

# Growing Greener Coalition

## STRATEGIC PLAN

v. 2019.03.07

*From mid-2018 into 2019, the planning group reflected on the lessons learned from the Growing Greener Coalition’s past work and, through a series of facilitated group meetings and task subgroup efforts developed consensus for a start-from-scratch reboot of the coalition and its work. Participants addressed a broad range of material: from basic questions about the requirements of partnership and the goals and principles of the coalition to details regarding the coalition’s future educational and advocacy campaigns.*

*This document encapsulates the work of the participants in two main sections:*

*Coalition Blueprint and Appendices*

*Programmatic Action Plan*

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## COALITION BLUEPRINT

### Vision

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The Growing Greener Coalition envisions our present generation committing to make the financial investments that, when coupled with appropriate regulation, will:

- restore our rivers and streams to the healthy, life-serving, job-creating, economy-supporting natural resources that they all once were;

- conserve the lands needed to safeguard our drinking water, reduce flooding, support wildlife, secure food supplies, provide recreation, preserve scenic beauty, and strengthen communities; and
- provide ample opportunities to the public for outdoor recreation and connection to our natural heritage.

## **Mission**

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The mission of the Growing Greener Coalition is to ensure the health, prosperity, and security of people everywhere in the Commonwealth by advocating for public investment in cost-effective, nature-based solutions for safeguarding our drinking water, cleaning up our rivers and streams, and reducing flooding; conserving the lands necessary for protecting wildlife, sustaining farm economies, and supporting other community needs; and providing for outdoor recreation.

## **Goals**

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1. Persuade decision-makers to greatly boost the state's investments in cost-effective, nature-based solutions for safeguarding our drinking water, cleaning up our rivers and streams, and preventing floods; conserving the lands necessary for protecting wildlife, sustaining farm economies, and supporting other community needs; and providing for outdoor recreation.
2. Ensure no diminution of the funding streams dedicated by the General Assembly to the *Environmental Stewardship Fund*, the *Keystone Recreation, Park and Conservation Fund*, farmland preservation, and the *Marcellus Shale Legacy Fund*, or reductions in state funds that leverage federal, environmental investments in Pennsylvania.
3. Ensure that state agencies efficiently, appropriately, and effectively utilize the dedicated funding streams for making grants and implementing projects and programs.

## **Guiding Principles**

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- The GGC will not pursue legislative strategies and will not support legislative proposals that link expanded state investments with proposals that GGC partners believe to be harmful to the environment.
- As a coalition built for protecting and expanding state investments, the GGC directs its attention and energies to this purpose. The GGC will not take positions or advocate on other public policy matters unless the coalition's partners *are unanimous* in agreeing to such actions.
- The GGC will not participate or intervene in any political campaign on behalf of or in opposition to any candidate for public office or any political party.

## **Who is the GGC?**

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The GGC is an unincorporated association of organizations—partners—that have come

together to better leverage their collective resources to advance the vision, mission, and goals of the coalition.

### **Partner Qualifications**

GGC partner organizations must be not-for-profit organizations guided by missions to advance nature-based solutions for safeguarding our drinking water, cleaning up our rivers and streams, and preventing floods; conserve the lands necessary for protecting wildlife, sustaining farm economies, and supporting other community needs; or provide for outdoor recreation.

(The Coalition may work in collaboration with non-qualifying organizations but such alliances do not make those organizations eligible for partner status.)

### **Partnership Obligations**

GGC partner organizations must do all of the following:

1. **Financially support** the coalition. This can include raising money from third parties and in-kind support from the organization but must also include direct cash support per the policy of the coalition. (See the appendix “Growing Greener Coalition Dues.”)
2. **Lobby public officials**—directly and through grasstops and grassroots contacts—for GGC legislative initiatives.
3. **Report back** to the GGC on lobbying actions and results.
4. **Disseminate and amplify GGC messages** using social media, emails, websites, newsletters, and other outreach tools as appropriate to the organization.
5. **Participate** in meetings of the partners.

Partners also, as appropriate to the organization, must do at least one of the following:

- Help get people to GGC-sponsored events and activities.
- Connect legislators to projects supported by state investments via site visits.
- Promote GGC agenda to the media (e.g., reaching out to press contacts when a GGC-supported bill drops, submitting letters to the editor and op-eds, and discussing GGC priorities at editorial board meetings).
- Use the Conservation Voters of PA list-enhancement process to better understand and tap the potential of their contacts to affect public policy.

### **Other Forms of Association with the Coalition**

The GGC may establish pathways for other organizations and individuals to assist and otherwise engage in the Coalition’s work. Initially these pathways and labels for those engaged in those pathways are as follows:

- Supporting organizations: NGOs, businesses, and governments that financially support the work of the Coalition but are not partners.
- Endorsing organizations: NGOs, businesses, and governments that endorse the Coalition’s goals.

- Individual associates: Individuals who financially support the work of the Coalition.
- Agency liaisons: Representatives of state government designated by their respective agencies and who the GGC seeks guidance from in shaping its efforts.

### **Philosophy Underpinning the Coalition**

The partners do not intend that the coalition become an institution—a self-perpetuating entity seeking permanence for itself. Rather, it is a *tool of the partners* for advancing a particular agenda and may be dismantled or modified by the partners to address changing circumstances. To the extent coalition partners see themselves as separate from the coalition—if they distinguish between *us* (a partner organization) and *them* (the coalition)—this runs counter to the goal of working in partnership.

The coalition, recognizes that its main strength will be in its partners, each with issues and constituents more directly tied to decision makers and the media than the coalition as a whole. As such it seeks to have its partners and allies speak individually and loudly with mutually reinforcing messages unified in purpose regarding coalition concerns. The coalition serves an important part in serving as a platform for creating and disseminating common messages for its partners and allies, but its direct delivery of these messages to legislators, the media, and other interests should generally be complementary of the multitude of voices and, even if sometimes the leading voice, should not unduly dominate the work of the coalition.

### **Rules of Engagement for Partners**

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1. The GGC strives for consensus in its decision-making, meaning its partners' representatives will seek to find solutions that everyone actively supports, or, if not, at least can accept for the sake of group cohesion. (Per the GGC's guiding principles, certain decisions require unanimity.)
2. Partners will keep their policies and actions generally consistent with those of the coalition. If a partner holds a position or intends to act at cross-purposes to the coalition's work, the partner will disclose this difference and offer to explore reconciliation, and if irreconcilable, offer its resignation from the coalition.
3. Partners will keep any GGC disputes civil and internal.
4. Partners will be discrete in discussing GGC deliberations outside of GGC settings.

### **Operations**

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#### **Governance and Management**

The Coalition is organized around a steering committee made up of representatives designated by partner organizations and an executive committee elected by the steering committee. The powers and operation of these committees are described in the Appendix "Coalition Governance and Operating Rules."

The steering and executive committees will build standing committees and *ad hoc* teams as needed to effectively advance the Coalition's work.

The executive committee may appoint a coalition coordinator to manage the day to day activities of the Coalition. The position of coalition coordinator is also described in the Appendix “Coalition Governance and Operating Rules.”

## **Communications**

### **Internal Communications**

The GGC will design and implement effective and efficient internal communications using processes and tools attuned to the people of the GGC.

- The executive committee will make reviews of communications between committee members, partners, and the coalition coordinator a frequent part of its meetings in the first year under the strategic plan, address the topic at least annually thereafter, and assist the coalition coordinator in implementation of and changes to communications processes as needed. The steering committee will address the topic of internal communications at least annually as well.
- The GGC will maintain a CRM platform that will provide complete and up-to-date data on legislative officials and staff; easily match grass-tops contacts to legislative districts; enable easy tracking of contacts between GGC stakeholders and legislative offices; and denote significant relationships between contacts and legislators or their staff. [This action is also applicable to external communications.]

### **External Communications**

The executive committee will be mindful of the GGC’s operating philosophy of emphasizing the many voices of its partners (with mutually reinforcing messages), and complementing rather than dominating messaging.

While the coalition coordinator may be empowered to speak for the Coalition generally, it is intended that external communications—particularly those likely to have a larger ultimate distribution—be issued by or under the name of the executive committee chair, vice chair, or other committee member as deemed appropriate and authorized by the executive committee for the specific occasion(s).

The GGC will identify and implement effective systems to communicate with decision-makers and their aides, the media, and the GGC’s supporters and other allies.

- Establish and implement a social media plan.
- Establish and implement a broader external communication plan including web and email outreach.

The GGC’s logo and other elements of its identity are described in the Appendix “Coalition Identity.”

## **Development**

The Coalition will seek financial support and establish staffing and contractor support for the coalition consistent with available funding. (See the evolving draft budget prepared for GGC planning meetings.)

# COALITION BLUEPRINT APPENDICES

## Coalition Governance and Operating Rules

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### Steering Committee

The GGC will have a steering committee made up of one designated representative from each partner organization.

1. Membership
  - a. Each partner organization must designate a specific individual to be their representative to the GGC. Said individual will remain the designated representative until and unless the partner organization specifically designates a new representative.
  - b. Partner organizations also may (but need not) designate an alternate representative to attend, speak for, and vote on behalf of the organization if the representative cannot be present at a meeting.
  - c. Representatives must be designated at least 72 hours before a meeting to participate in a vote or count towards quorum.
  - d. Each representative must serve on at least one standing committee or other working group of the GGC.
2. Powers
  - a. The steering committee will have final authority on all matters, including GGC positions on policy and legislation.
  - b. The steering committee will elect an executive committee of no fewer than three and no more than nine members to advance and implement the program and work of the coalition.
  - c. The steering committee delegates decisions on all matters, including GGC positions on policy and legislation, that arise between its meetings to the discretion of the executive committee.
  - d. (Committee members are not authorized to speak or otherwise act in the name of the Coalition unless specifically authorized by the committee.)
3. Meetings
  - a. The steering committee will meet at least quarterly and in person at least once a year. Additional meetings, in person or by telephone, may take place as needed at the discretion of the executive committee.
  - b. Quorum at regularly scheduled meetings will consist of 50%+1 of the designated representatives of partner organizations. If a partner organization has not designated a representative, said position will not count towards quorum.
  - c. Annual and other regularly scheduled meetings will be noticed via email at least two weeks in advance; a single reminder will be sent, with a final

agenda and any materials for the meeting, 72 hours in advance.

- d. The executive committee may call meetings of the steering committee as needed to seek consensus or guidance on important or controversial questions. As much notice as possible will be given for such irregular meetings; such meetings will have an agenda circulated in advance. Quorum for such meetings will be 2/3 of the designated representatives (or designated alternates) of the partner organizations.

#### 4. Officers

- a. The chair and vice-chair of the executive committee will serve as the chair and vice-chair of the steering committee.

#### 5. Procedure

- a. The steering committee will operate by consensus to the greatest extent possible; consensus is defined as finding solutions everyone can accept or defer to, even if they differ or dissent. When no consensus is possible regarding a matter that reasonably must be addressed, a simple majority vote will determine issues.
- b. Steering committee actions contrary to the Guiding Principles of the GGC require unanimity.

### **Executive Committee**

The GGC will have an executive committee elected by the steering committee

#### 1. Membership

- a. There will be no less than three and no more than nine members of the executive committee.
- b. Executive committee members must be members of the steering committee.
- c. The partner organization represented by the executive committee member must be committed to pay at the higher level of base dues as set for partners represented on the executive committee.
- d. Executive committee members must be ready and able to actively chair committees and ad hoc teams for the GGC.
- e. Executive committee members must be able to commit substantial hours annually to the GGC and provide that time as needed.
- f. The executive committee may appoint other willing members of the steering committee or staff from partner organizations to chair committees and teams as needed. In such cases, such people may be invited to participate in executive committee deliberations, but will not formally have a vote.

#### 2. Selection and Removal

- a. Executive committee members are selected by majority vote of the steering committee and serve for a set term of two years unless they

resign or are removed by the steering committee.

- b. Executive committee members may resign at any time.
- c. Executive committee members may be removed by a vote of the steering committee at any regular meeting of the steering committee. The steering committee may also remove an executive committee member at an irregular meeting called by the executive committee itself, provided consideration of said removal action is noted on the advanced agenda.

### 3. Powers

- a. The executive committee will act in lieu of the steering committee on all matters between steering committee meetings subject to the consultation requirement of the section immediately below. This includes, but is not limited to, decisions to support legislation, take public positions, issues statements, and spend funds.
- b. The executive committee will schedule meetings of the steering committee as needed.
- c. The executive committee will appoint the coalition coordinator.
- d. (Committee members are not authorized to speak or otherwise act in the name of the Coalition unless specifically authorized by the committee.)

### 4. Consultation

- a. To the extent reasonably possible without unduly hampering the effectiveness of the Coalition in both the short and long-term, the executive committee will seek to consult with the steering committee prior to taking actions for which no precedent exists to guide the committee and which are likely to engender substantial concerns of partners.
- b. Consultation preferably will involve a quorum of the steering committee meeting by phone or in person. But if achieving a quorum is not feasible, an online (e.g., email or message board) discussion or phone call(s) with less than a quorum of steering committee members is preferable to nothing.

### 5. Meetings

- a. The executive committee will maintain a regular schedule of monthly meetings, but may choose to cancel or reschedule those meetings, or schedule additional meetings, as needed.

### 6. Officers

- a. The executive committee will elect from among its members a chair and a vice-chair and any other position deemed necessary.
- b. Officers will be elected for two-year terms.
- c. All such officers will also serve the same role for the full steering committee.



## 7. Procedure

- a. The executive committee is responsible for ensuring that steering committee members receive written regular updates of major decisions made and actions taken, as well as those that are anticipated as far as practical. It is understood that some decisions will not be anticipated, but arise and need resolution in short order and without prior notification. The committee may delegate this task to the coalition coordinator.
- b. As with the steering committee, the executive committee will operate by consensus to the greatest extent possible; consensus is defined as finding solutions everyone can accept or defer to, even if they differ or dissent. When no consensus is possible regarding a matter that reasonably must be addressed, a simple majority vote will determine issues.
- c. The executive committee must not take actions contrary to the Guiding Principles of the GGC.

### **Coalition Coordinator**

The executive committee may delegate responsibility for coordinating and overseeing the GGC's day-to-day operations to a "coalition coordinator."

#### 1. Qualifications

- a. The coalition coordinator must be a paid staff member of a partner organization.
- b. The partnering organization directly employing the coalition coordinator will be expected to allocate to GGC management a substantial portion of the person's time.

#### 2. Accountability

- a. The coalition coordinator will be appointed by the executive committee and will report to it regarding GGC activities. Day-to-day oversight of the coordinator's GGC activities will be the responsibility of the executive committee chair. (It is recognized that the arrangement entails the need for strong communications between the partner organization providing the coordinator and the executive committee and chair.)

#### 3. Authority

- a. The coalition coordinator is empowered to make commitments and public statements on the behalf of the coalition as they see fit and appropriate consistent with the directions, decisions, strategies, tactics, and parameters set by the executive committee (or by the steering committee as interpreted by the executive committee) or current plans adopted by the steering committee. These powers are subject to restriction and revocation at any time by action of the executive committee, or else by action of the steering committee at a regularly scheduled meeting.
- b. The coalition coordinator will not diverge from the directions, decisions,

strategies, tactics, and parameters set by the executive committee or steering committee. The coordinator will bring major decisions, including on whether to support specific legislative language or initiatives, or public positions by the Pennsylvania state government or its entities, to the executive committee.

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## **Coalition Dues**

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Partner dues will be assessed on an annual basis, the partnership year running from April 1 to March 31.

For 2019-20, an organization may become a partner based on a pledge to be paid as soon as reasonably possible but no later than January 16, 2020. For 2020-21 and thereafter, dues are to be paid prior to the start of the partnership year or upon the organization becoming a partner.

Dues may be paid directly by the organization or by another party that makes the payment explicitly on the organization's behalf and with the organization's consent.

The schedule of dues may be adjusted by the steering committee from time to time to reflect the changing needs of the Coalition.

### **Base Assessment**

\$1,000 annually for partner organizations not serving on the executive committee.

\$2,000 annually for partner organizations serving on the executive committee.

The base assessment must be paid in cash (no credit for in-kind contributions).

### **Supplemental Assessment**

Each partner organization is additionally assessed based on its prior year's expenses for operations in Pennsylvania. Capital expenditures and pass-through grants and payments do not count. For Pennsylvania-only organizations, this determination should be based substantially on their most recent federal tax return. In any and all other cases, organizations should make a good-faith estimate of these expenses. Supplemental dues will be:

- Operating expenses less than \$500,000 - none
- Operating expenses from \$500,000 - \$1,000,000 - \$500
- Operating expenses from \$1,000,000 - \$1,500,000 - \$1,000
- Operating expenses from \$1,500,000 - \$2,000,000 - \$2,000
- Operating expenses from \$2,000,000 - \$3,000,000 - \$3,000
- Operating expenses from \$3,000,000 - \$4,000,000 - \$4,000
- Operating expenses from \$4,000,000 on up - \$5,000

### **In-kind contributions to fulfill supplemental dues**

In-kind contributions of goods and services may be credited towards covering all or a portion of supplemental dues at the discretion and approval of the executive committee. Any in-kind contribution must have the following characteristics:

- The goods or services must fill specific operational shortcomings of the GGC or advance matters of compelling interest to the GGC.
- The goods or services must be "above and beyond" that expected generally from partner organizations.
- The value of the goods or services must substantially exceed the amount of cash

dues for which they are substituting.

Credit for in-kind contributions is subject to the following rules:

- The executive committee may but has no obligation to identify in-kind needs and opportunities for each partnership year. Ultimately, the burden is on the organization seeking to receive credit for in-kind contributions to develop and propose a plan for providing in-kind goods or services satisfactory to the committee.
- The executive committee will use its discretion in evaluating and crediting in-kind contributions to supplemental dues obligations. It will not delegate evaluation and decision-making in this regard.
- The in-kind support ultimately delivered must be verifiable, documented, and reported to the executive committee in the year it is provided.

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## Coalition Identity

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The Coalition will maintain its identity as follows:

- The Coalition will retain the name “Growing Greener Coalition.”
- The Coalition will use the following logo and its component illustrative elements, fonts, and colors in branding its communications:



- Type: Avenir Heavy/Avenir Medium
- Blue: #4893C4 (R72, G147, B196)
- Green: #859C3C (R133, G156, B60)
- Brown: #523A28 (R82, G58, B40)
- For describing the Coalition’s work in brief, the Coalition will continue to use the general purpose slogans/tags:
  - “Keep PA Growing Greener”
  - “Protect water, conserve land, improve communities”
- The Coalition will maintain its main web presence at <https://pagrowinggreener.org>
- The Coalition will maintain its general email address at [info@pagrowinggreener.org](mailto:info@pagrowinggreener.org).

# PROGRAMMATIC ACTION PLAN

## First Objectives

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While guarding against potential reductions in state funding commitments, greatly boost the state's investments in cost-effective, nature-based projects that help:

- restore and protect waterways,
- safeguard drinking water, and
- reduce flooding.

Prioritize projects providing multiple public benefits and the greatest long-lasting benefits for the cost.

## Develop and Maintain Public Policy Proposals

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### Develop and Maintain Revenue Proposals

The Coalition will develop, maintain, and, as appropriate to the politics at hand, revisit proposals for how to fund state environmental investments.

The Coalition sees advantage in focusing on potential funding sources which have a nexus with the environmental needs to be addressed.

During this plan's development, the GGC identified a dozen possible funding sources as having potential. See the Coalition's 2019 report "Potential Revenue Options to Support Environmental Investments."

The Coalition strongly prefers ongoing, dedicated sources of funding to finance environmental investments, but could also support bonding as a stopgap measure, with debt repayment made via the general fund or new revenue flows.

### Develop and Maintain Spending Proposals

The Coalition will develop, maintain, and, as appropriate to the politics at hand, revisit concepts and proposals for enhanced state investments in nature-based solutions for ensuring safe drinking water, protecting and restoring the health of waterways, and reducing flooding.

- Focus on high-performance, nature-based solutions—green infrastructure—to accomplish this work.
- Draw and build from the "Growing Greener Coalition Case Statement for educating and advocating for nature-based solutions that ensure safe drinking water, protect and restore the health of waterways, and reduce flooding" (most recently updated on 11/9/2018).

### **Key Activities to Accomplish Policy Development Goals**

- Regularly canvass legislative leaders, allies, and other key General Assembly members to understand their water concerns, preferences, and priorities.
- Evaluate the feasibility and ease of messaging, marketing, rallying support, and otherwise advocating for potential proposals.

- Evaluate the potential for legislative success for potential proposals.
- Consider how any proposal fits into the context of Chesapeake goals and mandates and other regional factors.

## **Advocate for State Investments**

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### **Advocate for Enhanced Funding and Investments**

During each legislative session, the Coalition will advocate for the revenue and spending proposals it prioritizes:

- Educate and lobby for the concepts and the introduction and passage of legislation as appropriate.
- Couple programmatic investment proposals with revenue proposals to fund the spending to avoid legislators being able to claim credit for spending proposals that will never move forward for lack of revenue.
- Only credit legislators for actions that include support for revenue to fund new state investments.
- Call attention to the actions of decision makers in support of and counter to the coalition's goals (while respecting the Coalition's principle of not electioneering).
- Discourage outcomes that would politicize state environmental investments (e.g. using CFA rather than agency grant systems)

### **Safeguard Existing State Investments**

The Coalition will work to ensure no diminution of the funding streams dedicated by the General Assembly to the Environmental Stewardship Fund, the Keystone Recreation, Park and Conservation Fund, farmland preservation, or the Marcellus Shale Legacy Fund, or reductions in state funds that leverage federal, environmental investments in Pennsylvania.

- Support, reinforce, and supplement existing partner efforts to educate legislators on the importance of existing state investments (e.g., the Pennsylvania Land Trust Association's program in support of the Keystone Recreation, Park and Conservation Fund).
- Lead and join in efforts to defend against threats to divert dedicated environmental funds or otherwise harm state investments supported by the funds.

### **Key Activities to Accomplish Advocacy Goals**

- Determine highest priority districts and legislators to seek to influence during each legislative session.
- Meet with legislators in district offices and in Harrisburg.
- Engage grassstops and grassroots in legislative outreach.
- Provide incentives for legislative and administrative support for GGC priorities by recognizing and publicizing the actions and statements of elected and appointed

officials on those priorities (while respecting the Coalition's principle of not electioneering).

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## **Educate the Public**

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### **Frame Communications Around Existing Funding Sources and Programs to Optimize Impact**

The Coalition will optimize communications to maximally market and acknowledge the crucial need for existing state environmental investments.

### **Encourage State Agencies to Change Marketing**

The Coalition will encourage state agencies to focus on crediting the state environmental investment fund rather than their agency-branded programs in their marketing of achievements, including signage, print reports, and web communications:

- DEP grantees presently put up signs crediting "Growing Greener Plus." This makes sense for labeling the bundle of funding sources that prospective grantees can apply to for grants but does not serve to inform legislators and the public as to where the money actually comes from (and thus the funding source that needs to be protected if such projects are to continue.)
- DCNR has grantees credit the funding source (e.g., Environmental Stewardship Fund) and its agency brand "Community Conservation Partnerships Program" (C2P2) as well as the department and the Bureau of Recreation and Conservation. Again, C2P2 makes perfect sense as a label for a bundle of grant sources to direct prospective grantees to but does not inform legislators or the public of the value of the funding source. The lengthy verbiage in DCNR credits also hugely dilutes and damages the marketing impact of naming the funding source.

### **Encourage Grantees to Consistently Market Funding Sources**

Beyond the signage and other requirements set by granting agencies, the Coalition will encourage grantees to specifically and accurately cite funding sources when communicating with decision-makers, the media, and their supporters.

### **Elevate Use of the Term "Environmental Stewardship Fund" Over "Growing Greener"**

The Coalition will consistently prioritize reference to the Environmental Stewardship Fund over its past marketing moniker "Growing Greener," particularly when educating on the benefits delivered by the ESF and advocating for its continuation or expansion. In addition, the Coalition will seek alternative terms to "Growing Greener" to describe future funding initiatives. Placing greater emphasis on the name Environmental Stewardship Fund provides several advantages:

- People often conflate the Growing Greener Coalition with the funding source, thinking that the coalition controls or is the recipient of all Environmental Stewardship Funds.



- The Coalition intends to defend several state investment funds, not just the Environmental Stewardship Fund.
- It is unnecessarily cumbersome to have to explain that Growing Greener is the Environmental Stewardship Fund and vice versa.
- Some legislators view the CFA's Marcellus funds as being part of Growing Greener. This is not helpful for positioning new funding initiatives to optimize management of state environmental investments.
- Some people view Growing Greener II bond-funded program negatively. This helps prevent this negativity from impacting views of the Environmental Stewardship Fund.
- The term Growing Greener no longer has the cache of being a new, fresh initiative; rather, it's something that past legislators and governors accomplished.

On the flipside, some (perhaps many) people think positively about and are familiar with "Growing Greener" as a program name, thus the Coalition is prioritizing use of "Environmental Stewardship Fund" rather than exclusively moving to its use—at least in the near term.

### **Develop and Implement a Six-Year Education Campaign**

The Coalition will develop and implement a six-year educational campaign to elevate and transform the public's concern for safe drinking water, healthy waterways, and flood prevention into strong public demand for implementation of nature-based solutions to address these concerns.

A six-year campaign, beginning in 2019, allows time both to change public attitudes and to potentially benefit from shifts and inflection points in state politics.

The goals of this campaign will include:

- Educate the public on the need to restore and protect waterways, safeguard drinking water, and reduce flooding.
- Educate the public on GGC's proposed solutions to restore and protect waterways, safeguard drinking water, and reduce flooding.
- Educate the public on the actions and statements of public officials regarding restoring and protecting waterways, safeguarding drinking water, and reducing flooding (while respecting the Coalition's principle of not electioneering).
- Create public support for action to restore and protect waterways, safeguard drinking water, and reduce flooding and for GGC's proposed solutions specifically.

Activities for the public education campaign include:

- Name/brand the water-centric campaign.
- Further refine the "Growing Greener Coalition Case Statement for educating and advocating for nature-based solutions that ensure safe drinking water, protect and restore the health of waterways, and reduce flooding" (last draft dated 11/9/2018)
- Further refine the "Growing Greener Coalition Social Media Plan" (last draft dated

8/2/18).

- Identify target audience segments to focus education effort upon.
- Develop and test educational messaging—engaging professional messaging and opinion research contractors—using both polling and focus groups.
- Develop and implement an outreach campaign using the messaging.
- Ensure that the public policy education effort operates in a way that complements and reinforces outreach efforts conducted independent of the Coalition on behalf of state environmental investments.

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