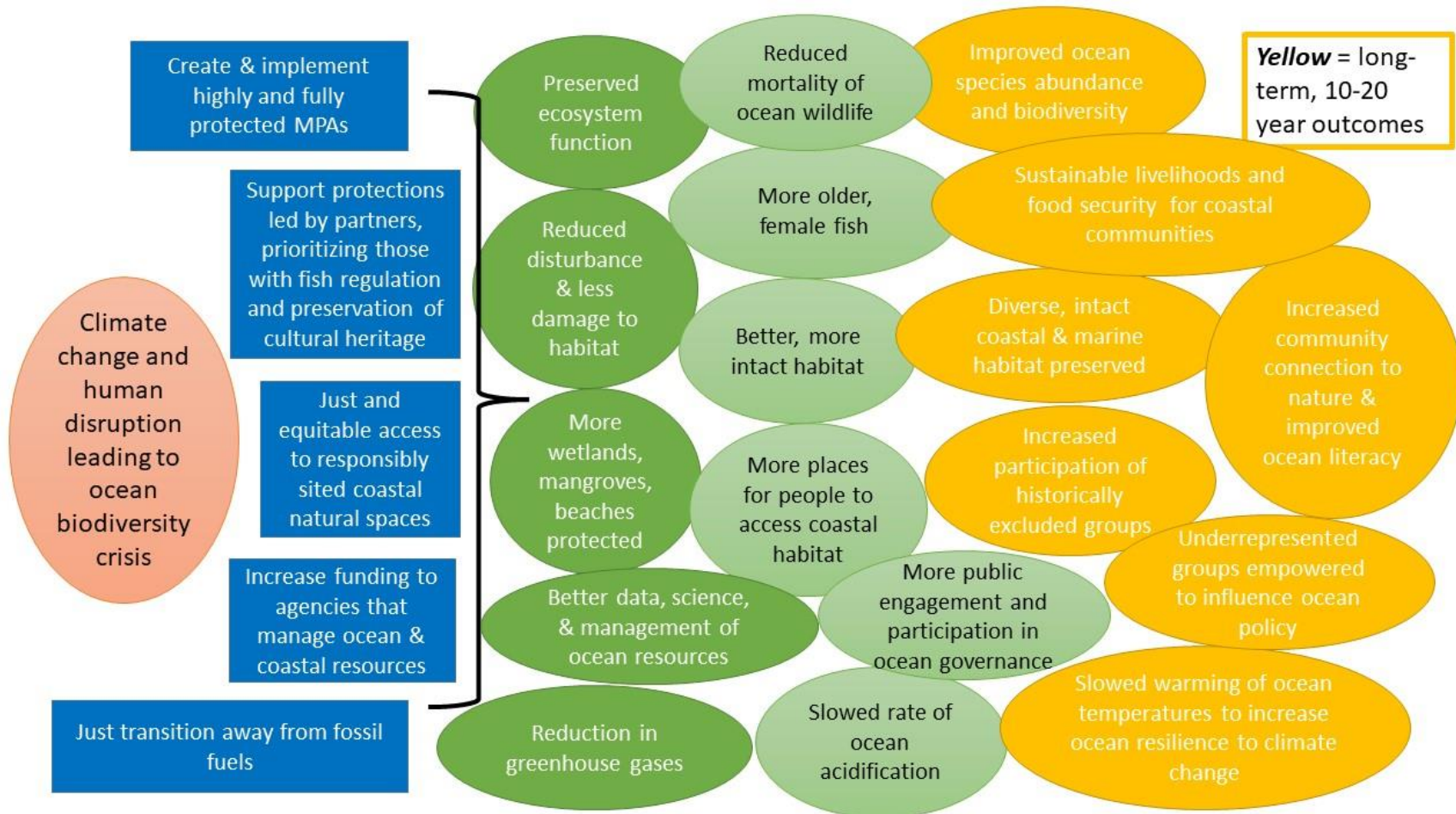
<p>Goal 1a: Successfully advance three proposed marine protected areas (MPAs) that regulate threats and/or protect culture.</p> 	<p>Strategy 1: Develop a systematic approach to prioritize and select 3 MPAs. Strategy 2: Engage with and amplify community voices to advocate for priority MPAs by mobilizing the HOC network to call on policy makers to designate the MPA and advance protections.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • HOC develops and finalizes guidance with criteria and tactics to prioritize and select MPAs; and • 30% of HOC members support and amplify MPAs through sign-on letters, opinion pieces, letters to the editor, letters and oral comments during federal comment periods, and promotion to the network via social media outlets.
<p>Goal 1b: Advance action to ensure the global 30 by 30 goal is embedded in 1-3 targeted federal policies and initiatives.</p> 	<p>Strategy 1: Identify timely and relevant federal policies and initiatives for which to advocate to the White House Council on Environmental Quality, the Interagency Ocean Policy Committee, the National Oceanic and Atmospheric Administration and other policy makers to include 30 by 30, through direct actions by HOC and key partners. Strategy 2: Take action to educate and increase the number of policy makers influenced through ocean advocacy trainings and mobilizing member network.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Support the development of the Biden Administration’s Ocean Climate Action Plan; • HOC identifies and advocates for key actions in the collaborative Ocean Climate Action Blueprint, to be included in the OCAP; and • Continue advocating for the America the Beautiful Initiative and Stewardship Atlas to identify and highly and fully protect MPAs.
<p>Goal 2: Ensure the United States government does not approve any new coastal or ocean fossil fuel projects.</p> 	<p>Strategy 1: HOC network listens to frontline environmental justice organizations and incorporates their asks into HOC advocacy. Working with the Protect our Coasts Coalition, to ensure the 5-year off-shore oil and gas program prohibits any new leasing and puts pressure on the Biden administration to ensure a just transition to renewable energy.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • HOC network advocates to pressure the Biden administration and Congress to choose no new offshore leases in their 5-year plan and advocacy in-line with frontline communities; and • HOC network advocates to pressure the Biden administration and Congress to Declare a Climate Emergency.

<p>Goal 3: Increase diverse demographics attending advocacy HOC trainings and increase rate of participants taking action to advance ocean policy.</p> 	<p>Strategy 1: Spend additional resources and time over the next 2 years to develop and implement trust actions to build trust with diverse individuals and communities.</p> <p>Strategy 2: Offer increased access to trainings by continuing to offer online and hybrid trainings so that more people have access to and attend our trainings. Explore innovative, partner-based solutions like mini trainings, embedding trainings in other workshops or conferences, more marketing, and/or developing more HOC ambassadors.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Increase mini trainings by 25 percent over 2022-2024 and increase participation by fifty percent in these trainings from diverse groups, with the emphasis on Latinx, indigenous and Black communities in the first three years; • Increase the number of participants from Latinx communities attending HOC online offerings with partners by fifty percent by 2024; and • Evaluate the Healthy Ocean Training Series, leading to recommendations centered in community-building and advocacy for equitable ocean conservation policies in 2022.
<p>Goal 4: Advance action to ensure equitable access to coastal habitats and ocean literacy are prioritized in at least 1-2 federal ocean policies that include widespread protection for habitat.</p> 	<p>Strategy 1: Identify timely and relevant federal policies and initiatives for which to advocate to the White House Council on Environmental Quality, the Interagency Ocean Policy Committee, the National Oceanic and Atmospheric Administration and other policy makers to include 30 by 30, through direct actions by HOC and key partners.</p> <p>Strategy 2: HOC network supports efforts by network members whose focus is equitable access in conservation policy and other partners to expand ocean literacy. HOC increases ocean literacy in equitable ocean access through social media outlets and partnering with network members whose focus is equitable access in conservation policy.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • HOC works to include one to two clear sentences on equitable access in 1-2 federal ocean policies; and • HOC hosts 2 mini-trainings or 1 training with partners on equitable access to coastal and ocean habitats. HOC increases ocean literacy on equitable ocean access to coastal habitats by leveraging HOC and partner social media platforms to share ocean literacy resources.

Governance and funding, 3-year goals

<p>Governance Goal 1: HOC follows an equitable and criteria-driven process for selection and/or review of a set of targeted federal policies each year.</p> 	<p>Strategy 1: Develop a systematic approach to incorporating data, goals, and stakeholder and member input for selection of policy priorities by spring 2023.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Systemic approach is developed, implemented, and clearly communicated with members.
<p>Governance Goal 2: Ensure guidelines and actions are developed and implemented for diverse, equitable, and inclusive governance of HOC.</p> 	<p>Strategy 1: Develop process to create and advisory council with Lacy Consulting in 2022; Launch an advisory council that is reflective of the communities that the HOC serves.</p> <p>Strategy 2: Increase participation of current and future network members in an inclusive and equitable process to gather and share information and partner priorities.</p> <p>Metric:</p> <ul style="list-style-type: none"> • Complete foundational justice, equity, diversity, and inclusivity audit and strategic plan in 2022; and • HOC develops an equitable and diverse advisory council in 2023.
<p>Funding Goal: Ensure HOC has the capacity and financial sustainability to advance and implement their goals.</p> 	<p>Strategy: Identify and secure 2 new funding to maintain and grow HOC staff capacity.</p> <p>Metric:</p> <ul style="list-style-type: none"> • HOC increases funding by 25% above current funding levels in 2024.

Appendix A. Theory of Change



Appendix B. Works Cited

Beck et al. (2022). Return on investment for mangrove and reef flood protection. *Ecosystem Services*, Volume 56, August 2022, 101440

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Appendix C. Survey Results

The results of the HOC member survey are appended to the end of this report. The survey was administered through Qualtrics and shared by email with all HOC members in June of 2022, and a small incentive was offered to all who participated (e.g., a book or gift card for coffee).

Results from Healthy Ocean Coalition Membership Survey

SURVEY ADMINISTERED BY:

ELIZABETH SCHUSTER, SUSTAINABLE
ECONOMIES CONSULTING

LEANDER LACY, LACY CONSULTING SERVICES

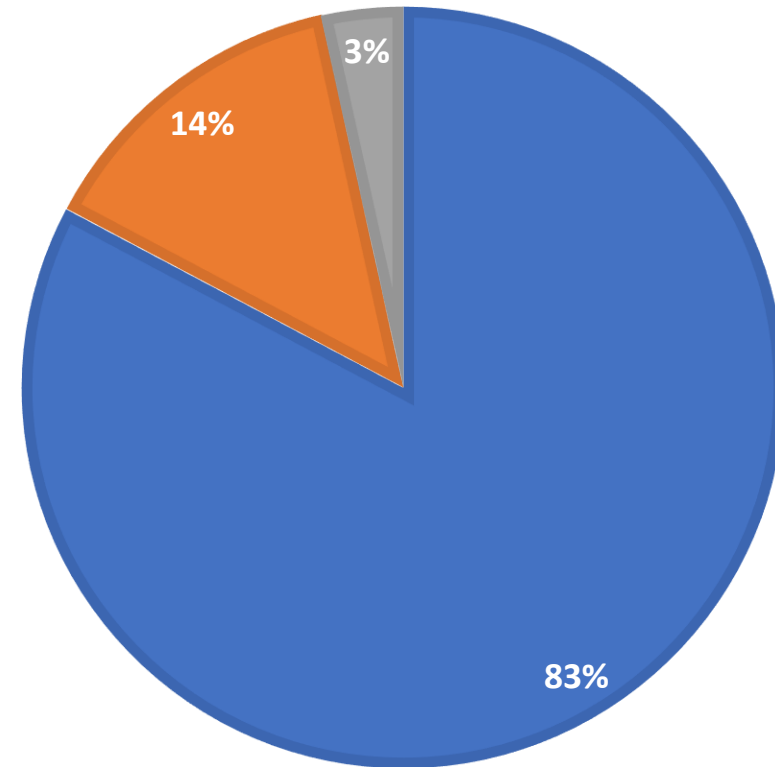
JUNE 2022



Total
responses: 29

ARE YOU A MEMBER?

■ Yes ■ No ■ Unanswered



What type of entity to you represent?

Nonprofit	62%
Myself	28%

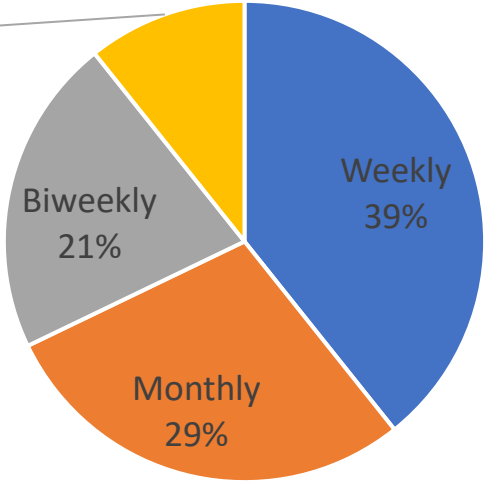
Scale and email frequency

At what scale should HOC work?

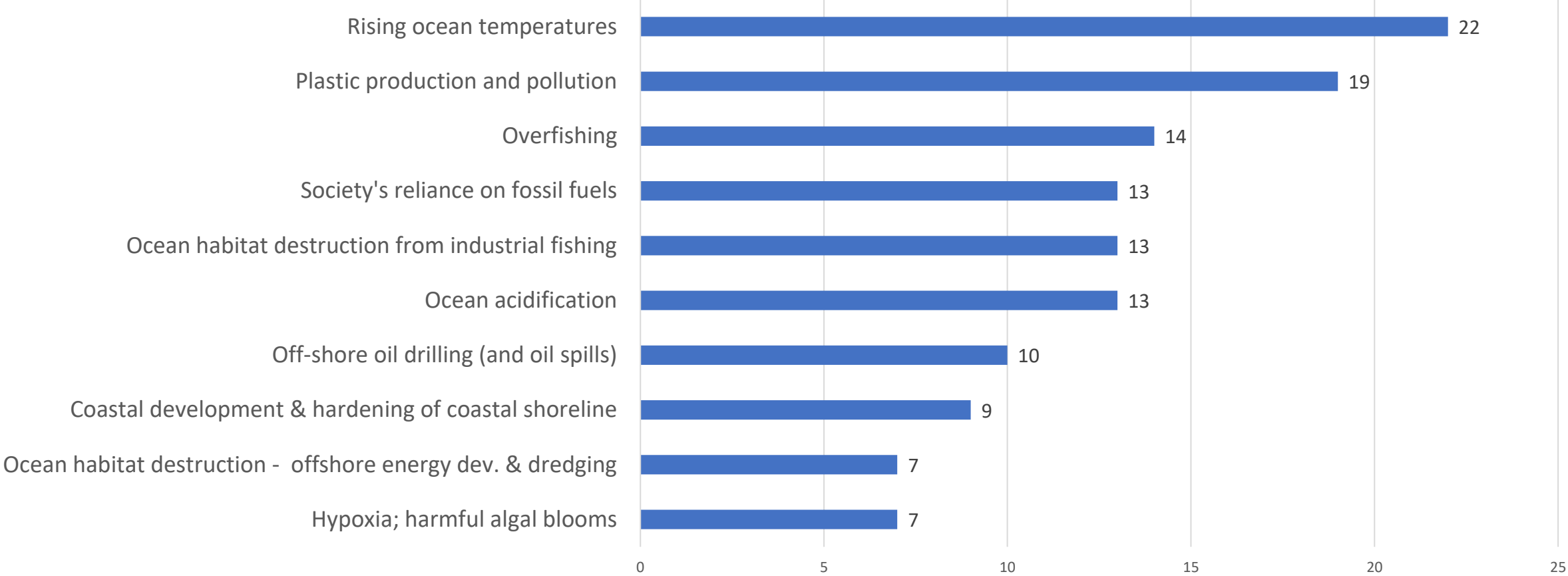
National	top choice
Multi-state	second
Local communities and specific geographies	third
Single state	fourth
Outside the United States	last

How often would you like to receive HOC emails?

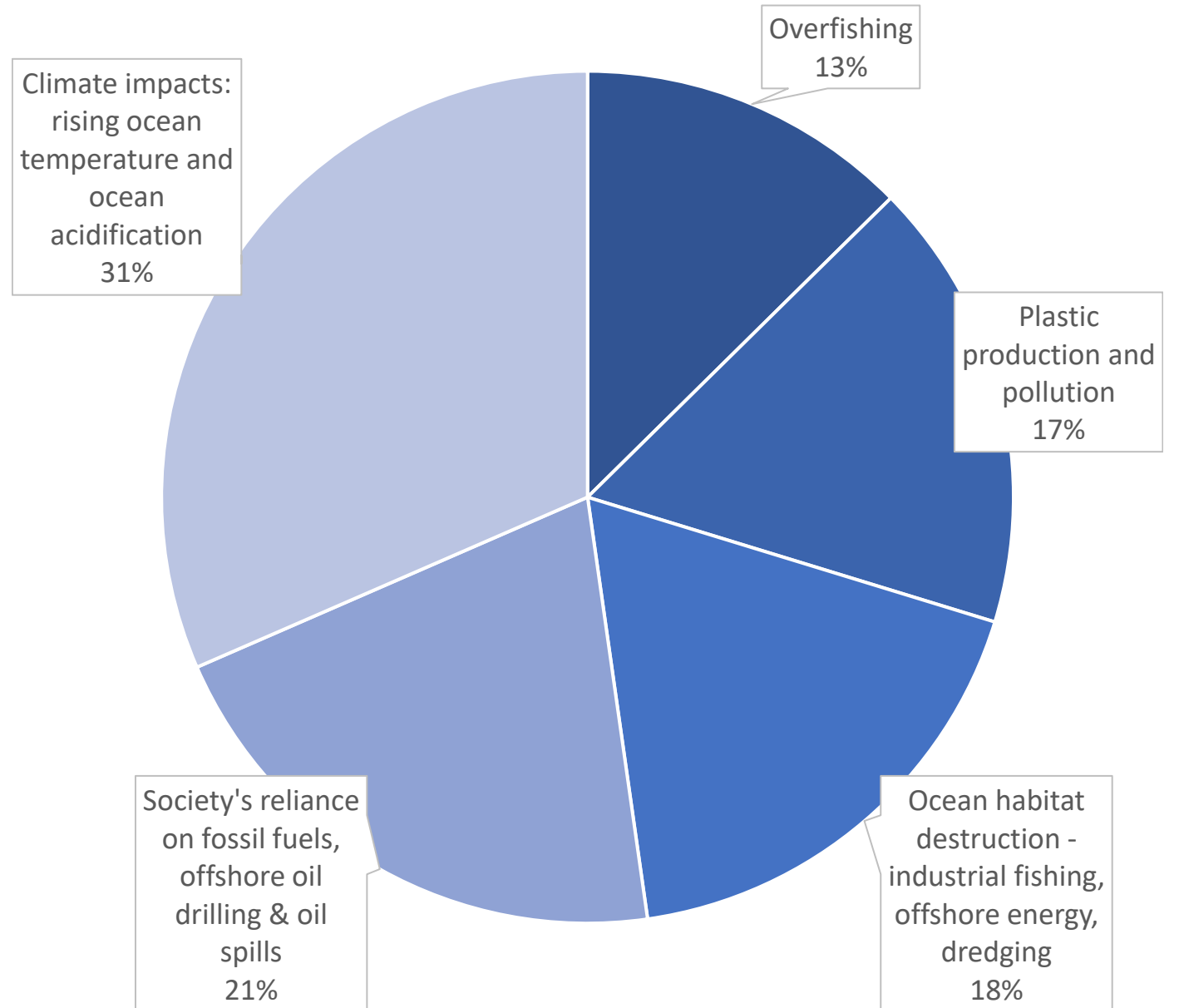
Every time a specific, relevant policy comes up where action is needed
11%



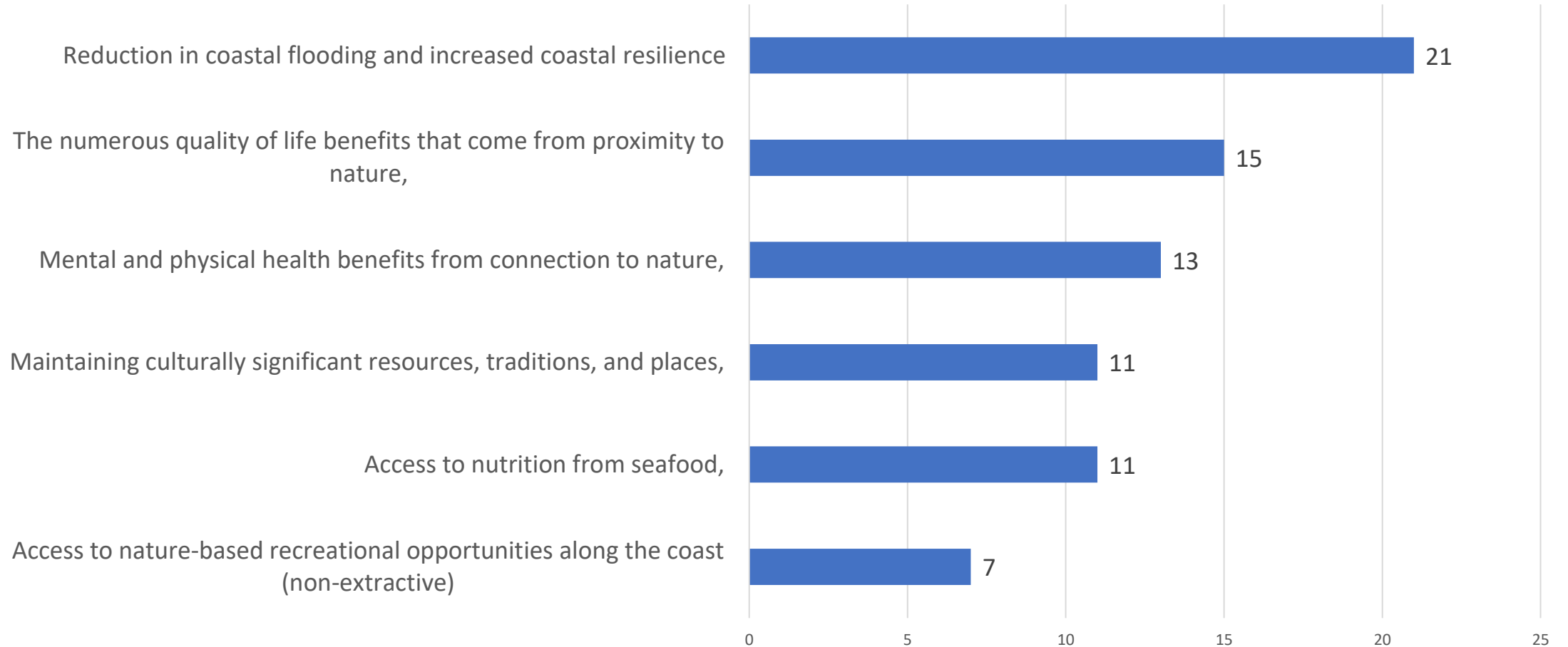
Top challenges you think are the biggest threats to Ocean Health (select no more than 5)



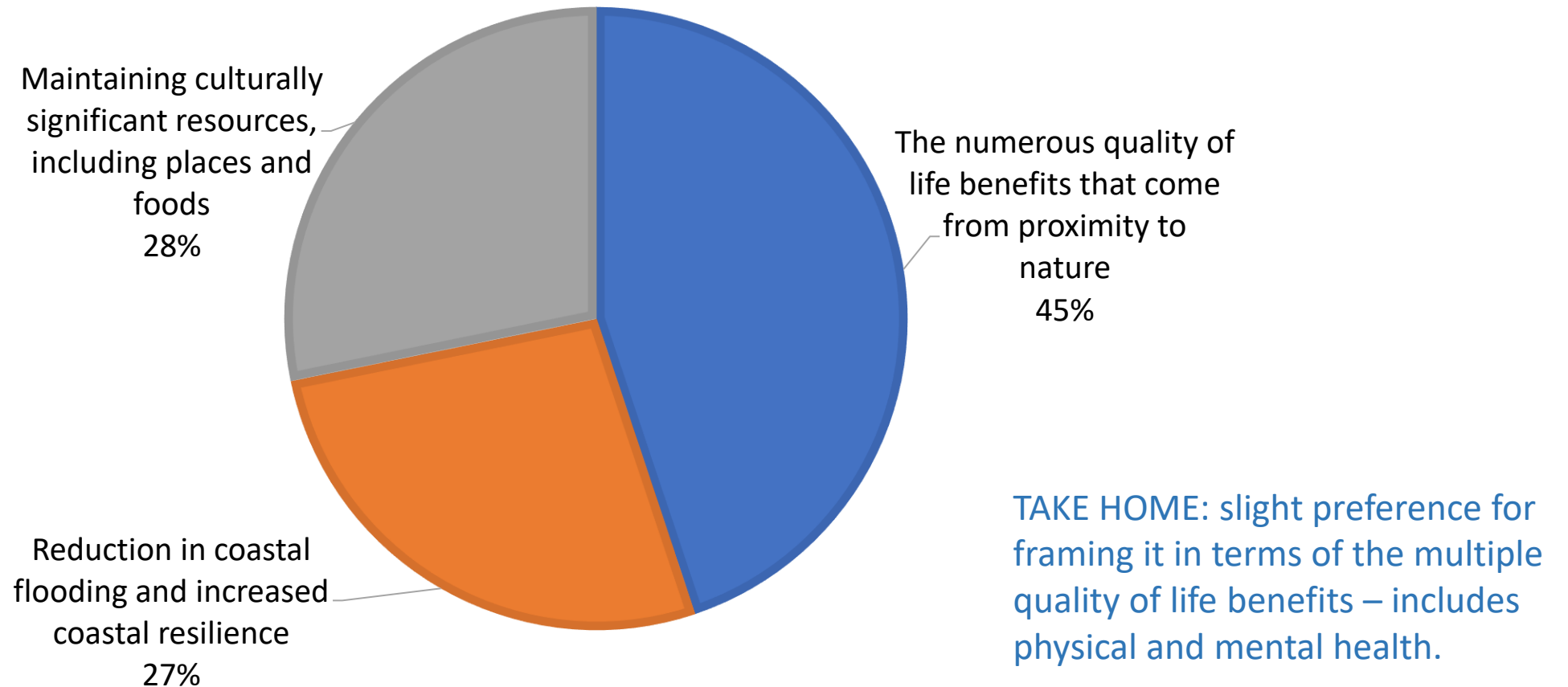
Top 5 challenges to ocean health




Most relevant benefits to communities from improved ocean health



Top 3 benefits to communities from improved ocean health



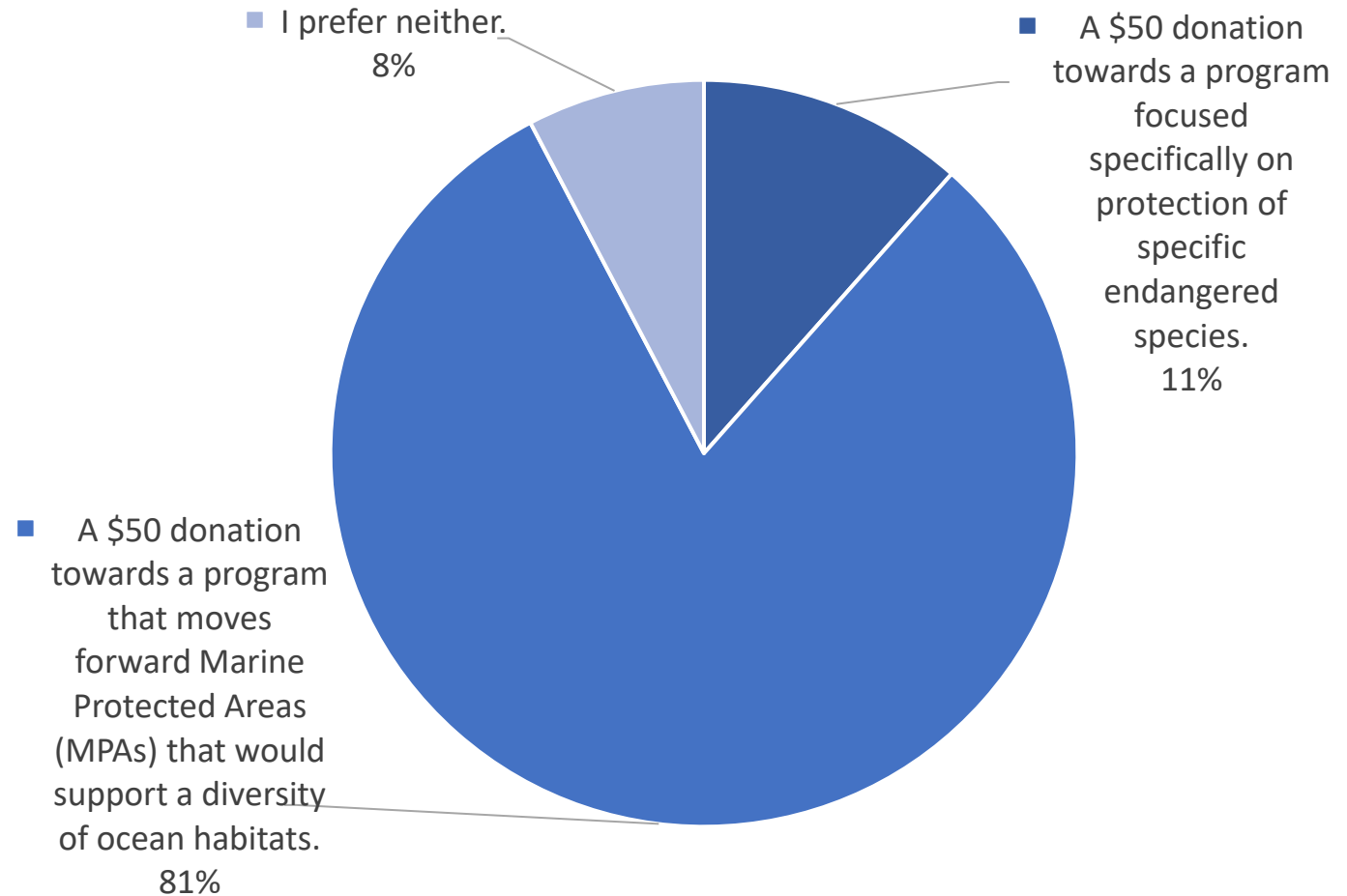


Please rank your level of agreement for the following statements on a 5-point scale, with 1 being strongly disagree and 5 being strongly agree.

TAKE HOME: everyone thought everything was important, but *slightly* lower priority for equitable access to coastal habitat and connection to nature

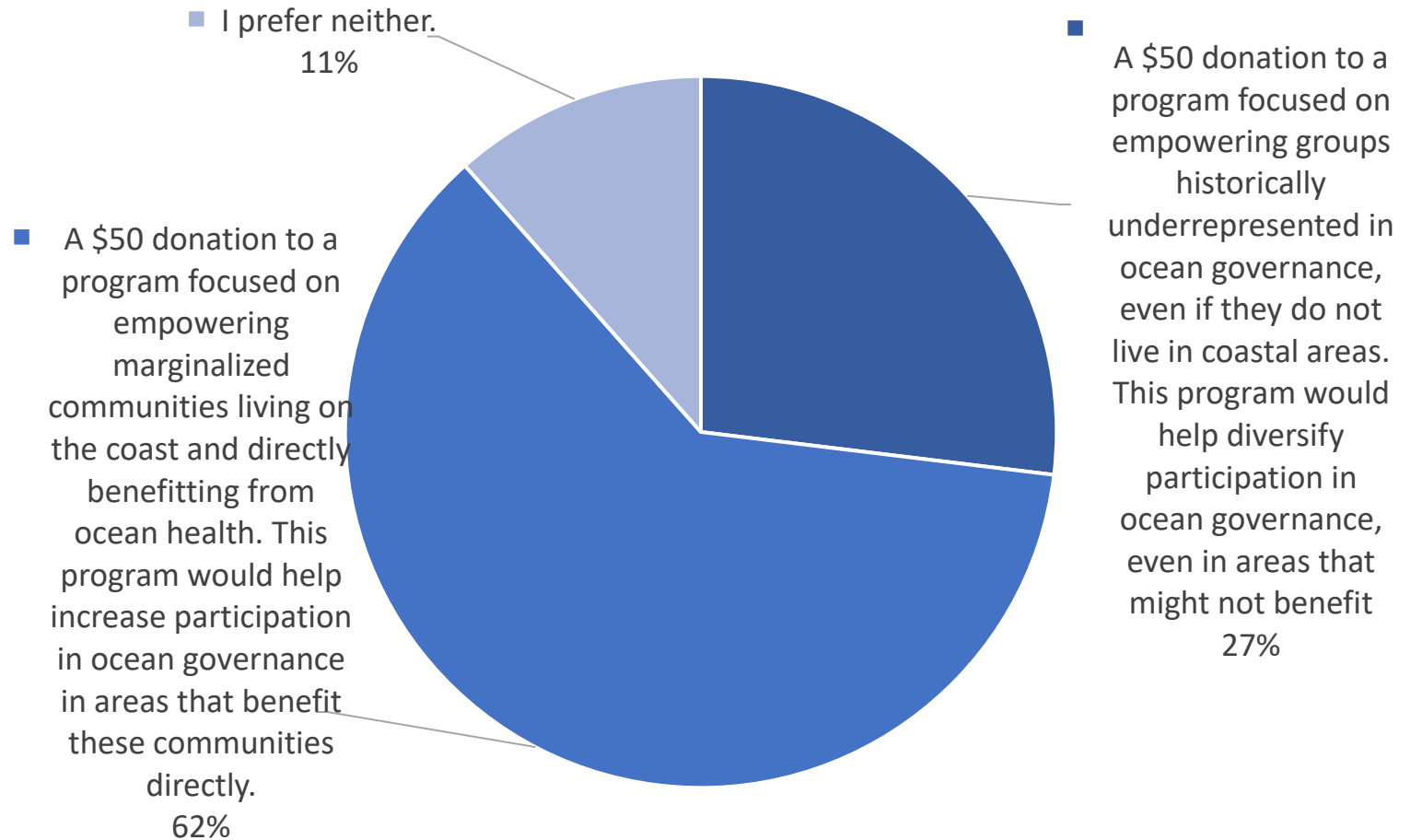
Increasing ocean literacy is a key strategy towards achieving greater protection for ocean habitat.	Most strongly agree
Greater understanding of how human communities benefit from the ocean would increase support for ocean conservation.	Most strongly agree
Increasing funding for agencies who manage ocean conservation is a priority to improve ocean biodiversity and habitat.	Most strongly agree
Ensuring more participatory processes and greater equity in ocean governance will increase the likelihood of passing future federal policies around ocean conservation.	Most strongly agree
Underresourced and underrepresented communities are facing the brunt of negative impacts from declining ocean health.	Most strongly agree
Policies that prioritize equitable access to coastal habitat and the ocean would increase constituent support for ocean conservation.	Most agree
Policies that prioritize a greater connection to nature for communities would increase constituent support for ocean conservation.	Most agree

For scenario 1,
please select
which of the
three options
is your
preference.



TAKE HOME: majority voted for prioritizing MPAs that would support a *diversity of ocean habitats*.

For scenario 2,
please select
which of the three
options is your
preference.



TAKE HOME: majority voted for prioritizing marginalized communities *living on the coast and directly benefiting from ocean health*

RESULTS:
Qualitative
questions & HOC
organizational
feedback



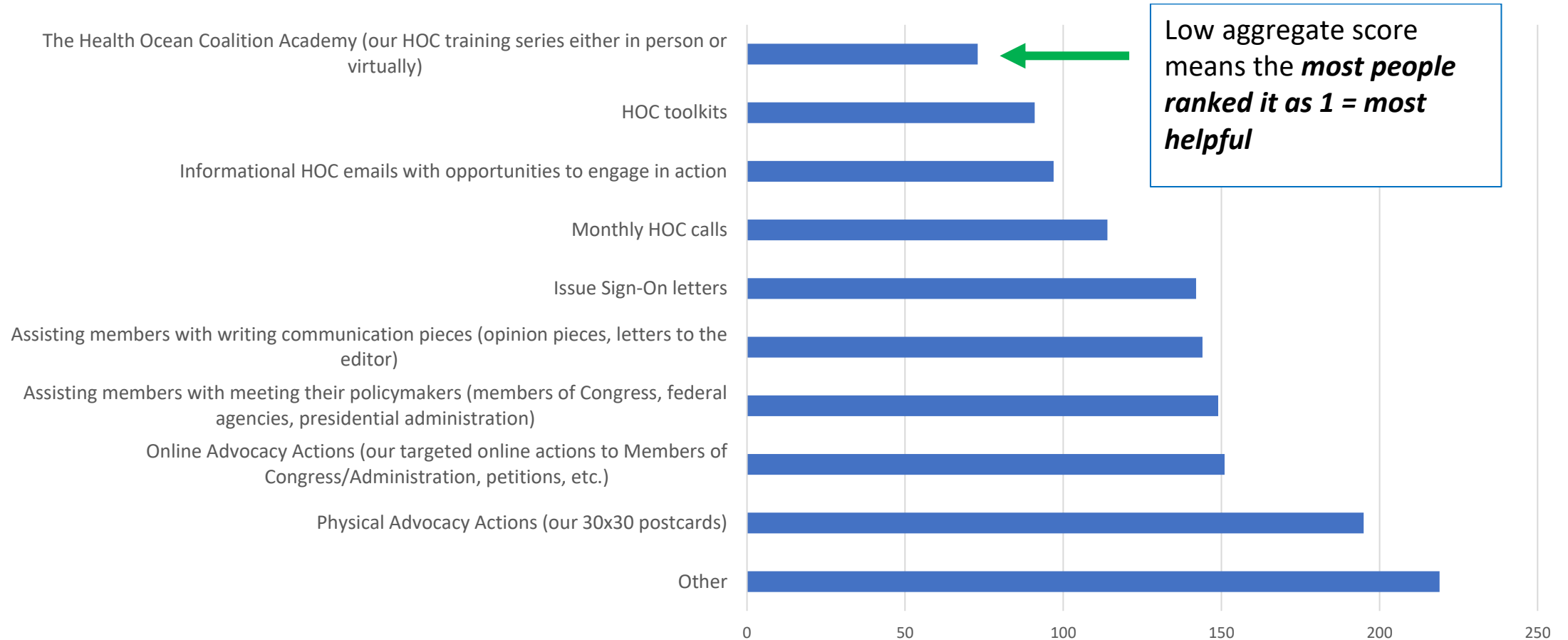
Which local communities and/or specific geographies would you prioritize?

- **Coastal Communities**, HOC listens locally and gives local communities national voice; a really great option where you would need to hold a "front line community summit"
- **Major metropolitan coastal areas**: Miami, Baltimore, Los Angeles, San Francisco, Seattle are examples
- Use similar criteria that is used with the Great Lakes region has **areas of ecological significance that have great impact from human activities** that are referred to as areas of concern.
- Taking a **watershed approach** would focus efforts in concentrated areas that affect a wide array of communities and habitats. For example, the Tijuana River estuary in Southern California.
- Hawaii - Communities by island

What actions can HOC take to be more inclusive or representative of the various identities that benefit from healthy coastal and marine habitats?

More DEI in advocacy trainings	<ul style="list-style-type: none"> • Target the HOC advocacy training and/or develop new type of training designed to prepare diverse individuals for entry into the HOC world. Support policies and funding opportunities that focus on this topic. • Continue educating the public.
More proactive outreach to build the coalition	<ul style="list-style-type: none"> • just keep up the proactive outreach to build broader coalition; help young people get into the field/on track to get into the field • connect with underrepresented communities to Bring them into the loop and this community • trying to appeal more to the "normal person;" someone who isn't a diver, or a "ocean lover," or a dedicated coastal clean-up volunteer... people who love and appreciate the ocean that aren't necessarily connected to it.
Empowering underserved communities	<ul style="list-style-type: none"> • Empowering communities that are underserved or disadvantaged to be aware of the impacts they can make in their community and that they are even able to advocate for their own needs • Outreach to under represented identities • It seems like HOC is already on the right track! But, better integrating Indigenous stewardship and lower socioeconomic / blue collar coastal communities • proactive outreach to local communities, working with student groups, outreach to state and local elected officials
Amplify voices of minority led nonprofits	<ul style="list-style-type: none"> • Search out non-profits that are founded by non-white leaders. Listen and support them. Ask them for guidance. • HOC does a great job sharing and elevating information from diverse sources; having a more formal network to share action opportunities, elevate messaging, and regular presentations/meetings with minority-led and focused groups working on coastal and marine issues. • Continue to amplify voices and share from an Environmental Justice lens • You're doing a pretty good job of it already. Maybe reaching out to more local groups that serve EJ communities? I feel like a lot of those groups work at the local level rather than regional or national. • Identify BIPOC led ocean organizations and ask how HOC can best support them.
Have a diverse advisory council	<ul style="list-style-type: none"> • Convene a diverse (geographic location, age, race, vocation, etc.) advisory council to guide and inform outreach efforts • Organize a steering council from the academy/ambassadorship programing
Public access	<ul style="list-style-type: none"> • public access to swimming beaches; rewilding and returning to public access lands that are private and inundated by sea level rise • Community outings.

Rank below the most helpful tools for your advocacy that HOC provides, from most to least helpful activities.



There was a good amount of variation with the previous question, *most helpful tools for your advocacy that HOC provides*.

Examples of heterogeneity of responses:

- Although most people ranked HOC tools kits very high, 3 people found them the least helpful.
- Although most people ranked Physical Advocacy Actions (our 30x30 postcards) least helpful, a one ranked that as the most helpful.

Take home: even though some tools are less popular, there are some individuals who find them useful.

Other tools they would find useful:

- Community building
- More collaboration with other networks and coalitions

Version 2: most helpful tools for your advocacy that HOC provides. Anything in the green box was ranked in the top 3 of most helpful tools.

Ranking, most to least helpful	Most helpful: top response	Most helpful: second most popular response
1	The Health Ocean Coalition Academy (our HOC training series either in person or virtually)	HOC toolkits
2	HOC toolkits	Informational HOC emails with opportunities to engage in action
3	Monthly HOC calls	Assisting members with meeting their policymakers (members of Congress, federal agencies, presidential administration)
4	Issue Sign-On letters	Informational HOC emails with opportunities to engage in action
5	Informational HOC emails with opportunities to engage in action	Monthly HOC calls
6	Assisting members with meeting their policymakers (members of Congress, federal agencies, presidential administration)	Issue Sign-On letters
7	Assisting members with writing communication pieces (opinion pieces, letters to the editor)	Issue Sign-On letters
8	Online Advocacy Actions (our targeted online actions to Members of Congress/Administration, petitions, etc.)	Physical Advocacy Actions (our 30x30 postcards)
9	Physical Advocacy Actions (our 30x30 postcards)	Assisting members with writing communication pieces (opinion pieces, letters to the editor)
10	Other	NA

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